

**Pathfinder Church**

Board of Directors

Monthly Meeting

December 17, 2024

**Pathfinder Church**  
Board of Directors Meeting  
December 17, 2024

**Table of Contents**

<b><u>Item</u></b>	<b><u>Page Number</u></b>
Agenda	3
November Board Meeting Minutes	4 – 5
October Congregational Meeting Minutes	6 – 7
OKR Board Report Narrative	8 – 14
OKR Board Report Metrics	15
Membership Changes & Official Acts	16
November Financials	17– 26
Closed Business.....	Appendix A



Board of Directors  
Tuesday, December 17, 2024

**This will be an in-person meeting at 7:00 p.m.  
Ministry Center 3<sup>rd</sup> Floor I-Room  
Special Guests: School Leadership Team**

**Opening & Agenda - 7:00 – 7:10 p.m.**

- Opening Devotion – Matt Finke
- Approval of October Congregation Meeting Minutes – Adam Bichsel
- Approval of November BOD Meeting Minutes – Adam Bichsel

**School Tuition Request - 7:10 – 8:30 p.m. (as needed)**

- 2025-2026 School Tuition Request – Dr. Jessica Bergtholdt, & Matt Hewitt

**General Business - 8:30 – 9:00 p.m.**

- November 2024 Financials – Matt Hewitt
- Strategic Partner Framework & MOUs – Matt Hewitt
- Senior Pastor Report – Dion Garrett
- Refreshed OKRs for January – June 2025 – Matt Hewitt
- Board Report Discussion / Other Business – Adam Bichsel

**Closing Prayer & Adjourn 8:30 p.m.**

- Closing Prayer – Damola Oshin

# November Pathfinder Board of Directors Meeting

November 19, 2024, 7:00 PM  
Virtual – By Teams

Board of Directors Attendees: Matthew Hewitt, Annmarie Wallis, Jennifer Albritton, Craig McArton, Eduardo Ramos, Dion Garrett, Beth Rusert, Becky Greer and Adam Bichsel

Excused: Matthew Finke and Damola Oshin

Adam Bichsel began the meeting at 7:01 p.m. Annmarie opened the evening with a devotion around leading up the next generation and how God uses each of us, and all generations, to make an impact for the kingdom.

A motion was made by Craig McArton to approve the meeting minutes from the September Board of Directors meeting. Beth Rusert seconded the motion. A voice vote was held on the motion and all members present voted affirmative.

The Ministry Fund ended with a \$31K deficit balance, which was \$14K favorable to the budgeted deficit for the month. The FYTD deficit of \$383K was \$201K favorable to the FYTD budgeted deficit.

- Giving in the current month was favorable to budget by \$35K and \$126K favorable FYTD.
- Monthly expenses were unfavorable to budgeted expenses by \$17K. FYTD expenses are \$96K favorable to budget.

FYTD net results are projected to be (\$82K), which is 183K favorable to the budgeted deficit after factoring in \$24K of delayed spending.

The School Fund ended the month with a deficit of \$37K, which was \$11K unfavorable to the budgeted deficit for the month and a FYTD unfavorable variance of \$18K.

- Income in the October was unfavorable to budgeted income by \$25K. FYTD income is \$89K unfavorable to budgeted income.
- Expenses in October were unfavorable to budgeted expenses by \$14K. FYTD expenses are \$71K unfavorable to budgeted expenses.

The School Fund ended the month with a net \$12K unfavorable variance for the month compared to the September Forecast. FYTD net results are projected to be (\$135K), which is \$29K unfavorable to the September reforecast and is \$49K unfavorable to the original budgeted deficit.

Path Forward has 41 families who have committed \$64,000 to specifically renovate the restrooms. This will build on top of our one-fund model and how additional donations that meet expected budget can also be allocated to these special projects.

Generations Counseling have also started using parts of the Cornerstone building as we continue to solidify our relationship and partnership. They will also be providing their expertise as part of Pop-ups. A video will be released soon to the community at large about this opportunity to get counseling on Pathfinder's campus.

Engagement and giving has shown healthy engagement that Pastor Dion feels really confident about. Overall church attendance as well as attendance at Explore Pathfinder have not met expected goals, so the team continues to re-evaluate what can be done to engage and drive people.

A closing prayer was given by Eduardo Ramos. The meeting came to a close at 7:26 p.m.

Respectfully submitted,  
Annmarie Wallis  
Secretary

**Pathfinder Church Fall Congregational Meeting**  
**Next Generation Lower Level**  
**October 16, 2024**  
**7:00 p.m.**

**Welcome** – Dion Garrett welcomed the congregation at 7:04 p.m. to the Fall Congregational Meeting.

**Board of Directors Introductions** –President Adam Bichsel introduced the current Board of Directors including Vice President, Damola Oshin, Matthew Finke as Treasurer, Annmarie Wallis as Secretary, Jennifer Albritton, Beth Rusert, Becky Greer, Craig McArton, and Eduardo Ramos as a Member-at-Large, along with church staff Matthew Hewitt and Senior Pastor Dion Garrett.

**Board of Elders Introductions** - The Board of Elders were also introduced including Michael Frith as Chairman, Bruce Litzsinger as Vice-Chairman, Don Sternberg as Secretary, alongside Bob Ingle, Brian Olivio, and Dion Garrett.

**Ministry Update** – Pastor Dion Garrett gave an overview the last year including action teams, pop ups, volunteerism, in-person worship attendance, and financial giving. Dion gave thanks for all this engagement and the excitement in creating more opportunities for going deeper in these areas.

This led to a review of Path Forward. We have shared with the congregation that we have completed Level 1: The Path to Sustained Excellence, and now we can move forward to Level 2 which includes several projects that we seek to undertake without taking on new debt. Some of these projects include restroom renovations that are all about people and real life needs, plus to give project-based givers an opportunity to join Path Forward.

A momentous milestone is also approaching – the 175<sup>th</sup> anniversary of our church! More surrounding legacy giving will also be shared tied into this anniversary.

**Facility Overview** - Matt Hewitt, Chief Operating Officer, shared information around the campus and the facility condition assessment which occurred in November 2023. On average \$655K/year ideally would be spent on capital expenditures to keep pace. If generosity continues and we are able to complete Level 2 and 3, \$865K of capital work in Cornerstone would be addressed in Path Forward. To affirm the need and commitment to addressing capital expenditures in keeping our facilities running, the board has approved the creation of an Obligatory Capital Sinking Fund.

**Financial Update** – Matthew Hewitt, COO of Pathfinder, gave a deeper overview of the fiscal year, school enrollment, and outstanding debt. The Ministry Fund ended the year \$118K above the forecasted budget due to some incredible generosity. The School Fund a deficit of \$2K. This brings a net positive of \$116K which was \$229K favorable than the anticipated forecasted budgeted deficit for the end of the year of \$113K. The financials were audited by Fick, Eggemeter, and Williamson and received an unqualified opinion meaning that the financials were presented with no errors or misstatements.

With one quarter complete for the new fiscal year, already we are ahead \$181 of projected budgets. The Ministry Fund ended at a deficit of 354K which is \$187K better than budgeted and the School

Fund ended \$11K which was \$6K less than budgeted. As we move into Q2 of the fiscal year, and the Christmas season, we look to see additional generosity that bolsters the overall financials.

**Other Business** – Adam Bischel opened the floor for new business. No new business was offered on the floor but questions around young adult offerings and the sanctuary cross were shared.

A motion was made to adjourn the meeting from Matt Hewitt with a second by Craig McArton. The meeting adjourned at 8:14 p.m. after a prayer by Adam Bichsel.

Respectfully submitted,  
Annmarie Wallis  
Secretary

# Pathfinder & St. John School OKRs

FY25 – December 17, 2024

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## Objective #1: Expand Outreach and Engagement

### KR1: Average In-Person Worship Attendance Increased 10%

- Summary
  - Our November in-person average sanctuary attendance represented a 6.5% decrease compared to our Jan–Jun 2024 average. However, it represents a 0.6% increase when compared against Nov. 2023. We project that Jul-Dec 2024 will end approximately 3% higher than Jul-Dec of 2023.
- Action Highlights
  - Thanksgiving Eve service drew 240 attendees, a 41% increase over last year! [WKND]
  - Our first two Advent mid-weeks were held on 12/4 and 12/11. Our Worship Director introduced a lovely new-to-us traditional Advent service order. Attendance was 138 and 137 respectively, a 90% increase over last year! [WKND]
  - A Spiritual focused Pop-Up is happening on 12/11 before our Wednesday Advent service. We hope the Pop-Up will encourage people to stay for Advent service. [ENG]
  - The Christmas Experience is back with improvements to our Light and Joy sections! Volunteerism has been super strong this year, and first weekend attendance was 472 cars, 1601 people, and 23 dogs (a 19% decrease from last year). [WKND]
- Challenges
  - We are short a few camera operators for Christmas Eve. [WKND]
  - COMMIT's 2024 class ended in November. Some students/families may take a step back now that there is no longer an attendance expectation. [WKND]
- Next Steps
  - Our final Advent mid-week will be 12/18, and Christmas services will be held 12/23-25. Weekend worship for 12/28-29 will be according to our regular schedule, with a special holiday edition of Reel Gospel. Promotional emails for these are scheduled to go out throughout the month. [WKND]
  - Our final weekend of the Christmas Experience will be 12/13-14. [WKND]
  - Kids Min will be hosting Pajama Day on Dec 22. This is sure to boost attendance as kids and parents love pajama days! [WKND]
  - In January we will try doing a separate segmented email to school families to encourage them to attend the January Baptism Orientation. [WKND]
  - Student-Led worship weekend will highlight our school ministry on 1/25-26 and coincide with an open-house. [WKND]



- Student Ministry is going to start giving out gift certificates for free beverages/treats to the Pathfinder Cafe to students who bring first time guests (both invitee and inviter will get a gift certificate). [WKND]

#### **KR2A: Increase Organic Social Media Reach by 10%**

- Summary
  - This KR is technically complete as we have more than 10x this goal. Our focus now is establishing a benchmark for future goals and OKRs.
- Action Highlights
  - We've engaged a social media consultant and an outsourced social media manager to help us build a stronger strategy. This looks like a very worthwhile and affordable partnership to increase reach. [BM&C]

#### **KR2B: Increase Paid Social Media Reach by 15%**

- Summary
  - This KR is complete as we have blown this goal away with over 40K% increase. As with our organic reach KR, our focus has turned towards establishing a benchmark for future goals / OKRs.

#### **KR3: Expand reach by distributing Pathfinder's content more broadly**

- Summary
  - This KR is in progress, but at-risk. Work continues developing and releasing new Pathfinder Music originals and turning The Lost Craft of Hard Conversations into a book.
- Action Highlights
  - Pathfinder Music's new single, "Bethlehem to Golgotha" has reached 605 unique streams on Spotify across more than 50 cities; with the majority in Ballwin, St. Louis, and Chesterfield. [WKND]
- Next Steps
  - We will shelve this KR for the January – June cycle. We don't have enough definition around what our end goal is or what kind of content we should be exploring or producing to "accomplish" this KR.

#### **KR4: Rebrand Action Teams and Establish Baseline of Outside Community Participation**

- Summary
  - The goal is to form a group of 12 people representing the six Whole Life areas that would help to inform Action Team programming. [ENG]
- Action Highlights
  - We have our first confirmed Pathfinder social media influencer and are brainstorming more. [ENG]

- Discussions and planning continue within Pathfinder to connect with existing community resources to bring awareness and meet felt needs of those in addiction recovery. [ENG]
- Challenges
  - This KR was a little bit before it's time. We had to understand at a deeper level the Action Team framework before we could realistically start developing a new brand for Action Teams.
- Next Steps
  - We have a follow-up meeting planned this month to determine how we can utilize data stored in our RMS database to track the movement of people at Pathfinder. Our hope is to be able to see what brings a person in for the first time and the subsequent steps they take. This will guide us in what is bringing in the people outside of Pathfinder and what is keeping them here. [ENG]
  - We will carry this KR forward into the January-June OKR cycle.

## **Objective #2: Deepen Engagement and Participation**

### **KR1: Total of 75 Participants Attending “Explore Pathfinder”**

- Summary
  - Last month we reported our final metrics for the year (we fell short of our goal), our plans to ensure stronger participation for this coming year, and a few highlights of those who have attended Explore Pathfinder. [ENG]
- Action Highlights
  - Our next Explore Pathfinder is Sunday, January 12, at 9:00 am. Spread the word! [ENG]
  - We will highlight that this is a one-time 90-minute orientation.
- Next Steps
  - We are brainstorming additional ways to entice people to attend Explore Pathfinder and learn more about our church and how they can find community here. [ENG]

### **KR2: Grow Action Team Participation by 10% to 650 Unique Members**

- Summary
  - Final counts are in with fall Action Team unique participant count reaching 653! This goal is complete! [ENG]
- Action Highlights
  - Our winter/spring season registration opens on 12/22 with nearly 50 Action Teams. [ENG]
  - We've been searching for a financial Action Team to help people steward what God has given them, and we are excited to launch True Financial Freedom this season. [ENG]

- o We've wanted to target a men's demographic, and we are looking forward to a new Men's speaker series Action Team launching winter 2025 as well as an Iron Men group that will now be open to new participants. [ENG]
- o Offering Action Teams that appeal to young adults has been a challenge, however we are happy to have a new Saturday morning pastry tasting group that meets that demographic as well as a continuing trivia group and a golf simulator training session for high school and college age kids. [ENG]

### **KR3: Engage 500 People Across at least 10 Pop-Up Events**

- Summary
  - o Through November we've had 558 people attend Pop-Ups and have exceeded our goal! If we add in what we've done thus far in December, our Pop-Up participant count goes from 558 to 750! And we still have two Pop-Ups remaining in December! [ENG]
- Action Highlights
  - o Advent by Candlelight had 160 participants and Missions Week had 115 participants. [ENG]
  - o We had a couple Pop-Ups arise very organically with small groups of people being passionate about serving organizations they met through Prosper the City or Party with a Purpose. The volunteers organized and recruited and executed the Pop-Ups independently, taking ownership and engaging our Pathfinder community with smaller, more intimate ways of serving our community! [ENG]
- Next Steps
  - o We have eight Pop-Ups confirmed for the next season. [ENG]

### **KR4: Achieve a 10% increase in our Weekend Volunteer Pool**

- Summary
  - o As of November, we have an active volunteer pool of 497, a decrease of 0.6%. Gains were offset by some roster record-cleaning, which will now occur on a monthly basis going forward in order to maintain a more accurate count.
- Action Highlights
  - o We cleaned up our volunteer pool rosters by removing people who have not actively served for over a year.
- Challenges
  - o Kids Min has a shortage of adult volunteers. Specifically, adult tech to train student volunteers, elementary classroom facilitators, and adult assistants in our nursery rooms to meet ratios. [WKND]
- Next Steps
  - o A list of all non-serving regular attenders has been generated, and the Weekend Team will be reviewing it in order to make some personal invitations. [WKND]

- o A serve fair will be held 1/11-12. [WKND]

### **Objective #3: Achieve Fundraising Goals for Ministry Growth**

#### **KR1: Acquire 150 New Giving Units in FY25**

- Summary
  - o We had 5 new donors in the month of November. This brings our total since July up to 31 new donors or about 20% of our goal. This is 3 fewer new donors over the same period last year. [FINOPS]
- Action Highlights
  - o We have begun communicating about year-end giving. [FINOPS]
- Next Steps
  - o We are developing a new-giver workflow that will engage new donors over the course of their first year of giving with the hopes of cementing the practice of giving. [FINOPS]

#### **KR2: Increase Average Number of Unique Giving Units per Month to 675**

- Summary
  - o At the end of November, we had 633 unique giving units or 94% of our goal. This ebbs and flows month to month. Year-over-year, we have on average 21 more giving units than the same period last year. [FINOPS]
- Action Highlights
  - o We have shared that if we can achieve our December giving budget, we'll be in a great position to start the Path Forward projects in early 2025. We hope this inspires folks to be more generous here in December. [FINOPS]
  - o We sent a year end mailer highlighting the significant things that happened at Pathfinder in 2024 with a note from Dion encouraging financial support. [BM&C]
- Challenges
  - o With Thanksgiving coming so late in November, it feels like we have a smaller window to discuss year-end giving this year. [FINOPS]
- Next Steps
  - o In addition to our giving talks, we have year-end giving emails going out on December 15<sup>th</sup> and December 30<sup>th</sup> encouraging people to give before December 31<sup>st</sup> to help us achieve our December giving goals. [FINOPS]

### **KR3: Execute 100% of FY25 Annual Fund Fundraising Strategy**

- Summary
  - Steps were taken in November/December to follow the action plan laid out to increase engagement with the Annual Fund. The plan is 46% complete and on track. [STJ]
- Action Highlights
  - The fourth “Cougar Connect” newsletter went out via email at the end of November with a reminder of the perks of the Logos Society giving club and a soft donation ask.
  - 2<sup>nd</sup> Annual Appeal mailer went out November 15<sup>th</sup>.
  - Since August 1, we have had 12 independent givers. Of the 12, 4 are set up to be recurring donations. 6 are members of the Logos Society giving \$1,200+ or set up for a recurring gift of \$100+.
- Challenges
  - Time – although qualitative data through community anecdotes is very positive, it may take time for the community to feel compelled to designate dollars to our fund.
- Next Steps
  - We continue to grow our list of emails and addresses in order to widen our community reach. An email is going out to parents of young alumni (current high school) to invite them to a social gathering on campus in February. [STJ]

### **KR4: Launch 1 Goal-Oriented Fundraising Strategy to Accomplish a Specific Project in Level 2 of Path Forward.**

- Summary
  - This KR is complete. We have launched Path Forward Projects and have developed the fundraising strategy for the Family Assist Sanctuary Restrooms.

### **KR5: Engage 50 Households through Legacy Giving focused Pop-Ups, Action Teams, or 1:1 engagement with gift planners from the LCMS Foundation**

- Summary
  - The LCMS Foundation reports \$894,000 in 25 gift plans that name Pathfinder as a beneficiary. 5 Households are currently in the *Lifetime Plan for Giving* process, and 7 new households have recently expressed an interest, for a grand total of 37 households. [WKND]
- Action Highlights
  - No specific actions this past month. Erich Faulstich from the LCMS Foundation is continuing to meet with people that have expressed interest in his services. [WKND]
- Challenges
  - There are likely more Pathfinders who have a planned gift but just haven't mentioned it to us. [WKND]

- Next Steps
  - Looking farther out: After Path Forward, we are planning on an estate giving emphasis to coincide with our 175<sup>th</sup> anniversary as a congregation. [WKND]



	Nov-24	Oct-24	Sep-24	Aug-24	Jul-24	FY2025 FYTD	FY2024 FYTD	Change(FY0-FY1)	% Change(FY0-FY1)/FY1	OKR Data Comp	OKR Reference
<b>Worship Attendance Metrics (Monthly &amp; FYTD Averages)</b>											
Live Stream Hits*	577	583	499	533	497	538	553	-16	-3%		
5 pm Saturday*	131	115	127	131	127	126	112	14	12%	157	O1 KR1
9 am Sunday*	419	365	333	361	362	368	368	0	0%	376	O1 KR1
11 am Sunday*	352	348	342	382	335	352	339	13	4%	368	O1 KR1
Baptisms	6	9	5	6	4	30	18	12	67%		
Number of Members - Including Kids* (Updated Quarterly)		2960			2955	2958	2953	5	0%		
<b>Giving Metrics</b>											
Total Unique Giving Units*	633	641	635	634	633	635	615	21	3%	675	O3 KR2
New Donors	5	8	5	7	6	31	34	-3	-9%	150	O3 KR1
Unique Electronic Recurring Givers*	385	388	392	385	383	387	332	54	16%		
<b>NextGen Metrics</b>											
New Kids Min Registrations	1	13	15	30	5	64	83	-19	-23%		
Kids Min Unique Participants	327	314	291	270	51	416	442	-26	-6%		
New Core Registrations	6	7	16	91	0	113	112	1	1%		
CORE Unique Participants	92	80	89	82	64	127	137	-10	-7%		
New Summit Registrations	0	2	9	75	0	86	60	26	43%		
Summit Unique Participants	39	54	60	52	55	81	60	21	35%		
<b>Engagement Metrics</b>											
<b>Explore Pathfinder Metrics</b>											
Total Explore Pathfinder Participants	6	2	5	17	0	30	46	-16	-35%	75	O2 KR1
<b>Action Team Metrics (Updated Seasonally)</b>											
First-Time Participants**	149	147	136	66	55	55	431	-376	-87%		
Total Unique Participants**	653	650	631	425	287	287	1065	-778	-73%	675	O2 KR2
<b>Pop-Up Metrics</b>											
Total Participants **	62	142	111	80	163	558	1057	-499	-47%	500	O2 KR3
<b>Intensives Metrics</b>											
Total Unique Participants	0	0	0	16	0	16	9	7	78%		
<b>Website and Social Media Metrics</b>											
Total Visits / Sessions**	7,856	7,317	7,996	7,445	7,799	7445	17385	-9940	-57%		
% Unique Visitors*	91%	92%	93%	91%	93%	92%	90%	2%	2%		
% Search Traffic*	21%	20%	17%	23%	25%	21%	27%	1%	-21%		
Organic Social Media Reach**	15349	7345	7556	9465	18,742	35763	11,743	24020	205%		
Paid Social Media Reach**	13721	21218	44419	760	24,009	44419	0	44419	0%		
<b>NPS Metrics</b>											
Total Unique NPS Submissions	0	3	2	2	2	9	5	4	80%		
Promoters	0%	100%	100%	100%	50%	70%	52%	18%	35%		
Passives	0%	0%	0%	0%	50%	10%	13%	-3%	-22%		
Detractors	0%	0%	0%	0%	0%	0%	35%	-35%	-100%		
Cumulative NPS Score	48	47	47	46	50	46%	44%	0	5%		
<b>School Metrics</b>											
Early Childhood Enrollment	147	147	151	151	151	151	157	-6	-4%		
K-8 Enrollment	155	155	155	153	153	155	174	-19	-11%		
Total Enrollment	302	302	306	304	304	306	331	-25	-8%		

\* FYTD is an Average

\*\* FYTD is most recent month of FY not total

Blue = Manually Updated Metrics

**Pathfinder Church**  
Board of Directors Meeting  
December 2024

**Membership Changes – November 2024**

**New Members:**

**Information Class:**

Ava Deutschmann  
Stephen York

**Transfer:**

Paula Kreftmeyer

**Reaffirmation:**

Cherri Vorhees

**Released Members:**

**Transferred Out:**

Robert Kostial (Hope Lutheran Church, St. Louis, MO)  
Elizabeth Schreiber © Chris Ulrich, Adam Ulrich, Andrew Ulrich & Claire Ulrich (King of Kings Lutheran Church, Chesterfield, MO)

**Release by Request:**

Brooks Fleming  
Alec Hollmann  
Andrew & Julie Vorthman

**Official Acts:**

**Baptisms:**

Evelyn Kyle (11-10-2024)  
Cameron Lucas Dales (11-10-2024)  
Liam Michael Mullen (11-10-2024)  
Daphne Marie Bui (11-23-2024)  
Albert Luciani Salvatore (11-24-2024)

**Weddings:**

None

**Funerals:**

None



**Pathfinder Church**  
**Financial Notes**  
**Period Ending November 30, 2024**

Ministry Fund

Overview

The Ministry Fund ended with a \$48K surplus balance, which was \$38K favorable to the budgeted surplus for the month. The FYTD deficit of \$335K is \$239K favorable to the FYTD budgeted deficit.

- Giving in the current month was favorable to budget by \$27K and \$153K favorable FYTD.
- Monthly expenses were favorable to budgeted expenses by \$13K. FYTD expenses are \$109K favorable to budget.

FYTD net results are projected to be (\$44K), which is 221K favorable to the budgeted deficit after factoring in \$23K of certain and discretionary delayed spending.

Pastoral Office

- No significant variances of note.

Operations

- \$7K favorable variance for Facilities
  - \$1.5K favorable variance for Elevator Maintenance
  - \$2K favorable variance for Janitorial Supplies
  - \$4K favorable variance for Salaries and Benefits

Marketing and Creative

- \$8K favorable variance for Marketing & Creative due to \$5K favorable variance for salaries and benefits due to the vacant Brand Marketing & Creative Director role and \$2.2K favorable variance for Christmas Production advertising.

Engagement Team Ministry

- \$2.5K favorable variance for Engagement Team revenues from Bible study income and lower than budgeted expenses for Women Pop Ups.
- \$2.6K favorable for Cafe due salaries and benefits as the Café supervisor has not been replaced.

Weekend Ministry Leadership

- \$12K unfavorable variance for Tech AV due to less than expected equipment sales of \$5.7K and more than expected Tech Equipment for Worship of \$7K, which is offset in part by the equipment sales.
- \$3.2K favorable variance for Worship due to salaries and benefits of open positions.

## School Fund

### Overview

The School Fund ended the month with a deficit of \$21K, which was \$12K favorable to the budgeted deficit for the month and a FYTD unfavorable variance of \$6K.

- Income in November was unfavorable to budgeted income by \$16K. FYTD income is \$105K unfavorable to budgeted income.
- Expenses in October were favorable to budgeted expenses by \$28K. FYTD expenses are \$100K unfavorable to budgeted expenses.

The School Fund ended November with a net \$6K favorable variance compared to the September Forecast. FYTD net results are projected to be (\$129K), which is \$23K unfavorable to the September reforecast and is \$42K unfavorable to the original budgeted deficit.

### Income

- \$4K unfavorable for childcare tuition
- \$2.5K favorable for gym rental fees
- \$19K unfavorable for Budgeted Adjusted Income

### Expenses

- \$3.3K unfavorable for salary and benefits
- \$3.6K unfavorable for standardized testing and \$1K for special events
- \$24K favorable for Budgeted Adjusted Expenses.

*\*Variances of \$3,000 or greater are noted.*

## Consolidated Balance Sheet

- Cash and Investments increased by \$129K
- Accounts Receivable decreased by \$40K.
- Prepaid Expenses decreased by \$9K due to the following decreases offset by a \$6.8K increase in middle school PTL trip deposits
  - \$8K timing of an extra payment for Prepaid Insurance
  - \$2K payment of HAS Contributions
  - \$2.6K for quarterly Rock support expense
  - \$3K timing of an extra copier lease payment
- Accounts Payable decreased by \$16K due to October including PTL school gym spending and the timing of November check disbursements
- Accrued Expenses increased by \$3K due to the monthly staff paid time off accruals.
- Deferred Tuition and Revenue decreased by \$49K primarily due to
  - \$42K decrease in deferred school tuition.
  - \$5K decrease in deferred revenue for November Confirmation revenue
  - \$1.8K decrease in deferred tuition for School of the Arts

Summary of Bank Accounts

Balances shown are as of the date of the report and do not account for any deposits in transit or outstanding checks.

Type	Institution	APY	Balance
Cash	Petty Cash	N/A	800.00
Checking	First Community CU	0.101%	1,972.47
Savings	First Community CU	0.00%	10.00
Steward Acct.	LCEF	3.56%	51,830.35
Money Market	Vanguard	4.76%	950,614.36
Checking	Fifth Third Bank	2.67%	<u>1,127,558.38</u>
			2,132,785.56

Budgeted Financial Statement for Period 5 - November  
 24-25 Report 1: Income Statement  
 Company# 1 Name: Bathfunder Church

<u>Acct #</u> <u>Description</u>	<u>Budget</u> <u>Annual</u>	<u>Actual for</u> <u>Period</u>	<u>Budget for</u> <u>Period</u>	<u>Variance</u> <u>for Period</u>	<u>Actual</u> <u>YTD</u>	<u>Budget</u> <u>YTD</u>	<u>Var. Actual</u> <u>to YTD</u> <u>Budget Dollar</u>
<b>MINISTRY FUND</b>							
3 General Offerings	\$4,889,357	\$420,312	\$393,457	\$26,855	\$1,835,915	\$1,683,180	\$152,735
<b>MINISTRY FUND INCOME</b>	<b>\$4,889,357</b>	<b>\$420,312</b>	<b>\$393,457</b>	<b>\$26,855</b>	<b>\$1,835,915</b>	<b>\$1,683,180</b>	<b>\$152,735</b>
<b>PASTORAL OFFICE</b>							
5 Pastoral Office	(\$660,660)	(\$51,393)	(\$51,100)	(\$293)	(\$268,740)	(\$272,466)	\$3,726
6 Stewardship	(\$11,661)	(\$212)	(\$1,204)	\$992	(\$2,839)	(\$4,329)	\$1,490
7 Care Ministries	(\$3,556)	(\$253)	(\$75)	(\$178)	(\$1,069)	(\$1,017)	(\$52)
<b>TOTAL PASTORAL OFFICE</b>	<b>(\$675,877)</b>	<b>(\$51,858)</b>	<b>(\$52,379)</b>	<b>\$521</b>	<b>(\$272,649)</b>	<b>(\$277,812)</b>	<b>\$5,163</b>
<b>OPERATIONS</b>							
9 Facilities	(\$1,029,264)	(\$56,687)	(\$63,933)	\$7,246	(\$561,673)	(\$569,813)	\$8,140
10 Finance & Administration	(\$654,179)	(\$50,266)	(\$52,089)	\$1,823	(\$262,654)	(\$271,087)	\$8,433
11 Mortgage/Debt	(\$702,016)	(\$56,784)	(\$56,916)	\$132	(\$283,613)	(\$285,810)	\$2,197
12 School Tuition Assistance	(\$155,268)	(\$12,939)	(\$12,939)	\$0	(\$64,695)	(\$64,695)	\$0
13 Technology	(\$102,692)	(\$7,528)	(\$7,191)	(\$337)	(\$43,741)	(\$44,955)	\$1,214
<b>TOTAL OPERATIONS</b>	<b>(\$2,643,419)</b>	<b>(\$184,204)</b>	<b>(\$193,068)</b>	<b>\$8,864</b>	<b>(\$1,216,377)</b>	<b>(\$1,236,360)</b>	<b>\$19,983</b>
<b>MARKETING &amp; CREATIVE</b>							
15 Marketing & Creative	(\$421,888)	(\$26,335)	(\$34,643)	\$8,308	(\$136,636)	(\$170,731)	\$34,095
16 Community Awareness	(\$5,600)	\$0	\$0	\$0	(\$6,973)	(\$6,800)	(\$173)
<b>TOTAL MARKETING &amp; CREATIVE</b>	<b>(\$427,488)</b>	<b>(\$26,335)</b>	<b>(\$34,643)</b>	<b>\$8,308</b>	<b>(\$143,608)</b>	<b>(\$177,531)</b>	<b>\$33,923</b>
<b>ENGAGEMENT TEAM MINISTRY</b>							
18 Engagement Team	(\$452,397)	(\$33,924)	(\$36,460)	\$2,536	(\$181,972)	(\$185,647)	\$3,675
19 Missions	(\$65,500)	(\$2,154)	\$0	(\$2,154)	(\$3,658)	(\$5,500)	\$1,842
20 Staff Culture & Development	(\$25,109)	(\$1,734)	(\$2,354)	\$620	(\$18,245)	(\$21,387)	\$3,142
21 Cafe'	(\$17,725)	\$767	(\$1,837)	\$2,604	(\$5,448)	(\$7,942)	\$2,494
22 Hospitality	(\$12,389)	(\$2,512)	(\$1,350)	(\$1,162)	(\$5,940)	(\$5,549)	(\$391)
<b>TOTAL ENGAGEMENT TEAM MINISTRY</b>	<b>(\$573,120)</b>	<b>(\$39,556)</b>	<b>(\$42,001)</b>	<b>\$2,445</b>	<b>(\$215,262)</b>	<b>(\$226,025)</b>	<b>\$10,763</b>
<b>WEEKEND MINISTRY</b>							
24 Tech AV	(\$189,414)	(\$27,409)	(\$15,585)	(\$11,824)	(\$82,194)	(\$77,510)	(\$4,684)
25 Kids Ministry	(\$232,205)	(\$18,706)	(\$17,794)	(\$912)	(\$89,378)	(\$90,696)	\$1,318
26 Student Ministry	(\$196,529)	(\$10,888)	(\$11,035)	\$147	(\$79,219)	(\$82,279)	\$3,060
27 Weekend Ministry Leadership	(\$8,432)	(\$82)	(\$277)	\$195	(\$5,220)	(\$4,863)	(\$357)
28 Worship	(\$207,892)	(\$13,182)	(\$16,432)	\$3,250	(\$67,084)	(\$84,354)	\$17,270
<b>TOTAL WEEKEND MINISTRY</b>	<b>(\$834,472)</b>	<b>(\$70,267)</b>	<b>(\$61,123)</b>	<b>(\$9,144)</b>	<b>(\$323,095)</b>	<b>(\$339,702)</b>	<b>\$16,607</b>
<b>TOTAL MINISTRY FUND</b>	<b>(\$265,019)</b>	<b>\$48,091</b>	<b>\$10,243</b>	<b>\$37,848</b>	<b>(\$335,077)</b>	<b>(\$574,250)</b>	<b>\$239,173</b>
<b>SCHOOL FUND</b>							
30 Income	\$3,128,995	\$241,297	\$257,758	(\$16,461)	\$1,230,113	\$1,335,451	(\$105,338)
31 Expenses	(\$3,215,755)	(\$261,843)	(\$290,145)	\$28,302	(\$1,277,063)	(\$1,376,719)	\$99,657
<b>TOTAL SCHOOL FUND</b>	<b>(\$86,760)</b>	<b>(\$20,546)</b>	<b>(\$32,387)</b>	<b>\$11,841</b>	<b>(\$46,949)</b>	<b>(\$41,268)</b>	<b>(\$5,681)</b>

Budgeted Financial Statement for Period 5 - November

24-25 Report 2: Income Stmt (Income Detail)

Company#: 1 Name: Pathfinder Church

<u>Account</u>	<u>Budget</u>	<u>Actual for</u>	<u>Budget for</u>	<u>Variance</u>	<u>Actual</u>	<u>Budget</u>	<u>to YTD</u>
<u>Description</u>	<u>Annual</u>	<u>Period</u>	<u>Period</u>	<u>for Period</u>	<u>YTD</u>	<u>YTD</u>	<u>Budget Dollar</u>
<b>MINISTRY FUND INCOME</b>							
<b>MINISTRY GIVING INCOME</b>							
3 Ministry Offerings	\$4,889,357	\$420,312	\$393,457	\$26,855	\$1,835,915	\$1,683,180	\$152,735
<b>TOTAL MINISTRY GIVING INC</b>	<b>\$4,889,357</b>	<b>\$420,312</b>	<b>\$393,457</b>	<b>\$26,855</b>	<b>\$1,835,915</b>	<b>\$1,683,180</b>	<b>\$152,735</b>
<b>PASTORAL OFFICE</b>							
<b>TOTAL PASTORAL OFFICE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>OPERATIONS</b>							
7 Facilities	\$19,004	\$1,200	\$667	\$533	\$3,610	\$3,835	(\$225)
8 Finance & Administration	\$5,326	\$0	\$0	\$0	\$0	\$0	\$0
9 Investment Income	\$75,550	\$6,055	\$6,136	(\$81)	\$33,120	\$30,983	\$2,137
<b>TOTAL OPERATIONS</b>	<b>\$99,880</b>	<b>\$7,255</b>	<b>\$6,803</b>	<b>\$452</b>	<b>\$36,730</b>	<b>\$34,818</b>	<b>\$1,912</b>
<b>MARKETING &amp; CREATIVE</b>							
12 Marketing & Creative	\$32,650	\$1,611	\$1,900	(\$289)	\$7,022	\$11,980	(\$4,958)
13 Community Awareness	\$16,000	\$0	\$0	\$0	\$0	\$1,000	(\$1,000)
<b>TOTAL MARKETING &amp; CREAT</b>	<b>\$48,650</b>	<b>\$1,611</b>	<b>\$1,900</b>	<b>(\$289)</b>	<b>\$7,022</b>	<b>\$12,980</b>	<b>(\$5,958)</b>
<b>ENGAGEMENT TEAM MINISRY</b>							
15 Engagement Team	\$55,100	\$3,258	\$2,350	\$908	\$15,531	\$20,550	(\$5,020)
16 Strategic Partner Support	\$13,000	\$0	\$0	\$0	\$280	\$4,000	(\$3,720)
17 Cafe'	\$26,697	\$1,006	\$1,640	(\$634)	\$3,528	\$9,906	(\$6,378)
18 Hospitality	\$3,250	\$420	\$175	\$245	\$2,061	\$1,625	\$436
<b>TOTAL ENGAGEMENT TEAM M</b>	<b>\$98,047</b>	<b>\$4,685</b>	<b>\$4,165</b>	<b>\$520</b>	<b>\$21,399</b>	<b>\$36,081</b>	<b>(\$14,682)</b>
<b>WEEKEND MINISTRY</b>							
20 Tech AV	\$7,900	\$715	\$6,500	(\$5,785)	\$3,598	\$7,900	(\$4,302)
21 Kids Ministry	\$45,800	\$325	\$305	\$20	\$905	\$1,295	(\$390)
22 Student Ministry	\$74,550	\$7,525	\$4,500	\$3,025	\$30,570	\$29,550	\$1,020
<b>TOTAL WEEKEND MINISTRY</b>	<b>\$128,250</b>	<b>\$8,565</b>	<b>\$11,305</b>	<b>(\$2,740)</b>	<b>\$35,074</b>	<b>\$38,745</b>	<b>(\$3,672)</b>
<b>TOTAL MINISTRY FUND INCO</b>	<b>\$5,264,184</b>	<b>\$442,427</b>	<b>\$417,630</b>	<b>\$24,797</b>	<b>\$1,936,139</b>	<b>\$1,805,804</b>	<b>\$130,335</b>
<b>SCHOOL INCOME</b>							
25 Tuition K-8	\$1,511,649	\$127,818	\$125,585	\$2,233	\$637,575	\$632,554	\$5,022
26 Tuition ECE	\$976,876	\$80,601	\$81,485	(\$884)	\$404,649	\$406,481	(\$1,832)
27 Tuition - Childcare	\$169,459	\$12,710	\$16,923	(\$4,213)	\$55,253	\$67,818	(\$12,565)
28 Annual Fund	\$81,339	\$11,185	\$10,000	\$1,185	\$19,301	\$25,339	(\$6,038)
29 PTL Support	\$16,000	\$0	\$0	\$0	\$0	\$0	\$0
31 Athletics	\$18,870	\$1,501	\$100	\$1,401	\$6,459	\$9,720	(\$3,261)
32 Learning Center Fees	\$6,000	\$675	\$1,000	(\$325)	\$2,125	\$2,100	\$25
33 Chapel/Mission Offerings	\$3,374	\$263	\$200	\$63	\$801	\$1,174	(\$372)
34 Field Trips	\$3,880	\$0	\$100	(\$100)	\$1,450	\$1,680	(\$230)
35 Other Income	\$46,699	\$5,754	\$3,190	\$2,564	\$23,839	\$22,249	\$1,590
36 Budgeted Adjusted Income	\$218,010	\$0	\$19,175	(\$19,175)	\$0	\$89,497	(\$89,497)
38 Online Enrollment/Registrat	\$76,840	\$190	\$0	\$190	\$78,061	\$76,840	\$1,220
<b>TOTAL SCHOOL INCOME</b>	<b>\$3,128,995</b>	<b>\$240,697</b>	<b>\$257,758</b>	<b>(\$17,061)</b>	<b>\$1,229,513</b>	<b>\$1,335,451</b>	<b>(\$105,938)</b>

Budgeted Financial Statement for Period 5 - November

24-25 Report 3: Income Stmt (Expense Detail)

Company#: 1 Name: Pathfinder Church

<u>Account</u>	<u>Budget</u>	<u>Actual for</u>	<u>Budget for</u>	<u>Variance</u>	<u>Actual</u>	<u>Budget</u>	<u>to YTD</u>
<u>Description</u>	<u>Annual</u>	<u>Period</u>	<u>Period</u>	<u>for Period</u>	<u>YTD</u>	<u>YTD</u>	<u>Budget Dollar</u>
<b>MINISTRY FUND EXPENSES</b>							
<b>PASTORAL OFFICE</b>							
3 Pastoral Office	(\$660,660)	(\$51,393)	(\$51,100)	(\$293)	(\$268,740)	(\$272,466)	\$3,726
4 Stewardship	(\$11,661)	(\$212)	(\$1,204)	\$992	(\$2,839)	(\$4,329)	\$1,490
5 Care Ministries	(\$3,556)	(\$253)	(\$75)	(\$178)	(\$1,069)	(\$1,017)	(\$52)
<b>TOTAL PASTORAL OFFICE</b>	<b>(\$675,877)</b>	<b>(\$51,858)</b>	<b>(\$52,379)</b>	<b>\$521</b>	<b>(\$272,649)</b>	<b>(\$277,812)</b>	<b>\$5,163</b>
<b>OPERATIONS</b>							
7 Facilities	(\$1,048,268)	(\$57,887)	(\$64,600)	\$6,713	(\$565,283)	(\$573,648)	\$8,365
8 Finance & Administration	(\$659,505)	(\$50,266)	(\$52,089)	\$1,823	(\$262,654)	(\$271,087)	\$8,433
9 Mortgage/Debt	(\$777,566)	(\$62,839)	(\$63,052)	\$213	(\$316,733)	(\$316,793)	\$60
10 School Tuition Assistance	(\$155,268)	(\$12,939)	(\$12,939)	\$0	(\$64,695)	(\$64,695)	\$0
11 Technology	(\$102,692)	(\$7,528)	(\$7,191)	(\$337)	(\$43,741)	(\$44,955)	\$1,214
<b>TOTAL OPERATIONS</b>	<b>(\$2,743,299)</b>	<b>(\$191,459)</b>	<b>(\$199,871)</b>	<b>\$8,412</b>	<b>(\$1,253,107)</b>	<b>(\$1,271,178)</b>	<b>\$18,071</b>
<b>MARKETING &amp; CREATIVE</b>							
13 Marketing & Creative	(\$454,538)	(\$27,946)	(\$36,543)	\$8,597	(\$143,657)	(\$182,711)	\$39,054
14 Community Awareness	(\$21,600)	\$0	\$0	\$0	(\$6,973)	(\$7,800)	\$827
<b>TOTAL MARKETING &amp; CREAT</b>	<b>(\$476,138)</b>	<b>(\$27,946)</b>	<b>(\$36,543)</b>	<b>\$8,597</b>	<b>(\$150,630)</b>	<b>(\$190,511)</b>	<b>\$39,881</b>
<b>ENGAGEMENT TEAM MINISTRY</b>							
16 Engagement Team	(\$507,497)	(\$37,182)	(\$38,810)	\$1,628	(\$197,502)	(\$206,197)	\$8,695
17 Strategic Partner Support	(\$78,500)	(\$2,154)	\$0	(\$2,154)	(\$3,938)	(\$9,500)	\$5,562
18 Staff Culture & Developer	(\$25,109)	(\$1,734)	(\$2,354)	\$620	(\$18,245)	(\$21,387)	\$3,142
19 Cafe'	(\$44,422)	(\$239)	(\$3,477)	\$3,238	(\$8,976)	(\$17,848)	\$8,872
20 Hospitality	(\$15,639)	(\$2,932)	(\$1,525)	(\$1,407)	(\$8,001)	(\$7,174)	(\$827)
<b>TOTAL ENGAGEMENT TEAM</b>	<b>(\$671,167)</b>	<b>(\$44,241)</b>	<b>(\$46,166)</b>	<b>\$1,925</b>	<b>(\$236,661)</b>	<b>(\$262,106)</b>	<b>\$25,445</b>
<b>WEEKEND MINISTRY</b>							
22 Tech AV	(\$197,314)	(\$28,124)	(\$22,085)	(\$6,039)	(\$85,793)	(\$85,410)	(\$383)
23 Kids Ministry	(\$278,005)	(\$19,031)	(\$18,099)	(\$932)	(\$90,283)	(\$91,991)	\$1,708
24 Student Ministry	(\$271,079)	(\$18,413)	(\$15,535)	(\$2,878)	(\$109,789)	(\$111,829)	\$2,040
25 Weekend Ministry Leadersh	(\$8,432)	(\$82)	(\$277)	\$195	(\$5,220)	(\$4,863)	(\$357)
26 Worship	(\$207,892)	(\$13,182)	(\$16,432)	\$3,250	(\$67,084)	(\$84,354)	\$17,270
<b>TOTAL WEEKEND MINISTRY</b>	<b>(\$962,722)</b>	<b>(\$78,832)</b>	<b>(\$72,428)</b>	<b>(\$6,404)</b>	<b>(\$358,169)</b>	<b>(\$378,447)</b>	<b>\$20,278</b>
<b>TOTAL MINISTRY FUND EXPE</b>	<b>(\$5,529,203)</b>	<b>(\$394,336)</b>	<b>(\$407,387)</b>	<b>\$13,051</b>	<b>(\$2,271,216)</b>	<b>(\$2,380,054)</b>	<b>\$108,838</b>
<b>SCHOOL EXPENSES</b>							
28 Salary, Wages, Benefits & (	(\$2,428,639)	(\$218,684)	(\$215,340)	(\$3,344)	(\$994,986)	(\$980,255)	(\$14,731)
29 Classroom Supplies, Materi	(\$57,470)	(\$1,057)	(\$1,650)	\$593	(\$47,202)	(\$47,220)	\$18
30 Conferences, Education & l	(\$12,935)	(\$107)	\$0	(\$107)	(\$3,321)	(\$3,085)	(\$236)
31 Technology Services, Hard	(\$28,200)	(\$2,437)	(\$2,122)	(\$315)	(\$13,726)	(\$13,356)	(\$370)
32 Centered Care Expenses	(\$130,245)	(\$13,690)	(\$14,098)	\$408	(\$53,441)	(\$53,077)	(\$364)
33 Athletic Events	(\$18,936)	(\$2,131)	(\$1,550)	(\$581)	(\$11,385)	(\$10,631)	(\$755)
34 Field Trips	(\$3,750)	\$0	(\$500)	\$500	(\$1,254)	(\$1,500)	\$246
35 Copier Expense	(\$12,313)	(\$540)	(\$1,300)	\$760	(\$3,080)	(\$4,813)	\$1,732
37 Missions	(\$250)	\$0	\$0	\$0	(\$250)	(\$250)	\$0
38 Fundraising Expense	(\$551)	(\$65)	\$0	(\$65)	(\$259)	(\$65)	(\$194)
39 Other Expenses	(\$321,942)	(\$23,107)	(\$28,835)	\$5,728	(\$148,135)	(\$155,407)	\$7,272
40 Budgeted Adjustment Expe	(\$198,685)	\$0	(\$24,750)	\$24,750	\$0	(\$106,791)	\$106,791
41 School Lunch Expenses	(\$840)	\$0	\$0	\$0	\$0	(\$270)	\$270
42 Website Social Media	(\$1,000)	(\$23)	\$0	(\$23)	(\$23)	\$0	(\$23)
<b>TOTAL SCHOOL EXPENSES</b>	<b>(\$3,215,755)</b>	<b>(\$261,843)</b>	<b>(\$290,145)</b>	<b>\$28,302</b>	<b>(\$1,277,063)</b>	<b>(\$1,376,719)</b>	<b>\$99,657</b>

**Statement of Financial Position for Period 5 - November**  
**Company#: 1 Name: Pathfinder Church**  
**Fiscal Year Beginning 7/1/2024**

<u>Account</u>	<u>YTD</u> <u>Current</u>	<u>Prior</u> <u>Period</u>	<u>FYE</u> <u>23-24</u>	<u>FYE</u> <u>22-23</u>
<b>Assets</b>				
<b>Current Assets - Unrestricted</b>				
Cash and Investments	\$2,152,399	\$2,023,587	\$2,029,639	\$2,093,435
Accounts Receivable	\$27,429	\$67,357	\$27,999	\$31,364
Inventory	\$2,029	\$2,525	\$3,595	\$3,136
Prepaid Expenses	\$38,000	\$46,695	\$73,199	\$59,597
<b>Total Current Assets - Unrestricted</b>	<b>\$2,219,856</b>	<b>\$2,140,164</b>	<b>\$2,134,432</b>	<b>\$2,187,532</b>
<b>Fixed Assets</b>				
Land	\$2,545,030	\$2,545,030	\$2,545,030	\$2,422,932
Buildings	\$25,704,798	\$25,704,798	\$25,704,798	\$25,614,723
Furniture/Fixtures/Technology	\$2,042,531	\$2,042,531	\$2,042,531	\$2,048,976
Capitalized Interest	\$46,465	\$46,465	\$46,465	\$46,465
Less Accumulated Depreciation	(\$18,899,194)	(\$18,899,194)	(\$18,899,194)	(\$18,170,657)
<b>Total Fixed Assets</b>	<b>\$11,439,631</b>	<b>\$11,439,631</b>	<b>\$11,439,631</b>	<b>\$11,962,439</b>
<b>Other Assets</b>				
Deferred Financing Costs	\$2,153	\$3,210	\$7,440	\$20,856
Other Assets	\$267,409	\$268,843	\$274,579	\$280,469
Operating Lease Asset	\$125,132	\$125,132	\$125,132	\$155,258
<b>Total Other Assets</b>	<b>\$394,694</b>	<b>\$397,185</b>	<b>\$407,151</b>	<b>\$456,584</b>
<b>Total Assets</b>	<b>\$14,054,181</b>	<b>\$13,976,980</b>	<b>\$13,981,214</b>	<b>\$14,606,555</b>
<b>Liabilities and Net Assets</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Accounts Payable	\$61,219	\$77,446	\$120,405	\$119,041
Accrued Expenses	\$195,037	\$191,915	\$165,419	\$177,982
Deferred Tuition and Revenue	\$240,859	\$289,829	\$84,319	\$131,917
Current Maturities of LT Debt	\$560,000	\$560,000	\$560,000	\$525,000
Current Operating Lease Liability	\$31,438	\$31,438	\$31,438	\$30,126
<b>Total Current Liabilities</b>	<b>\$1,088,553</b>	<b>\$1,150,628</b>	<b>\$961,582</b>	<b>\$984,066</b>
<b>Long-Term Liabilities</b>				
Long Term Loan Payable	\$4,165,000	\$4,165,000	\$4,165,000	\$4,725,000
Long Term Operating Lease Liability	\$93,694	\$93,694	\$93,694	\$125,132
<b>Total Long-Term Liabilities</b>	<b>\$4,258,694</b>	<b>\$4,258,694</b>	<b>\$4,258,694</b>	<b>\$4,850,132</b>
Interfund Payables/Receivables	\$239	\$81	\$0	\$0
<b>Total Liabilities</b>	<b>\$5,347,486</b>	<b>\$5,409,403</b>	<b>\$5,220,276</b>	<b>\$5,834,198</b>
<b>Net Assets</b>				
Ministry Fund Operating	\$781,127	\$733,035	\$1,116,204	\$988,248
School Fund Operating	(\$98,476)	(\$77,930)	(\$51,527)	(\$49,905)
Building Fund	\$7,690,857	\$7,644,192	\$7,457,497	\$7,437,605
Launch	\$0	\$0	\$0	\$7,500
All Others	\$333,187	\$268,280	\$238,764	\$388,908
<b>Total Net Assets</b>	<b>\$8,706,695</b>	<b>\$8,567,578</b>	<b>\$8,760,938</b>	<b>\$8,772,356</b>
<b>Total Liabilities and Net Assets</b>	<b>(\$14,054,181)</b>	<b>(\$13,976,980)</b>	<b>(\$13,981,214)</b>	<b>(\$14,606,555)</b>

**24-25 Detail 5: Cash and Liquidity Position Summary**  
**Company#: 1 Name: Pathfinder Church**  
**Fiscal Year Beginning 7/1/2024**

	24/25 November	24/25 October	FY 23/24 June	FY 22/23 June	FY 21/22 June	FY 20/21 June
<b>Cash and Investments</b>						
Total Cash and Investments *	\$ 2,152,399	\$ 2,023,587	\$ 2,029,639	\$ 2,093,435	\$ 1,681,853	\$ 1,891,968
<b>Temp. Restricted Funds (Internally Managed)</b>						
Launch	-	-	-	7,500	27,500	161,944
School Scholarship Fund	80,506	80,324	87,976	110,143	169,941	107,539
Parent Teachers League	52,415	46,113	24,119	146,429	63,445	67,491
Chris Toomey Student Mission Fund	-	-	-	-	38,134	-
MF Temporarily Restricted	93,914	31,732	-	865	5,731	3,629
Christ In Action	-	-	-	-	-	23,799
School of the Arts	(1,403)	(1,486)	(849)	5,396	6,087	4,047
Endowment Fund	50,430	50,430	47,918	45,478	43,195	41,007
Other	-	-	-	207	207	207
	275,862	207,113	159,164	316,018	354,240	409,663
<b>Excess/(Underfunded) Balance pre Affiliate Funds</b>	1,876,537	1,816,474	1,870,475	1,777,417	1,327,613	1,482,305
<b>Temp. Restricted Funds (Affiliate Controlled)</b>						
Boy Scout Troop #782	10,882	10,920	11,070	13,978	17,282	21,410
MOPS	17,654	16,366	20,062	26,168	32,182	29,676
Soccer Association	18,639	24,076	37,715	29,575	27,275	18,684
Illuminations - Puppet Ministry	9,715	9,805	9,605	9,005	8,406	7,806
All Other	-	-	-	717	717	717
Total Ongoing Fund Balances	56,890	61,167	78,452	79,443	85,862	78,293
<b>Excess/(Underfunded) Core Cash Balance</b>	\$ 1,819,647	\$ 1,755,307	\$ 1,792,023	\$ 1,697,974	\$ 1,241,751	\$ 1,404,012
<b>Analysis of Monthly Fluctuations in Core Cash Balance</b>						
Increase / (Decrease) in Month End Core Cash	\$ 64,340	\$ (60,234)	\$ (33,634)	\$ 73,250	\$ (360,505)	\$ (188,210)
<b>Components Driving Change in Core Cash</b>						
Monthly Surplus / (Deficit) Ministry Fund	48,091	(31,375)	36,729	129,515	(144,443)	(42,336)
Monthly Surplus / (Deficit) School Fund	(20,546)	37,320	44,290	47,988	(139,910)	(104,489)
	27,545	5,945	81,019	177,503	(284,353)	(146,825)
Ministry Fund: noncash expense for Debt Principal Payment of Annual Debt Principal from Core Cash	46,665	46,665	46,700	43,750	40,500	38,000
School Grant Received School Grant: noncash revenue						
Increase / (Decrease) in Prepaid School Tuition	(42,252)	(26,662)	(173,944)	(188,155)	(157,307)	(138,815)
*** Decrease / (Increase) in Other Working Capital	32,382	(86,182)	12,591	40,152	40,655	59,430
Total Incr. / (Decr.) in Month End Core Cash	64,340	(60,234)	(33,634)	73,250	(360,505)	(188,210)
*** - This amount is an aggregation of all other increases and decreases not separately identified						
	in balance?-->	TRUE	TRUE	TRUE	TRUE	TRUE
<b>Working Capital Change Detail</b>						
Current Month Deferred Tuition Liability**	235,994	278,246	4,326	35,021	40,290	15,055
Prior Month Deferred Tuition Liability	278,246	304,908	181,682	224,526	198,647	155,370
Source of Cash / (Use of Cash): Deferred Tuition	(42,252)	(26,662)	(177,356)	(189,505)	(158,357)	(140,315)
Current Month Deferred Registration Fees Liability			62,174	72,988	59,144	51,006
Prior Month Deferred Registration Fees Liability	-	-	58,762	71,638	58,094	49,506
Source of Cash / (Use of Cash): Deferred Tuition	-	-	3,412	1,350	1,050	1,500
<b>Additional Liquidity Information</b>						
Sources:						
Line of Credit Availability	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Borrowings Outstanding						
Available Liquidity	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000

\* Per General Ledger



Cash Liquidity Position - Model Periods  
As of November 30, 2024

	Forecasted Quarter Ending			Actuals at				
	June-25	March-25	December-24	November-24	June-24	June-23	June-22	June-21
<b>Cash and Investments</b>								
Total Cash and Investments *	\$ 1,884,070	\$ 2,336,471	\$ 2,569,323	\$ 2,152,399	\$ 2,029,639	\$ 2,093,435	\$ 1,681,853	\$ 1,891,968
Less: Insurance claim proceeds to be expended	-	-	-	-	-	-	-	-
Less: PPP Loan	-	-	-	-	-	-	-	-
Bond principle pymt consistency adj.	-	-	-	-	-	-	-	-
Adjusted Cash and Investments	1,884,070	2,336,471	2,569,323	2,152,399	2,029,639	2,093,435	1,681,853	1,891,968
<b>Days Cash on Hand - Total Cash<sup>1</sup></b>	<b>94.9</b>	<b>117.7</b>	<b>129.4</b>	<b>108.4</b>	<b>105.2</b>	<b>111.1</b>	<b>96.9</b>	<b>119.7</b>
<b>Temp. Restricted Funds (Internally Managed)</b>								
Launch	-	-	-	-	-	7,500	27,500	161,944
NEXT CapX Available for Expenditure	-	-	-	-	-	-	-	-
School Scholarship Fund	63,265	70,654	78,043	80,506	87,976	110,143	169,941	107,539
Parent Teachers League	57,115	118,115	58,365	52,415	24,119	146,429	63,445	67,491
Chris Toomey Student Mission Fund	-	-	-	-	-	-	-	-
MF Temporarily Restricted	11,036	93,914	93,914	93,914	-	865	5,731	3,729
Missions Designated Gifts	-	-	-	-	-	-	-	-
Christ In Action	-	-	-	-	-	-	-	23,799
School of the Arts	(1,429)	(1,445)	(1,346)	(1,403)	(849)	5,396	6,087	4,047
Endowment Fund	50,430	50,430	50,430	50,430	47,918	45,478	43,195	41,007
Other	-	-	-	-	-	207	207	207
	180,417	331,668	279,406	275,862	159,164	316,018	354,240	409,763
<b>Excess/(Underfunded) Balance pre Affiliate Funds</b>	<b>1,703,654</b>	<b>2,004,804</b>	<b>2,289,917</b>	<b>1,876,537</b>	<b>1,870,475</b>	<b>1,777,417</b>	<b>1,327,613</b>	<b>1,482,205</b>
<b>Temp. Restricted Funds (Affiliate Controlled)</b>								
Boy Scout Troop #782	10,951	10,941	10,976	10,882	11,070	13,978	17,282	21,410
Cub Scout Pack #782	-	-	-	-	-	-	-	-
MOPS	18,330	18,119	18,775	17,654	20,062	26,168	32,182	29,676
Soccer Association	26,044	26,218	24,608	18,639	37,715	29,575	27,275	18,684
Illuminations - Puppet Ministry	9,661	9,627	9,568	9,715	9,605	9,005	8,406	7,806
All Other	-	-	-	-	-	717	717	717
Total Ongoing Fund Balances	64,985	64,904	63,927	56,890	78,452	79,443	85,862	78,293
<b>Excess/(Underfunded) Core Cash Balance</b>	<b>\$ 1,638,668</b>	<b>\$ 1,939,900</b>	<b>\$ 2,225,990</b>	<b>\$ 1,819,647</b>	<b>\$ 1,792,023</b>	<b>\$ 1,697,974</b>	<b>\$ 1,241,751</b>	<b>\$ 1,403,912</b>
<b>Days Cash on Hand - Core Cash<sup>1</sup></b>	<b>82.6</b>	<b>97.7</b>	<b>112.1</b>	<b>91.7</b>	<b>92.9</b>	<b>90.1</b>	<b>71.6</b>	<b>88.9</b>
<b>Analysis of Monthly Fluctuations in Core Cash Balance</b>								
Increase / (Decrease) in Month End Core Cash	\$ (301,231)	\$ (286,090)	\$ 406,343	\$ 27,624	\$ 94,049	\$ 456,223	\$ (162,161)	\$ 945,940
<b>Components Driving Change in Core Cash</b>								
Monthly Surplus / (Deficit) Ministry Fund	(73,567)	37,436	350,496	(335,077)	117,824	242,239	169,177	594,004
Monthly Surplus / (Deficit) School Fund	(30,771)	(54,215)	2,876	(46,949)	(3,483)	26,388	37,447	301,206
Total Surplus / (Deficit) for the Month	(104,338)	(16,779)	353,372	(382,026)	114,341	268,627	206,624	895,210
Deferred Spending - GF	-	(19,800)	(3,500)	-	-	-	(33,542)	-
Deferred Spending - School	-	(500)	-	-	-	-	-	-
Ministry Fund: noncash expense for Debt Principal	150,000	150,000	46,667	233,333	542,500	505,000	469,500	438,000
Payment of Annual Debt Principal from Core Cash	-	(560,000)	-	-	(525,000)	(485,000)	(455,000)	(420,000)
Additional Debt Principal	-	-	-	-	-	750,000	750,000	-
Campus Stewardship Capital Expenditures	-	-	-	-	-	(280,379)	(1,489,075)	-
School Grant Received	-	-	-	-	-	7,800	-	-
School Grant: noncash revenue	-	-	-	-	-	-	-	(25,402)
Increase / (Decrease) in AP Accrual for Capex	-	-	-	-	-	(389,000)	389,000	(28,280)
Increase / (Decrease) in Prepaid School Tuition	(294,064)	102,573	22,214	169,494	(41,509)	8,575	33,373	13,677
NEXT CapX: Monthly (Increase)/Decrease in Kitty	-	-	-	-	-	-	-	28,144
** Decrease / (Increase) in Other Working Capital	(52,829)	58,415	(12,409)	6,823	3,717	70,600	(33,041)	44,591
Total Incr. / (Decr.) in Month End Core Cash	(301,231)	(286,090)	406,343	27,624	94,049	456,223	(162,161)	945,940
in balance?-->	\$ (0.00)	\$ -	\$ -	\$ (0.00)	\$ -	\$ -	\$ -	\$ -
** - This amount is an aggregation of all other increases and decreases not separately identified								
<b>Working Capital Change Detail</b>								
Current Month Deferred Tuition Liability	4,542	307,244	258,208	235,994	4,326	35,021	40,290	15,055
Prior Month Deferred Tuition Liability	190,766	364,817	235,994	278,246	181,682	224,526	198,647	155,370
Source of Cash / (Use of Cash): Deferred Tuition	(186,224)	(57,574)	22,214	(42,252)	(177,356)	(189,505)	(158,357)	(140,315)
Current Month Deferred Registration Fees Liability	62,174	53,537	-	-	62,174	72,988	59,144	51,006
Prior Month Deferred Registration Fees Liability	58,762	45,067	-	-	58,762	71,638	58,094	49,506
Source of Cash / (Use of Cash): Deferred Tuition	3,412	8,470	-	-	3,412	1,350	1,050	1,500

\* Per General Ledger

<sup>1</sup> Days Cash on Hand of \$15,947 for FY19, \$16,300 for FY20, \$15,800 for FY21, \$17,350 for FY22, \$18,845 for FY23, \$19,300 for FY24, and \$19,850 for FY25 calculated as budgeted MF net operating expense plus school operating expense less debt principal payment divided by 365 days.

Pathfinder Church  
 Actual vs. Budget Savings  
 FY24/25  
 As of November 30, 2024

**Ministry Fund**

Department	Dept. #	Account	Actual	Budget	Difference	Will More Exp. Occur?	When	Certain	Possible
Facilities	120	Property Maintenance	2,469	6,000	(3,531)	Yes	Var		3,500
Facilities	120	Capital Improvements	140,734	165,877	(25,143)	Yes	Jan	16,800	
Technology	121	Hardware Purchases	1,025	5,000	(3,975)	No			
Staff Culture & Development	145	Employee Relocation	76	5,000	(4,924)	No			
Marketing & Creative	200	Faith Matters Printing	2,714	6,200	(3,486)	Yes	Jan	3,000	
Marketing & Creative	200	Advertising/Marketing	5,747	13,000	(7,253)	No			
Strategic Partner Support	380	Missions Week	723	5,000	(4,277)	No			
					-				
					-				
			\$ 9,260	\$ 29,200	\$ (19,940)			\$ 19,800	\$ 3,500

**School Fund**

Department	Dept. #	Account	Actual	Budget	Difference	Will More Exp. Occur?	When	Certain	Possible
K-8 Programs	110	Standardized Testing	201	3,750	(3,549)	Maybe	Jan		500
					-				
					-				
			\$ 201	\$ 3,750	\$ (3,549)			\$ -	\$ 500