

| 2020-2021 ONE-FUND SPENDING PLAN |  |                        | 2018-19 Actual      | 2019-20 Budget     | 2019-20 Forecast   | 2020-21 Budget     |               |
|----------------------------------|--|------------------------|---------------------|--------------------|--------------------|--------------------|---------------|
| OPERATING REVENUE                | Offering   |                        | \$3,342,368         | \$3,300,000        | \$3,210,114        | \$3,300,000        |               |
|                                  | Other Income                                       |                        | \$20,134            | \$21,638           | \$20,113           | \$11,000           |               |
|                                  |  | Revenue Total:         | \$3,362,502         | \$3,321,638        | \$3,230,227        | \$3,311,000        |               |
| OPERATING EXPENSE                | Benevolence (10% of Offering)                      |                        | \$(334,237)         | \$(330,000)        | \$(321,011)        | \$(330,000)        |               |
|                                  | Mortgage Interest                                  |                        | \$(149,236)         | \$(140,805)        | \$(141,361)        | \$(95,998)         |               |
|                                  | Property / Maintenance                             |                        | \$(331,539)         | \$(280,640)        | \$(261,845)        | \$(285,572)        |               |
|                                  | Administration                                     |                        | \$(70,787)          | \$(87,780)         | \$(86,165)         | \$(91,712)         |               |
|                                  | Contracted Services                                |                        | \$(63,689)          | \$(63,500)         | \$(62,558)         | \$(100,000)        |               |
|                                  | Other  |                        | \$(21,642)          | \$(29,300)         | \$(33,447)         | \$(15,700)         |               |
|                                  |  | Expense Total:         | \$(636,893)         | \$(602,025)        | \$(585,376)        | \$(588,982)        |               |
|                                  |  | <b>Net Operating:</b>  | <b>\$2,391,372</b>  | <b>\$2,389,613</b> | <b>\$2,323,840</b> | <b>\$2,392,018</b> |               |
|                                  |  | Salaries & Benefits    |                     | \$(2,000,566)      | \$(2,110,225)      | \$(2,173,870)      | \$(2,074,317) |
|                                  |  | Salaries % of Offering |                     | 61.8%              | 65.9%              | 69.7%              | 62.9%         |
|                                  | <b>Cash Flow Before Ministries:</b>                | <b>\$390,806</b>       | <b>\$279,388</b>    | <b>\$149,970</b>   | <b>\$317,700</b>   |                    |               |
| MINISTRIES                       | Missions   | Revenue:               | \$214,958           | \$190,200          | \$461,294          | \$36,000           |               |
|                                  |  | Expenses:              | \$(211,952)         | \$(190,200)        | \$(460,775)        | \$(37,000)         |               |
|                                  |  | Net:                   | \$3,006             | \$-                | \$519              | \$(1,000)          |               |
|                                  | Outreach   | Revenue:               | \$-                 | \$-                | \$-                | \$-                |               |
|                                  |  | Expenses:              | \$(3,211)           | \$(4,480)          | \$(2,007)          | \$(3,110)          |               |
|                                  |  | Net:                   | \$(3,211)           | \$(4,480)          | \$(2,007)          | \$(3,110)          |               |
|                                  | Communications                                     | Revenue:               | \$1,130             | \$900              | \$1,281            | \$1,200            |               |
|                                  |  | Expenses:              | \$(16,094)          | \$(15,878)         | \$(12,450)         | \$(18,086)         |               |
|                                  |  | Net:                   | \$(14,964)          | \$(14,978)         | \$(11,169)         | \$(16,886)         |               |
|                                  | Café   | Revenue:               | \$67,807            | \$65,925           | \$46,801           | \$16,235           |               |
|                                  |  | Expenses:              | \$(43,757)          | \$(42,829)         | \$(32,427)         | \$(9,916)          |               |
|                                  |  | Net:                   | \$24,050            | \$23,096           | \$14,374           | \$6,319            |               |
|                                  | Worship  | Revenue:               | \$3,331             | \$3,400            | \$3,593            | \$1,800            |               |
|                                  |  | Expenses:              | \$(45,214)          | \$(47,615)         | \$(41,289)         | \$(30,925)         |               |
|                                  |  | Net:                   | \$(41,883)          | \$(44,215)         | \$(37,696)         | \$(29,125)         |               |
|                                  | Fellowship   | Revenue:               | \$27,056            | \$27,554           | \$26,527           | \$20,600           |               |
|                                  |  | Expenses:              | \$(51,181)          | \$(34,476)         | \$(43,768)         | \$(24,000)         |               |
|                                  |  | Net:                   | \$(24,125)          | \$(6,922)          | \$(17,241)         | \$(3,400)          |               |
|                                  | Adult  | Revenue:               | \$14,843            | \$14,494           | \$8,968            | \$15,525           |               |
|                                  |  | Expenses:              | \$(24,309)          | \$(35,640)         | \$(16,712)         | \$(39,265)         |               |
|                                  |  | Net:                   | \$(9,466)           | \$(21,146)         | \$(7,744)          | \$(23,740)         |               |
|                                  | Preschool  | Revenue:               | \$304,821           | \$309,984          | \$285,883          | \$309,968          |               |
|                                  |  | Expenses:              | \$(286,812)         | \$(306,150)        | \$(295,222)        | \$(308,951)        |               |
|                                  |  | Net:                   | \$18,009            | \$3,834            | \$9,339            | \$1,017            |               |
|                                  | Children   | Revenue:               | \$29,844            | \$24,880           | \$10,126           | \$19,680           |               |
|                                  |  | Expenses:              | \$(40,182)          | \$(39,664)         | \$(20,614)         | \$(31,369)         |               |
|                                  |  | Net:                   | \$(10,338)          | \$(14,784)         | \$(10,488)         | \$(11,689)         |               |
|                                  | Students   | Revenue:               | \$75,576            | \$75,470           | \$37,081           | \$30,800           |               |
|                                  |  | Expenses:              | \$(87,597)          | \$(99,262)         | \$(57,491)         | \$(41,480)         |               |
|                                  |  | Net:                   | \$(12,021)          | \$(23,792)         | \$(20,410)         | \$(10,680)         |               |
|                                  | Fusion   | Revenue:               | \$1,221             | \$500              | \$531              | \$-                |               |
|                                  |  | Expenses:              | \$(8,431)           | \$(7,943)          | \$(4,387)          | \$(4,787)          |               |
|                                  | Net:   | \$(7,210)              | \$(7,443)           | \$(3,856)          | \$(4,787)          |                    |               |
| Congregational Care              | Revenue:   | \$-                    | \$-                 | \$-                | \$1,800            |                    |               |
|                                  | Expenses:  | \$-                    | \$-                 | \$-                | \$(5,225)          |                    |               |
|                                  | Net:   | \$-                    | \$-                 | \$-                | \$(3,425)          |                    |               |
| Ministries Total                 | Revenue:   | \$740,587              | \$713,307           | \$882,085          | \$453,608          |                    |               |
|                                  | Expenses:  | \$(818,740)            | \$(824,137)         | \$(987,142)        | \$(554,114)        |                    |               |
|                                  | <b>Net:</b>  | <b>\$(78,153)</b>      | <b>\$(110,830)</b>  | <b>\$(105,057)</b> | <b>\$(100,506)</b> |                    |               |
|                                  | Loan Principal                                     |                        | \$ (198,317)        | \$ (206,000)       | \$ (204,172)       | \$ (213,482)       |               |
|                                  | Transfer to Capital Reserve / Restricted Account   |                        | \$ -                | \$ -               | \$ (45,000)        | \$ -               |               |
|                                  | Transfer from Capital Reserve / Restricted Account |                        | \$ 38,909           | \$ 109,200         | \$ 98,564          | \$ 85,000          |               |
|                                  | One-time Expenses                                  |                        | \$ (85,254)         | \$ (137,100)       | \$ (130,512)       | \$ (40,000)        |               |
|                                  | Building Projects*                                 |                        | \$ (474,044)        | \$ -               | \$ -               | \$ -               |               |
|                                  | Transfer to Strategic Beyond Reserve               |                        | \$ -                | \$ -               | \$ -               | \$ -               |               |
|                                  | Transfer from Strategic Beyond Reserve             |                        | \$ -                | \$ -               | \$ 4,424           | \$ 5,285           |               |
|                                  | <b>TOTAL CASH FLOW:</b>                            |                        | <b>\$ (458,766)</b> | <b>\$ 445</b>      | <b>\$ 3,027</b>    | <b>\$ 5,361</b>    |               |