

HBC Sept 2019 Dashboard

Sept General Fund Giving	\$1,364,263
Planned General Fund Giving	\$1,382,110
Variance from Plan	(\$17,847)

YTD General Fund Giving	\$11,904,884
YTD Planned General Fund Giving	\$12,907,509
Variance from Plan	(\$1,002,625)

Sept General Fund Expense	\$1,308,541
Sept Budgeted Expense	\$1,513,423
Variance from Plan	\$204,882

YTD General Fund Expense	\$14,448,164
YTD Budgeted Expense	\$15,060,518
Variance From Budget	\$612,353

Closer – Sept Giving	\$62,999
Closer – Giving Received thru Sept	\$3,827,594

Sept Mortgage Reduction	\$104,548
YTD Mortgage Reduction	\$3,455,723
Current Mortgage Balance	\$38,839,897

Summary

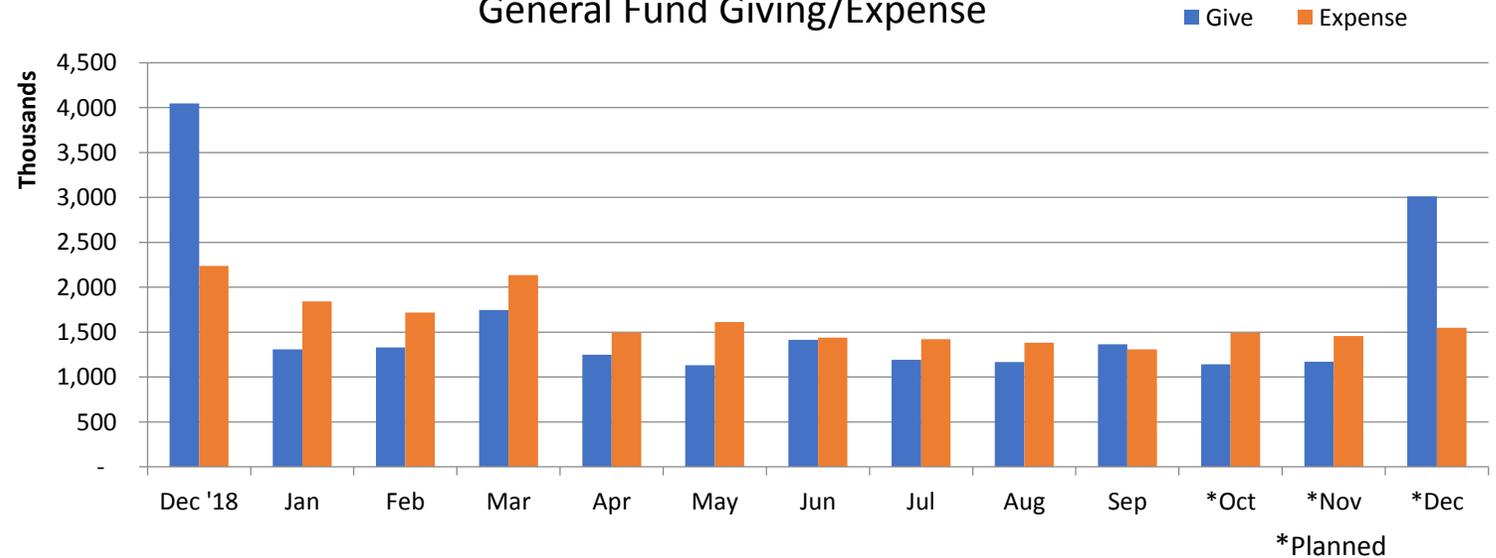
On the left are several pieces of information regarding September giving and expense and year-to-date (YTD) giving and expense. The giving projections are based on historical giving trends over the past 6 years. We were slightly short of projected general fund giving in September, by 1.3%.

The orange and gray boxes highlight general fund spending for the Church for the months of September and year-to-date through September, respectively. As was noted last month, the staff have worked diligently to reduce our general fund expenses, which resulted in coming roughly 10% under budget on general fund expenses for the month.

Year-to-date giving is approximately 8% short of projection. This is primarily because we started the year with higher projected giving anticipated; we then significantly missed projections for several of the first months of the year prior to adjusting projected giving for the remaining months downward. We are thankful that giving appears to be stabilizing. Since May, actual giving is in line with projected giving and is only off of projection by \$116k (1.8%).

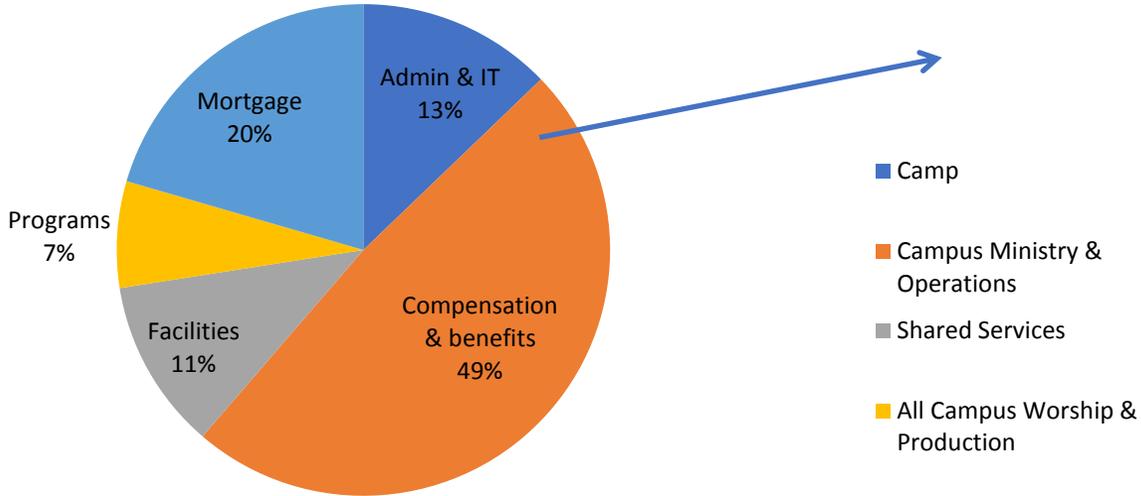
As you can see below, our December giving historically provides the cash we need to carry us into the next ministry year. We base planned December giving on the historical trends as discussed above. You will note that for December '19 we are projecting giving at approximately \$3 million, which is 25% lower than December '18. In 2019, we made downward adjustments to our spending as quickly and orderly as feasible; however, we are projecting that we will need to use approximately \$1.8 million of our reserves to cover one-time and other expenses that we could not reduce quickly enough to match giving early in the year.

General Fund Giving/Expense

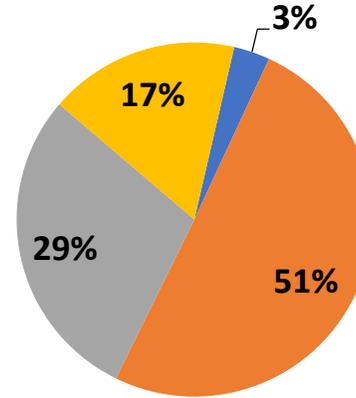


HBC Sept 2019 Dashboard – Allocation of Expenses

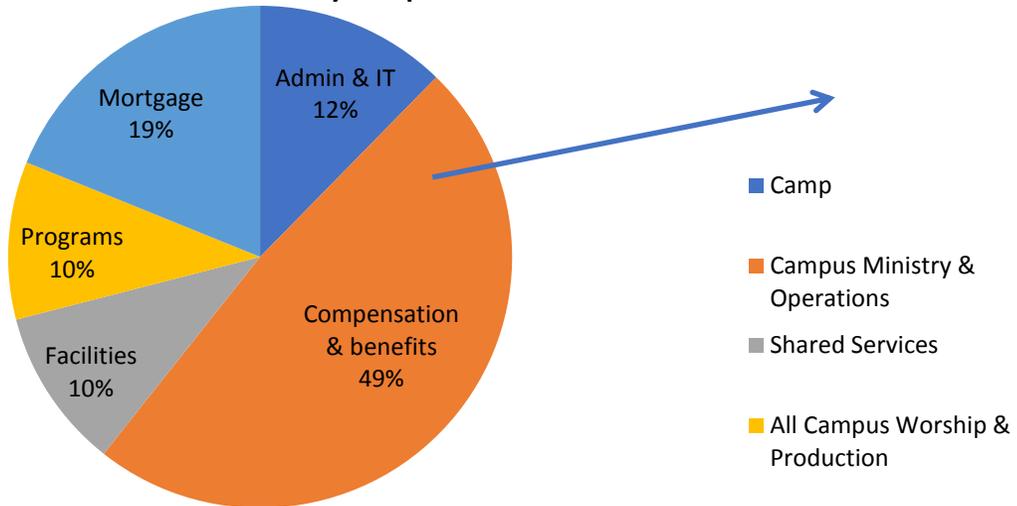
Sept Ministry Expenses



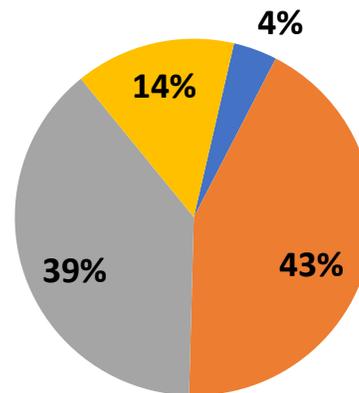
Sept Comp & Benefits



Year To Date Ministry Expenses



YTD Comp & Benefits



Summary

The top two pie charts represent the allocation of September expenses for the Church (including Vertical Worship and Camp Harvest), while the bottom two pie charts represent the same expense data year-to-date (January-September). You will notice that Admin & IT expenses have become an increasing percentage of the Church's overall expenses throughout the year; this is primarily the result of an increase in legal fees due to ongoing legal matters.

The pie charts on the right are a further breakdown of compensation and benefits expenses. Numerous external benchmarking tools suggest that best practice is to keep compensation and benefits below 55% of total expenses, and to have debt payments that are below 15% of total expenses.

As mentioned, the Finance committee has begun to review in detail salaries and salary benchmarks and will be monitoring them; moreover, we will begin evaluating more best practices in the months to come in order to set and monitor long-term goals for Harvest.

The chart below details the estimated budget reductions that have taken place throughout the year as the giving trends progressed.

Budget Reductions –Monthly Average	Approx
Compensation & Benefits	(\$506,000)
Direct Ministry Expenses	(\$158,000)
Facilities, Admin, IT Expenses	(\$ 26,000)