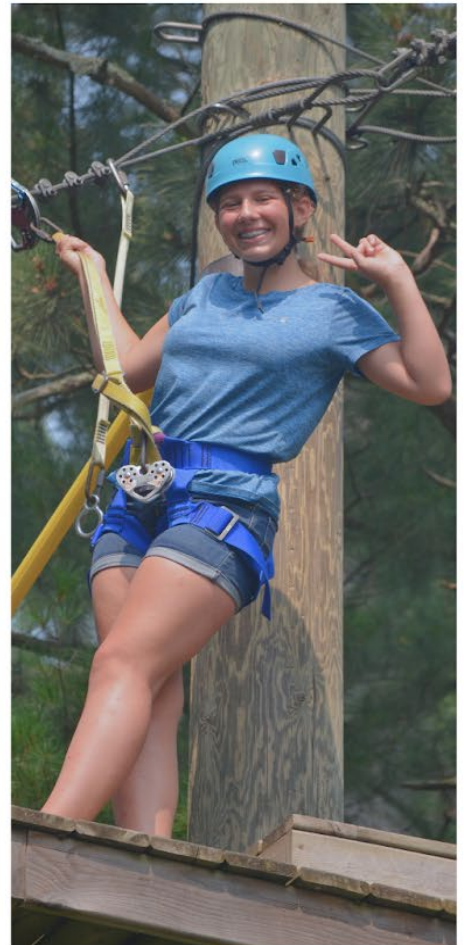




# Pathways Lutheran Outdoor Ministries 2024 Annual Report

The mission of Pathways is to offer unique environments where God encounters people and renews them to live lives of love.





## ANNUAL MEETING AGENDA

- **Registration and Fellowship from 2:30 to 3:00 PM St. Paul's Lutheran Church, Crookston**
- **3:00 PM Call to Order:** Rev. Steve Norby, Board Chair
- **Devotions**
- **Song**
- **Approval of Agenda and Overview of Annual Report Booklet**
- **Introductions of Pathways Staff and Board of Directors**
- **Reports**
  - Secretary's Report of 2023 Annual Meeting (p. 11)      Rev. Janelle Hennager
  - Treasurer's Report (p. 24)      Mark Jensen
  - Northwestern MN Synod ELCA
  - Board Chair's Report (p. 18)      Rev. Steve Norby
  - Executive Director's Report (p.19)      Ira Bailey
  - Program Director Report (p. 21)      Kale Johnson
  - Retreat and Outreach Coordinator Report (p. 22)      Paige Johnson
  - Facilities Report (p. 23)      Brad Fossen
- **Old Business:**
  - Minne-Wa-Kan Sale
  - \_\_\_\_\_
- **New Business:**
  - Approval of 2024 Budget
  - Proposed Revision of Articles of Incorporation and Bylaws (Separate Document)
  - Election of new Board Members and ballot (p. 29)
  - Election of new Endowment Fund Committee Member and ballot (p. 29)
  - Election of new Nomination Committee Members and ballot (p. 29)
  - Thank You to outgoing Board Members: Jonathan Dodson, John Ragan, Mark Hensrud, Kristine Olson-Johnson
  - Thank You to Pathways Representatives
  - \_\_\_\_\_
- **Introduction of Rev. Maddie Elliott**
- **Announcements, Sending Prayer, and Blessing**
- **Adjourn**
- **2025 Annual Meeting: Sunday, March 15, 2026 @ 3:00 pm**



## **The Blessings of Membership**

The main blessing of membership in the Pathways Outdoor Ministry Corporation is knowing that we are partners in offering unique environments and experiences of Christian Community where God encounters people and renews them to live lives of love. Together, we celebrate knowing that lives are changed, children, youth and adults catch a spark, while also creating a renewed vision for God's mission in their lives, congregation and community.

The greatest blessings of membership come when member congregations participate fully in using, supporting and participating in the guidance of and helping to provide leadership for the growth of their Pathways Ministry! Your congregation can be a fully participating member partner in this important ministry by coming to camp and/or making use of Pathways programs and resources (retreats, summer camp experiences for all ages, day camps and more...), joining a Pathways leadership group (board of directors or program, financial development, properties, finance ministry teams, etc.), providing camperships for kids to come to camp; promoting Camp, encouraging young people from your congregation to become summer staff at camp and providing the money through contributions to move this ministry forward.

The overall strength and financial stability of this dynamic ministry depends especially on member congregations taking ownership in their shared outdoor ministry. This is largely impacted through means in which this ministry is promoted within local congregations, encouraging participation in many different programs, along with financial support from local congregations, groups and individuals.

Pathways no longer has a set per member price; however, if you would like to continue to determine your support on a per member basis we encourage you to consider using \$4 as a guideline. You may also consider a percentage increase over what you are now giving to support this ministry financially or consider hosting a special fundraiser with all funds directed to Pathways.

No matter how you support Pathways, it is important to recognize that in order to do this ministry well, helping all to experience God's presence, **we must work together. Your financial and prayerful support is necessary and appreciated. THANK YOU!**

## MEMBER CONGREGATIONS OF THE PATHWAYS CORPORATION

The following are members due to their Conference location within the NWMN Synod. Additional congregations outside of the conferences also provide support and faith in this important partnership.

### 1 North Border

Bethany Lutheran Church  
 Bethel Lutheran Church Roseau  
 Bethel Lutheran Church Greenbush  
 Clementson Lutheran Church  
 Concordia Lutheran Church  
 Faith Lutheran Church  
 First Lutheran Church Baudette  
 First Lutheran Church Karlstad  
 First Lutheran Church Stephen  
 First Lutheran Church of Salol  
 Grace Lutheran Church  
 Maria Lutheran Church  
 Messiah Lutheran Church  
 Moe Lutheran Church  
 Mt Carmel Lutheran Church  
 Pinecreek Lutheran Church  
 Red River Lutheran Church  
 Roselund Lutheran Church  
 Sion Lutheran Church  
 Wabanica Lutheran Church  
 Zion Lutheran Church Lake Bronson  
 Zion Lutheran Church Warroad

### 2 Thief River

Bethany Lutheran Church Gully  
 Bethany Lutheran Church Red Lake Falls  
 Bethany Lutheran Church Thief River Falls  
 Bethesda Lutheran Church  
 Bethlehem Lutheran Church  
 Black River Lutheran Church  
 Calvary Lutheran Church  
 Ebenezer Lutheran Church  
 Ekelund Lutheran Church  
 Faith Lutheran Church  
 First Lutheran Church Warren  
 First Lutheran Church Middle River  
 Grace Lutheran Church  
 Gustav Adolph Lutheran Church  
 Immanuel Lutheran Church Warren  
 Immanuel Lutheran Church Plummer  
 Lund Lutheran Church  
 Melo Lutheran Church  
 Nazareth Lutheran Church  
 Oak Ridge Lutheran Church  
 Our Savior Luth of Thief Lake  
 Our Savior's Lutheran Church Grygla  
 Our Savior's Lutheran Church Warren  
 Redeemer Lutheran Church  
 Salem Lutheran Church  
 Sand Valley Lutheran Church  
 Silver Creek Lutheran Church  
 St Pauli Lutheran Church  
 Trinity Lutheran Church  
 Zion Lutheran Church Oklee  
 Zion Lutheran Church Thief River Falls  
 Zion Lutheran Church Viking

### 3 Crookston

Bethany Lutheran Church Shelly  
 Bethany Lutheran Church EGF  
 Bygland Lutheran Church  
 Calvary Lutheran Church  
 Climax Lutheran Church  
 Concordia Lutheran Church  
 Faaberg Lutheran Church  
 Family of God Lutheran Church  
 First Lutheran Church  
 Fisher Lutheran Church  
 Fridhem Lutheran Church  
 Gary Lutheran Church  
 Holy Trinity Lutheran Church  
 Immanuel Lutheran Church  
 Kingo Lutheran Church  
 Lake Grove Lutheran Church  
 Little Norway Lutheran Church  
 Maple Lake Lutheran Church  
 Nee Gon Nee Lutheran Church  
 Ness Lutheran Church  
 New Hope Lutheran Church  
 Our Savior's Lutheran Church EGF  
 Our Savior's Lutheran Church McIntosh  
 Salem Lutheran Church  
 Sand Hill Lutheran Church  
 Shelly Marsh River Luth Church  
 St Paul's Lutheran Church  
 Sundal Lutheran Church  
 Trinity Lutheran Church Beltrami  
 Trinity Lutheran Church Crookston  
 Zion Lutheran Church

**4 Bemidji**

Aardahl Lutheran Church  
 Bethany Lutheran Church Nevis  
 Bethel Lutheran Church Bagley  
 Bethlehem Lutheran Church  
 Calvary Lutheran Church Bemidji  
 Calvary Lutheran Church Park Rapids  
 Clearwater Lutheran Church  
 Faith Lutheran Church  
 First Lutheran Church Akeley  
 First Lutheran Church Bemidji  
 Good Shepherd Lutheran Church  
 Malvik Lutheran Church  
 New Salem Lutheran Church  
 Our Redeemer's Lutheran Church  
 Our Savior's Lutheran Church Kelliher  
 Our Savior's Lutheran Church Leonard  
 Solway Lutheran Church  
 Trinity Lutheran Church Laporte  
 Trinity Lutheran Church Pinewood  
 Zion Lutheran Church Bagley  
 Zion Lutheran Church Blackduck

**5 Moorhead**

Aspelund Lutheran Church  
 Augustana Lutheran Church Halstad  
 Bethesda Lutheran Church  
 Bethlehem Lutheran Church  
 Comstock Lutheran Church  
 Concordia Lutheran Church  
 Dilworth Lutheran Church  
 Faith Lutheran Church  
 Gloria Dei Lutheran Church  
 Glyndon Lutheran Church  
 Grace Lutheran Church  
 Gran Lutheran Church  
 Halstad Lutheran Church  
 Hoff Lutheran Church  
 Immanuel Lutheran Church  
 Kirkebo Lutheran Church  
 Living Grace Lutheran Church  
 Lutheran Church of Christ the King  
 Lutheran Church of the Good Shepherd  
 Lysne Lutheran Church  
 Nora Lutheran Church  
 North Buffalo Lutheran Church  
 Our Savior's Lutheran Church Barnesville  
 Our Savior's Lutheran Church Moorhead  
 Park Lutheran Church  
 Rollag Lutheran Church  
 Salem Lutheran Church  
 Trinity Lutheran Church Moorhead  
 Trinity Lutheran Church Waubun  
 Wild Rice Lutheran Church  
 Winchester Lutheran Church  
 Zion Lutheran Church

**6 Detroit Lakes**

Augustana Lutheran Church Detroit Lakes  
 Balsamlund Lutheran Church  
 Calvary Lutheran Church  
 Cormorant Lutheran Church  
 Eksjo Lutheran Church  
 Faith Lutheran Church  
 First Lutheran Church Audubon  
 First Lutheran Church Detroit Lakes  
 Grace Lutheran Church  
 Immanuel Lutheran Church  
 Lake Park Lutheran Church  
 Our Saviour's Lutheran Church  
 Richwood Lutheran Church  
 St Peter's Evangelical Luth Church  
 St Peter's Lutheran Church  
 Trinity Lutheran Church

## **Business and Organizational Support**

Pathways would like to thank the following businesses and organizations for supporting our mission and ministry in 2024 through generous gifts:

Menahga Concrete Products, Inc.

Cwikla Ace Hardware

Thrivent Financial

## **Member Church Support**

Thank you to the following WELCA groups and Congregations for your financial support in 2024!

Bethesda Lutheran Church of Moorhead

Bethlehem Lutheran Church of Newfolden

Black River Lutheran Church

Calvary Lutheran Church of Park Rapids

Clearwater Lutheran Church

Crossroads Lutheran Campus Ministry

Dilworth Lutheran Church

Ekelund Lutheran Church

Faith Lutheran Church Foundation Wolverton

Faith Lutheran Church WELCA

First Lutheran Church Foundation of Detroit Lakes

First Lutheran Church of Bemidji

First Lutheran Church of Detroit Lakes

Grace Lutheran Church of Ada

Grace Lutheran Church of Grygla

Gran Lutheran Church of Hawley WELCA

Immanuel Mission Endowment Fund

Kingo Lutheran Church

Mt. Carmel WELCA

New Beginnings Parish

North Buffalo Lutheran Church

North Buffalo Lutheran Church WELCA

Our Redeemer's Lutheran Church of Puposky

Our Savior's Lutheran Church of Barnesville

Our Savior's Lutheran Church of Leonard WELCA

Our Savior's Lutheran Church of Moorhead

Redeemer Lutheran Church Thief River Falls

Rollag/Gran/Park Lutheran Church

Salem Lutheran Church

Salem Lutheran Church WELCA

St. Pauli Lutheran Church

St. Peter's Lutheran Church

Trinity Lutheran Church of Detroit Lakes

Trinity Lutheran Church of Laporte

Trinity Lutheran Church of Moorhead

Trinity Lutheran Church of Thief River Falls

Trinity Lutheran Church Waubun WELCA

Trinity Women Of ELCA - Thief River Falls

Winchester Lutheran Church

Zion Lutheran Church of Bagley (Eddy)

Zion Lutheran Church of Thief River Falls

Zion Lutheran Church of Warroad

Zion Lutheran Church Twin Valley WELCA

## Individual Support

Our thanks to the individuals and families that supported Pathways in 2024! Your generosity truly makes our camp YOUR camp.

Anderson, Joan	Halvorson, Joseph & Katherine	Marjamaa, Harold & Janice
Anderson, Rom and Julie	Hanson, Allen & Loree	Meyer, Merlyn & Gwen
Andreasen, Christopher & Nicole	Hanson, Jerry & Joanne	Miller, Hilda
Andreasen, John & Carol-Sue	Hanson, Mary & John	Mollberg, Eugene & Laurie
Bailey, Ira and Kimberly	Harstad, Bill & Dorothy	Nelson, Leon & Deborah
Bailey, Brin	Haugo, Allan & Vicki	Nerland, Mark & Emily
Bentley, Geoffrey	Haugo, Fred & Judy	Nibbe Family Charitable Foundation
Bergeson, Signe	Helgeland, Pauline & Mark	Nolte, Gary
Bjorhus, Stewart & Jennifer	Hennager, Janelle	Norby, Stephen & Brenda
Braton, Cheryl	Hermann, Elaine	Norenberg, Ronald
Braton, Kathleen	Hermodson, Rev. Arlen	Olson, Trygve
Brooks, Devlyn	Hoium, Bruce and Laurie	Ostby, Ruth & Ronald
Brule, Erin	Hulden, John	Pederson, Heather & David
Byman, Matthew	Hunstad, David	Pederson, Yvonne
Clapp, Eric	Jensen, Mark & Tracy	Peterson, Steve & Enid
Clapp, Kevin & Sheryll	Johnson, Dana & Steven	Pretty, David & Dee
Dahl, Steve	Johnson, Keith & Shari	Protector, Jerry & Elizabeth
Dahlum, Ina	Johnson, Philip	Quanrud, Paul & Lori
Dalager, David	Johnson, Ronald & Florence	Randklev, Darrel & Beth
DeLap, Carol	Johnson, Steven & Dana	Rangen, Rodney & Valerie
Dodson, Jonathan & Kelly	Jones, Derry & Kim	Sagedahl, Charles & Karen
Ellingson, Clay & Sue	Jossund, John & Lorraine	Sanderson, George & Marlane
Engstrom, Debra	Jossund, Laura	Schroeder, Steve and Lucia
Erickson, Alfred & Ann	Judson, Alan & Jo	Schwartz, Les & Brenda
Esser, Ryan & Rebecca	Kent, Larry	Steen, Barry & Renee
Fankhanel, Judy	Klemz, David & Christy	Streed, Stephen
Fingalson, Marie	Koenig, Gerald	Suomala, Dorothy
Fisher, Wilbur & Lysaker, Mavis	Kolden, Thomas	Swenson, Jamie
	Krause, Helen	Thompson, Wayne & Martha
	Krein, Jeffery & Kelsie	Turnquist, Tom & Tamarah
	Lake Park Lutheran Church	Varland, Scott & Dana
	Larson, Robert & Newgard-Larson, Ann	Wallace, Judith
	Lind, Karen	Wallace, Judith
	Loe, Stephen & Susan	Wallevand, Kevin
	Lovold, Kristi	Wold, Stephen & Terrie
	Lukenroth, Fredrick	Woltjer, Shirley
	Magelssen, Margreta (Muff)	Yliniemi, Donna
	Maki, Bill & Karen	Young, Sherry & Michael



## Current Board Membership

<b>Name</b>	<b>Position</b>	<b>City</b>	<b>Church (Conf)</b>	<b>Term (Exp)</b>
Mark Jensen	Treasurer	Moorhead	Trinity (5)	1 (2025)
Dave Dalager	Board Member	Warroad	Zion (1)	2 (2026)
Al Judson	Vice Chairperson	Park Rapids	Calvary (4)	2 (2026)
Rev. Janelle Hennager	Secretary	Greenbush	Bethel (1)	2 (2027)
Rebecca Esser	Board Member	Detroit Lakes	Grace (6)	2 (2027)
Brett Carter	Board Member	Calvary	Bemidji (4)	1 (2027)
Rev. Devlyn Brooks	Board Member	Wolverton	Faith (5)	1 (2027)
Rev. Steve Norby	Chairperson	Calvary	Park Rapids (4)	1 (2027)

### Exiting

Rev. Jonathan Dodson	Board Member	Plummer	Ebenezer / Immanuel (2)
Rev. John Ragan	Board Member	Fosston	Kingo (3)
Kristine Olson-Johnson	Board Member	Moorhead	Bethesda (5)
Mark Hensrud	Board Member	Harwood	N/A

## Pathways Endowment Fund Committee

<b>Name</b>	<b>City</b>	<b>Church</b>	<b>Term (Exp)</b>
Sue Grafstrom	Roseau	Messiah	1 (2027)
Eric Egeland	Fisher	Bygland	1 (2027)
Bonnie Upham	East Grand Forks	Our Savior's	2 (2026)
Rev. Clay Ellingson	Moorhead	Trinity, TRF	1 (2026)
<i>Open</i>			1 (2028)

## Pathways Year-Round Staff

Ira Bailey	Interim Executive Director
Paige Johnson	Retreat and Outreach Coordinator (Office Manager)
Brad Fossen	Facilities Director
Kale Johnson	Program Director

## Camp Emmaus Participation Report

Year	Campers	Day Camps	Retreat Guests	Total	Events*
2019	587		788	1375	
2020	0		118	118	
2021	342		332	674	
2022	402		347**	749	
2023	319	442	432	1193	425
2024	243	335	550	1128	425

\*Celebrations / Weddings / Celebrations of Life / Camp Events

\*\*Retreat guest in 2022 only through October

## 2023 Annual Meeting Minutes

Pathways Annual Meeting St. Paul's Lutheran Church, Crookston, MN - March 17, 2024

Voting Members: See list of board members and delegates

Pathways Staff Members: Ira Bailey, Kale Johnson, Paige Johnson

### **Called to order at 3:01pm**

Rev. Eric Clapp opened with devotions centered around lifting Jesus's name up and the ways that camp does that in people's lives. The group was invited to sing Lord I Lift Your Name on High.

**Motion to approve the agenda Made:** Gary Nolte **Second:** Curt Cavalier **Voice Vote: Motion Carries**

Staff and board members were introduced.

### **Reports**

**Secretary's Report** No additions, corrections, or questions

**Motion to accept report Made:** John Knorr **Second:** Al Judson **Voice Vote: Motion Carries**

**Treasurer's Report** Mark Hensrud highlighted a few lines and explained some differences between 2023 actual and 2024 proposed budgets.

### **Motion to accept report**

**Made:** Rev. Chris Leach **Second:** David Hunstad **Voice Vote: Motion Carries**

**NWMN Synod** Bishop Bill gave thanks for the presence of those gathered to care for the ministry of Pathways and the importance of outdoor ministry in the life of the Church. He spoke to the difficult choices that face not only Pathways but many aspects of ministry across the Church. The Synod office was offered up as a partner who is able to walk along side Pathways in any ways needed and as a support regardless of the outcome of the vote(s) today.

**Board Chair** Report submitted in Annual Report. Special thanks was given to the Interim Directors that have led Pathways through 2023 and into 2024

**Executive Director** Report submitted in Annual Report. Offered the reminder that while the choices we make may be difficult, we are all on the side of Jesus and we are called to support outdoor ministry. The sale of Minne-Wa-Kan is not a final solution but the full solution comes from the support of the churches and people through giving and attending camp, both in the Summer and year-round.

**Facilities** Report submitted in Annual Report.

**Program Director** Report submitted in Annual Report. Highlighted that the "numbers" we normally associate with success are not the whole story. There will be a video posted online that highlights other numbers like number of s'mores made (~329) and number of spoken prayers (~697) that help tell a more full story of the "success" of camp.

Programming has been expanded and refined through working with churches. Talked about the needs of summer staffing as well as the Ministers in Residence program inviting rostered leaders to spend a week at camp.

**Retreat and Outreach Coordinator** Report submitted in Annual Report. Highlighted the "Most Meaningful Camper Experiences" graph.

The office will be out at Camp Emmaus this summer to help full time staff keep up with both office and Summer Camping responsibilities.

Retreat calendar is continuing to fill up. The March and April outreach calendar is packed. A major thank you was given to the churches in the Northern Border conference for their partnership with retreating and creating connection between camp and the congregations that are further away.

**Motion to accept board and staff reports** **Made:** Curt Cavalier **Second:** Annie Trafton

**Voice Vote: Motion Carries**

### Old Business

No old business was added to the agenda

### New Business

#### **Approval of 2024 Budget**

**Motion to accept 2024 Budget** **Made:** David Hunstad **Second:** Curt Cavalier

#### **Discussion:**

Scott Balstad spoke to concerns about the fact that there was no 2023 budget presented. There is 2023 actual and 2024 budget presented.

Ira Bailey apologized for the omission and informed the group that the majority of the 2023 deficit came not from overspending but from under-fundraising. This was a result of having Interim Directors who were part time and lacked the relationship capital that the previous Executive Director had built up.

Question about Concordia Language Village's (CLV) expenses vs their income.

Exact figures were not presented but it was reported that Facilities Director Brad believes that there is roughly \$55k net income from the lease.

Andrea Kent asked questions about the significant increases in both the Unrestricted Giving (line 335.1) and Emmaus Summer Youth (line 342) and if there were strategies in place or discussions amongst the board to achieve those increases.

Ira responded that there is no magic plan but it will take a lot of work in building back relationships and that it will also take the work of the constituency. One major strategy for the budget was to cut as much as possible.

Mark Hensrud spoke to the thought process for line 342. Between the increase in pricing per camper and the renewed outreach plan, it isn't that much more of an increase over the 2022 budget.

Brett Carter asked for clarification that the 2024 budget is reflecting previous successful years that are not provided in the report.

Ira confirmed that yes, now there is more stability in the staffing allowing a lead up to summer that more closely resembles previous years. Last year the only person on staff available was Kale and the rest of the staff was in transition or part time which was reflected in the revenue.

David Hunstad pointed out that while there is a deficit, there is the reality that the full line for summer staffing may not be used and that helps cut the deficit significantly. He also gave thanks for the hard work that was put into the budget and while it may not be balanced, it does show the passion for this ministry.

Rev. Eric spoke in response about the cost saving measures of reworking the full time staff by eliminating the full time office manager and shifting some responsibilities to outside firms and the new Retreat and Outreach Coordinator.

Andrea K. spoke again to the difficulty of relying on only a couple of pieces of revenue for the budget, especially in light of the later issue of selling Minne-Wa-Kan.

Rev. Kayla Billings spoke to the difficulty of finding increased giving amounts when everyone is already struggling, both individuals and churches.

Erica Nelson asked a question about the vision for the money of the sale of Minne-Wa-Kan and its uses. Also spoke to the concern about the increase in giving numbers.

The answer was that there are many discussions being had about the sale money but that one use could be to function as an investment allowing for diversification of revenue sources.

Rev. John Ragan asked about plans for something along the lines of a capital campaign.

Rev. Eric responded that the board looked at the feasibility of doing a campaign and the response received was that Pathways wasn't in a place to appropriately run one. Mark H added that a major piece was to make sure a strategy was in place before a campaign was started.

Rev. Chris Leach asked about the relationship and lease with CLV.

Rev. Eric talked about the current use and payment schedule. The lease goes through summer 2025. And CLV is interested in continuing the leasing with whoever buys the camp but at this point is not interested in purchasing it themselves.

### **Motion to table the approval of the budget until after the vote of the sale of Minne-Wa-Kan**

**Made:** John Knorr **Second:** Andrea Kent

**Voice vote: Motion carries**

### **Proposed Minne-Wa-Kan Sale**

### **Motion to center residential camping ministry at Emmaus and pursue the sale of Minne-Wa-Kan.**

**Made:** Rev. Janelle Hennager **Second:** Gary Nolte

### **Discussion:**

John Knorr speaking neither for nor against but speaking to the importance of understanding the value of each property.

Ira directed everyone's attention to these numbers in the packet.

Question for clarification on how the board came to this conclusion and what is being asked of the delegates.

Rev. Eric walked through the timeline and clarified that though the board did not constitutionally need the vote of the constituency, the goal was to be inclusive and transparent.

Sandra Marr speaking neither for nor against. Wondered how we can make a decision without a study on the cost of renovations and potential uses for both camps.

Tim Megorden presented the following handout which was passed around by delegates during coffee break:

Recognizing the challenges and opportunities ahead for the ELCA as an emerging church committed to "Growing Young" and its history of caring about children, youth, and family.

Recognizing the Pathways Board's decision to purchase Camp Emmaus from Trinity Lutheran Church by 2026.

Recognizing the Pathways Board's recommendation to sell the Minne-Wa-Kan property and become a "one site" ministry going forward.

Recognizing the Pathways Board's commitment to Concordia Language Village's lease of Minne-Wa-Kan for summer 2024 and summer 2025.

Be it resolved that the Pathways Board establish a one year pause of their decision to sell the Minne-Wa-Kan property, recognizing its ministry mission and value for the future.

This pause will offer and opportunity for a task force/imagination team to be established for the purpose of entering into conversations with potential partners to explore the challenges and opportunities of using the Minne-Wa-Kan property as a center for story, faith formation and communal belonging. Now is an important time to pay careful attention to how the Minne-Wa-Kan property might complement the youth and family agenda of the ELCA and how some new partnerships might be developed around the Minne-Wa-Kan property going forward.

This task force process will ensure the broad and careful commitment to listening to the stakeholders of Pathways and its faithful constituencies, including youth and young adults. This will create a shared commitment to the resulting recommended plan for the future. The task force will offer their report to the Board and the 2025 annual meeting.

**Substitute Motion that the Pathways Board establish a one year pause of their decision to sell the Minne-Wa-Kan property, recognizing its ministry mission and value for the future.**

**Made:** Tim Megorden **Second:** Jo Judson

**Discussion:**

Tim M. spoke to the need to pause and enter into a much broader conversation.

Jo Judson speaking to the motion and the need to talk to the people in the Synod in order to develop programs that fit their needs.

Rev. Simon Fensom talked about his history with these conversations over the last 10 years and how it seems to continually wind up in the same place of asking for more studies and more time with no progress.

David H. speaking against motion. A pause has already been happening with the leasing of Minne-Wa-Kan to CLV. One more year of pause is one more year of ambiguity. It is time to make the decision and support the board in the work they have already done both this year and through the decades.

Andrea K. speaking in favor of the motion. Spoke of her own history with Pathways and the needs of kids to have supportive places and people. She is speaking in favor of the motion in order to figure out the true financials of Pathways and find ways to partner with other organizations that will expand revenue and ministry.

Judy Megorden speaking to the motion in favor of finding potential partners.

Rev. Christy Klemz speaking against the motion in order to honor the work of the board over the past many years and trust that the work of board is sound and the conversations that the motion asks for have happened. So there is no need to have the pause or supplant the original motion.

Al Judson speaking for the motion and the need to see the change in demographics in camping and the Church and the need to create a vision. This pause will give a chance to further craft a vision.

Angie Behr speaking in favor of the motion. Disagrees with the portrayal of the work the board has done and stressed the need for a vision.

Larry Kent speaking in favor of the motion with one change to the timeline. He cited the need to recognize the unintended consequences of the motion that are financial and the very real fact that there is not money to pay for a feasibility study. One year is too long and Pathways does not have that amount of time.

**Motion to amend the substitute motion to include: establish a task force to evaluate the use of Minne-Wa-Kan and report back to the Board of Directors with a specially called constituency meeting following within six months of today.**

**Made:** John Knorr **Second:** Angie Behr

**Discussion:**

Tim M. speaking in favor of the amendment to his substitute amendment.

**Hand vote:** 20 in favor, 12 against

**Amendment Passes**

Discussion on the now Amended Substitute Motion continued.

Rev. Chris speaking against the substitute motion. Pointed out that the original motion included the language of “pursuing” a sale which offers a broad range of options and doesn’t exclude creating a vision or finding future partners.

Rev. Clay Ellingson speaking against substitution. Deliberation has happened and people have been hired and task forces have been created. The substitution would allow the decision to continue to be pushed down the road.

Amended Substitute Motion is as follows:

**Motion that the Pathways Board establish a task force to evaluate the use of Minne-Wa-Kan and report back to the Board of Directors with a specially called constituency meeting following within six months of today, recognizing its ministry mission and value for the future.**

**Vote to adopt the substitute motion as the primary motion**

**Hand vote:** 10 in favor, 23 against

**Substitution fails**

**Substitute Motion to center residential camping ministry at the Minne-Wa-Kan site and pursue the sale of the Emmaus site.**

**Made:** John Knorr **Second:** Rev. Kayla Billings

**Discussion:**

John K. speaking in favor of the motion because of the financial realities that it offers.

Judy M. speaking in favor of the motion due to financial realities.

Rev. Clay speaking against the motion. Spoke to the history of the past Directors' and board's opinions that Emmaus was the site to concentrate efforts on and not Minne-Wa-Kan.

Larry K. speaking in favor of the motion. Pointed out again the financial stability and sustainability needs of Pathways and how that can be met by Minne-Wa-Kan as a site.

Clarification question from floor on Emmaus purchase from Trinity and any funds from sale of Emmaus needing to be given to Trinity. Details from sale and agreement were laid out.

Tim M. speaking in favor of the motion. Ministry has been getting harder and it is time to think about doing ministry differently.

Rev. Chris speaking against motion. Motion seems to go against the comments that have been happening about lack of due diligence in decision making. Starting over at Minne-Wa-Kan would be a true starting over as we haven't done ministry there for 20 years.

Rev. Kayla speaking to motion. Covid made a change to how things are done and how people respond. Things like Day Camps won't change based on residential camp location. Things like accessibility will never be available at places like Emmaus. The numbers support moving to Minne-Wa-Kan.

Jo J. speaking in favor of the motion but with the idea that not all of Emmaus would have to be sold.

Erica N. asked for a board member to speak to the decision of the board for picking Emmaus over Minne-Wa-Kan.

Rev. Eric talked about the constituency vote to purchase Emmaus and the board having Brenda Moore come in. Those and other conversations led to seeing Emmaus as the site to continue residential camping.

David H. speaking against the motion. This would be a 2 year delay due to the lease of CLV and the inability to move summer programming there until 2026. Speaking to the question of why Emmaus and not Minne-Wa-Kan is because we effectively haven't had summer ministry there for 20 years, so the decision was essentially made 20 years ago.

Andrea K. speaking to motion. The sustainability of Pathways and the love we all have for the ministry along with the financial needs is the priority. With the sale of Emmaus, Pathways can wait 2 years. You can't ask people to give without a vision and selling Minne-Wa-Kan won't offer the time needed.

**Vote to make the substitute motion the primary motion Hand vote: 8 in favor, 22 against Motion fails**

First motion remains primary and discussion continued.

**Amendment to the motion that a final sale of Minne-Wa-Kan is approved by a specially called meeting of the corporation. Made: Tim Megorden Second: Andrea Kent**

**Discussion:** John K. speaking against the amendment. It sounds like a good idea but it doesn't seem feasible given the purpose of the board.

Rev. Clay speaking against the amendment.

**Hand vote: 8 in favor, 22 against Amendment fails**

David H. speaking for the motion. Admitted that there is sadness in this vote and we can look at the budget and financial numbers but the reality is that Pathways wasn't able to develop Emmaus because of the ownership by Trinity. Now is the time to hone our mission and vision and tell it as one-camp organization. Reach back out to the places that have fallen away and renew the relationships that were there. This motion is the way forward to realize the hopes of Pathways.



Jo J. offered a word of thanks. Spoke to the fear of not making it at Emmaus and needing to sell off land at Emmaus in addition to Minne-Wa-Kan or over-developing it. Question about the various parcels and the value and ability to sell those. Rev. Eric mentioned that those figures were presented at the 2022 Annual Meeting.

Mark Jensen speaking in favor of the motion. Spoke about the last few years as a representative with Trinity during the sale of Emmaus and the positive change in relationship Trinity had with Pathways. The harm that these extended conversations about selling have done to the position of Executive Director and then that loss on the budget was pointed out. The concern is that allowing this situation to continue without resolution will continue to do harm to relationships Pathways has with staff and churches.

Dave Dalager speaking in favor of the motion. The current full-time staff is making progress both with programming and with the Emmaus site.

**Call for the vote Made:** Rev. Clay Ellingson **Second:** John Knorr **Voice vote: Passes**

**Vote on motion to center residential camping ministry at Emmaus and pursue the sale of Minne-Wa-Kan**

**Ballot Vote: 25 in favor, 10 against**

**Motion Passes** Clarification from Bishop Bill that there are not any “guardrails” in the governing documents that direct to whom or what the board is able to sell the property. Ira spoke to that concern and talked about the discussions that have happened about what kind of buyer the board would want to sell to and the uses of the camp.

The tabled motion for the 2024 budget was brought back up **Hand vote:** 18 in favor, 8 against. **Motion carries**

**Election of New Board Members and Endowment Fund Committee Members**

Ballot with Board Members, Endowment Fund Committee Members, and Nomination Committee Members was passed out. Nominations from the floor opened for available positions on ballot

**Motion to cease nominations and cast a unanimous ballot**

**Made:** John Knorr **Second:** Larry Kent **Voice vote: motion passes**

**Final Items and Meeting End** Thanks given to outgoing board members. Thanks given to all those who came to the meeting today and the ways that Pathways is supported all year long. Rev. Eric closed with a sending prayer.

**Motion to adjourn Made:** Rev. Kayla Billings **Second:** Curt Cavalier

**Voice vote: Motion passes**

**Meeting Adjourned at 6:38pm**

## Board of Director Chair's Annual Report

2024 Pathways Annual Report from the Board Chair:

*John 15:12-13; "This is my commandment, that you love one another as I have loved you. No one has greater love than this, to lay down one's life for one's friends."*

Camp Minne-Wa-Kan laid down its life so that Camp Emmaus can live.

The bell tower from Minne-Wa-Kan will be transferred to Camp Emmaus in the spring. With your support it will ring out the Good News that is Bible Camp ministry for years to come.

As Board Chair, it is humbling to see all the ways the Holy Spirit gave a lifeline to Camp Emmaus. Besides the sale, God provided the right people at the right time with the right gifts to move our ministry forward.

Here is just one example ... Ira Bailey. Ira's service as our Interim Executive Director has been a lesson in servant leadership! There are so many other servant leaders (including our Full Time Staff) that I could name. Truly, truly I say unto you ... these are guiding lights that came with God's gifts at just the right time.

You must know that your Board of Directors have worked hard creating a 'New Day' for Camp Emmaus.

Trusting the Spirit of Truth, our Board of Directors has faithfully contracted with Luther Crest for the gifts of Pastor Maddie Elliott to serve as our Interim take on the duties of Executive Director. Maddie is currently the Executive Director of Luther Crest and brings experience and direction needed for Camp Emmaus to move forward.

Our Board of Directors authorized the hiring of a Development Director. After this meeting, we will fill this position asap. In addition, we will begin the process of hiring a new Executive Director for Pathways/Camp Emmaus. Luther Crest and Rev. Elliott will lead us in these searches.

*Accountability to you, our voting members representing your congregations is our highest priority.*

The proposed amendments to our 'governance' provide the pathway for your board to better empower gifted people. These changes are made to improve Congregational Support as our constitution becomes more "Mission Driven" with less concern about location requirements.

As your Board Chair, I invite you to faithfully join me in sending \$75.00 a month to Pathways. With an additional 278 "Giving Units" ... we will raise \$250,000. This expanded base of support returns solvency along with the time needed for Camp Emmaus to thrive with a newly defined future.

"Will you join me in faithfully supporting Pathways with a monthly donation?" No gift is too little to help!

Soli Deo Gloria,

*Pastor Stephen C. Norby*



## Executive Director's Annual Report

Greetings!

I want to start with the joy I had getting to know the youth who came to camp for the summer! They were fully engaged in their Faith Formation here at Camp Emmaus and our Day Camps! Our Church is blessed to have them and we are in good hands! Thanks to all you do to make our part of this partnership happen!

2024 has been a busy year for Pathways. The leadership has remained the same as we ended 2023. Brad Fossen is our Facilities Director. Kale Johnson is our Program Director and Paige Johnson wears several hats as Outreach and Retreat Coordinator as well as Office Manager. I am still serving as the Interim Executive Director. We work hard to make this small full-time staff work with everyone pitching in to make camp succeed. We are grateful to our Small but Mighty summer camp staff for all they did to make a difference here! I am amazed at the gifts they shared with us and as with the youth who attended camp, we're in good hands as the church moves forward!

When I accepted this responsibility in September of 2023 we were facing several challenges. I saw three things as necessary to prepare Pathways to move into the future. First, I have tried to get to know campers, families, donors and our churches. I hope you all know one of us Pathways staff members and feel free to contact us anytime you have an idea or concern. Second, we had just voted as a board to sell Minne-Wa-Kan and I wanted to shepherd that through all the steps that were needed for that to be completed. Finally, I saw a need to improve the infrastructure at Camp Emmaus, especially the cabins.

The sale of Minne-Wa-Kan was completed in December. With the proceeds of that sale, we have been able to pay off all operational debt, pay Trinity the final payment for Camp Emmaus and have a fund balance to keep our cash flow in the black month to month. I know the sale is a significant change and was a loss for all of us. However, we needed to change and I am continuing to pray for healing and understanding that Pathways is now prepared to move ahead to provide faith formation opportunities for youth and adults into the future.

We are moving ahead with cabin refurbishment this spring. We will be replacing doors and roofs as well as a new coat of paint. The Hard Hat Ministry of Calvary Lutheran in Park Rapids has made many improvements at Emmaus including the replacement of windows on the chapel and the deck and stairway between the chapel and dining hall. The stairway is a work of art that you will want to see. They are planning other improvements on the chapel and will help us when needed to refurbish the cabins if needed. They would like to challenge other churches to come forward with funds and/or volunteers to do the refurbishing of the cabins. They are willing to share their expertise if your group needs help getting started on the building process. Brad and I will be able to work beside you as well! Please, contact me about this opportunity to make a difference in our camp ministry. The only skill you need is desire! You can do this and it'll be fun!



We were busy in 2024 getting set on our path forward with Don Johnson of Lutheran Outdoor Ministries leading a Board Training event for our Board of Directors at Camp Emmaus on April 12 & 13. We also had a strategic planning event in August that included the Board and several other leaders. It was productive and we now have direction that we are working on to make this ministry more stable and able to move forward in service.

Board and Committee meetings are filled with hard questions and discussion to make good decisions regarding how to move forward. But, in the end everyone works hard to come to consensus and do what is best for the future of Pathways. I am grateful for their work. The board is moving forward in the search for a new Executive Director and development director. I fully support that and will fully support the new Executive Director when they are put in place. Until then I will serve and I will support the new director in any way they need me. I am grateful for the opportunity to be a part of this ministry. We have now entered into a partnership with Luther Crest to have Maddie Elliott, their Executive Director take on the duties of Executive Director for Pathways. I will continue to pay the bills and work on the facilities improvements.

Please note that we are addressing changes to the Articles of Incorporation and Bylaws. Most of the changes are updates and items that have come to our attention over the years. They were last updated in 2014 and the office has moved five times in that span, so updating is overdue. The board structure and number of members is also being changed. We will continue to find leaders with expertise in the areas of need, but rather than strictly geography, we will look for areas of expertise needed to function well as a team. My first couple of years on the board were with eighteen members. I'm sure you understand that there were a lot of late nights trying to get home from a meeting! Please study them carefully and let me know of any errors or omissions you see. I will also answer any questions you have for the committee.

Pathways is grateful for all the support from our churches and we know your support comes to us as financial support, prayers for our ministry, and your promotion of camp that brings us campers, retreaters and Day Camp participants. We're also asking for you to communicate to us how we can be of greater service to your ministry.

We look forward to our future ministry together. The celebration of fifty-five years of ministry at Pathways, nearly eighty years of ministry at Camp Minne-Wa-Kan and the Ninetieth Anniversary of Camp Emmaus in August of 2024 was a great success. Thank you to those who were able to attend and we hope everyone will come to Emmaus on Saturday, August 9, 2025 to celebrate another year of camping!

Thank you for the opportunity to support your ministry and your support of Pathways!

Ira Bailey

Interim Executive Director

[director@pathwaysbiblecamps.org](mailto:director@pathwaysbiblecamps.org) 218-329-5721 or 218-227-5107

P.S. The Registration for campers is open and the application for Summer Staff is open as well!

<https://pathwaysbiblecamps.org/>

P.S.S. We would like to come and share our story with your congregation and youth! Please give us a call!

## Program Director's Annual Report

Dear Pathways community,

When I think about this past year, what stands out to me most is the connections that were made and the relationships that were built and strengthened. From new friendships made in cabin groups, to relationships with congregations through day camps and community formed with our summer staff team, camp has always been a place to grow together.

Since the summer of 2024 started, we have referred to our summer staff team as a “small but mighty” crew. Even though we could have used more staff to help run our programs this past summer, we couldn't have asked for a better team. We are proud of the way our counselors have stepped up and led our summer ministry at camp and in area congregations! Their passion for camp is contagious.

As we continue to build up leaders in the church, Pathways was blessed to have three high school leaders come back for a second week of camp to co-lead a cabin with our counselors. Two of these high school leaders were also a part of the youth leadership team at our synod's middle school youth gathering in November. It was a joy to see them connect with campers that they recognized! We look forward to continuing to offer this opportunity to our high school campers, and even have a high school leadership retreat coming up at the end of March!

Please help us spread the word for this retreat as we look to give our young people more opportunities to grow as leaders in our church and in the world.

This fall, much of my time was dedicated to growing professional leadership skills at the Lutheran Outdoor Ministries' Leadership Training Event and National Conference in Maryland, as well as switching to a new registration software! Paige and I were grateful for the support we received to attend the Leadership Training Event and National Conference in November. The Leadership Training Event equipped us with resources and knowledge from other camps, and the Lutheran Outdoor Ministries organization as a whole. As far as our new registration software, UltraCamp, we are still learning all the ins and outs! Thank you for your patience as we continue to learn this software. Our hope is that this change will make it easier for our families, congregations and retreat guests to register for our retreats and summer programs! If you have any feedback on how we can make the registration process easier, please let us know. Whether it is about the registration process, retreat or program ideas or ways we can better serve our congregations, we want to hear from you!

As we look to another summer ahead, we ask for your prayers. Prayers for young adults discerning their summer plans, for leadership and character development among our young leaders, for families sending their kids to camp for the first time, for the communities built through camp and for all who are encountered by God through the ministry of Pathways.

May the *Word of Life* continue to light our pathways and renew us all to live lives of love.

With gratitude and hope,

Kale Johnson  
Pathways Program Director

## Pathways Retreat and Outreach Coordinator's Annual Report

“Pathways Provides Unique Environments where God Encounters People and Renews Them To Live Lives of Love”

This mission has been helping us drive this ‘bus’ that we call camp forward into 2025. With one focus being clear, how do we best support our congregations and campers?

As the Outreach Coordinator and Retreats and Events Manager, I am looking forward to each and every Lock-In, Day Camp, and/or Congregational Visit, and am always searching for what else can be possible for us.

In late October, I had the opportunity to speak with some amazing church leaders from Roseau, to continue a Winter Lock-In with Moessiah Ministries. Last year, we held our first Sr. High Leadership Lock-in in Roseau with the idea being that on Sunday Morning, the Sr. High students would lead worship and share their stories with their home congregation. This has been planned again for March of 2025 and we look forward to seeing how this can grow in numbers and programmatically in the future.

If we are talking numbers, then out at camp, in 2024 – we held 25 different user groups and retreats out at Camp Emmaus! These groups consisted of Crafters, Synod Groups, Weddings, Family Reunions, Celebrations of Life, and Confirmation Groups. One memory I will always take with me is the sharing of sweet treats and new recipes for said sweet treats that these groups are so proud to share. They share space, community, and they often come home from a retreat feeling refreshed and renewed. This is something that we are very proud of and equally looking to expand on. Our hope in the future is to increase programmed retreats and congregational days out at camp! Our Congregational Days are an open invitation for people of all ages to come back to camp or potentially explore it for the first time, as a group from your congregation. If you have any questions about these special days, set throughout the summer, feel free to chat with us about that.

Another outreach initiative we started working on this past fall, was the initial push to designate a “Camp Champion” in every congregation who partners with Pathways’ ministry. We were able to get packets out to a number of church leaders, but we need your help to reach this goal! If you know of someone who would be interested in being a “Camp Champion” in your congregation(s), please reach out to us with their contact information. I hope, as we might have been in a congregation near you, that you had the chance to talk to and meet some of the very passionate people who make up our Pathways Team! If we haven’t been to your Congregation lately, please invite us out and we would be glad to join you! Without our Summer Staff, Interim Executive Director, and the help of church leaders across Minnesota, we would not be able to accomplish half of what we do. For that, we thank you so much.

In my first year on full-time staff, I have been handling a lot of different duties, that also includes Office Admin. For this, I thank everyone who has helped me understand the duties and roles of an Office Admin and for the patience and grace that you as a constituency have given me.

Thank you for your time and for the opportunity to share about our ministry!

Paige Johnson

Outreach Coordinator & Retreat/Event Manager  
Pathways Lutheran Outdoor Ministries

## Pathways Facilities Director's Annual Report

### Facility Report 2024

The decision to sell Camp Minne-Wa-Kan was made and the sale was finalized mid-December. Concordia Language Village once again occupied the site during the summer of 2024. The main objective was to keep everything running while minimizing expenses. This mission was almost accomplished, aside from needing to replace the motor on the convection oven. Sadly that concludes my final report on Camp Minne-Wa-Kan.

Moving on to Camp Emmaus. There were three main improvements made throughout the year. First, an exhaust fan was installed in the dishwashing room. This was noted on the annual inspection report by the MN Health Inspector. On a larger scale, four new septic systems were installed to keep us in compliance. The project was completed in the fall thanks to the nice weather we had. New stairs and a wheelchair ramp from the dining hall to the Chapel were built by the Hard Hat Ministry crew from Calvary Church-Park Rapids. It was a grand project and undertaking, which greatly improves the appearance and accessibility of the camp. As usual, there were many smaller projects done throughout the year. The larger swim raft may be the addition that was most appreciated by the campers.

Looking ahead to this year, the Property Committee has been hard at work discussing, making plans, and prioritizing projects that will benefit all who utilize the camp. Volunteers will be a cornerstone of these projects, so please reach out with any interest and we will put you to work.

When I started as Facility Director back in 2005, I never would have thought I'd be writing these annual reports 20 years later. After much thought, I have decided that this will likely be my last report as a full-time director. Later this spring, I will be retiring and transitioning to a part-time capacity. Exact date and details are to-be-decided. I'm sure you'll still see me around camp just as much.

A parting thought from my last full-time report. To the supporters and board of Pathways, it takes action to create change. If you have thoughts, ideas, or plans regarding camp and this organization, now is the time to bring them forward. Now more than ever before, we must expand our vision and try new things to open up our wonderful facility and the mission of Pathways to a broader audience. Change can be scary, but the future of Pathways relies on it. For all of us that care about this camp, we cannot sit idle.

Lastly, I want to thank the many volunteers I've had the pleasure of working with over the years. The old saying "many hands make light work" does apply.

Thanks and Blessings,

Brad Fossen

## 2024 Financial Report and Proposed 2025 Budget

	31-Dec-24	31-Dec-23	Change
<b>ASSETS</b>			
<b>Current Assets</b>			
Bank Accounts			
100 FNB Checking	\$ 329,071.03	\$ 31,841.01	\$ 297,230.02
101 Gate City Bank Checking	\$ 254,959.26	\$ 17,515.32	\$ 237,443.94
102 Community First Bank	\$ 730.00		\$ 730.00
110 FNB Money Market	\$ 101.32	\$ 50.36	\$ 50.96
110.15 Native Day Camps	\$ 2,818.55	\$ 2,818.55	\$ -
110.30 Trout Stocking	\$ 477.50	\$ 477.50	\$ -
<b>Total 110 FNB Money Market</b>	<b>\$ 3,397.37</b>	<b>\$ 3,346.41</b>	<b>\$ 50.96</b>
<b>Total Bank Accounts</b>	<b>\$ 588,157.66</b>	<b>\$ 52,702.74</b>	<b>\$ 535,454.92</b>
Other Current Assets			
ERC Income Receivable	\$ 88,938.94	\$ 88,938.94	\$ -
Inventory Asset-1	\$ -	\$ 6,886.11	\$ (6,886.11)
<b>Total Other Current Assets</b>	<b>\$ 88,938.94</b>	<b>\$ 95,825.05</b>	<b>\$ (6,886.11)</b>
<b>Total Current Assets</b>	<b>\$ 677,096.60</b>	<b>\$ 148,527.79</b>	<b>\$ 528,568.81</b>
Fixed Assets			
140 Land	\$ 471,481.48	\$ 1,188,886.34	\$ (717,404.86)
150 Building	\$ 297,002.52	\$ 1,005,707.12	\$ (708,704.60)
160 Vehicle	\$ 82,394.75	\$ 79,094.75	\$ 3,300.00
170 Equipment	\$ 169,655.59	\$ 169,655.59	\$ -
180 Challenge Course	\$ 43,840.33	\$ 43,840.33	\$ -
185 Accumulated Depreciation	\$ (251,873.45)	\$ (436,885.77)	\$ 185,012.32
<b>Total Fixed Assets</b>	<b>\$ 812,501.22</b>	<b>\$ 2,050,298.36</b>	<b>\$ (1,237,797.14)</b>
Other Assets			
190 Endowment Investment	\$ 29,111.30	\$ 29,111.30	\$ -
<b>Total Other Assets</b>	<b>\$ 29,111.30</b>	<b>\$ 29,111.30</b>	<b>\$ -</b>
<b>TOTAL ASSETS</b>	<b>\$ 1,518,709.12</b>	<b>\$ 2,227,937.45</b>	<b>\$ (709,228.33)</b>



	31-Dec-24		31-Dec-23		Change
<b>LIABILITIES AND EQUITY</b>					
<b>Liabilities</b>					
Current Liabilities					
Accounts Payable					
200 Accounts Payable	\$ 3,101.75	\$	2,782.17	\$	319.58
<b>Total Accounts Payable</b>	<b>\$ 3,101.75</b>	<b>\$</b>	<b>2,782.17</b>	<b>\$</b>	<b>319.58</b>
Credit Cards					
204 Credit Card Liability	\$ 3,862.99	\$	1,947.70	\$	1,915.29
<b>Total Credit Cards</b>	<b>\$ 3,862.99</b>	<b>\$</b>	<b>1,947.70</b>	<b>\$</b>	<b>1,915.29</b>
Other Current Liabilities					
205 Deferred Revenue	\$ -	\$	55,883.25	\$	(55,883.25)
230 Restricted Donations Emmaus septic	\$ -	\$	4,500.00	\$	(4,500.00)
250 MIF Loan 4181	\$ -	\$	95,805.83	\$	(95,805.83)
250.1 MIF Loan 0408	\$ -	\$	93,952.87	\$	(93,952.87)
265 1st National Bank LOC	\$ -	\$	20,000.00	\$	(20,000.00)
Payroll Liabilities					
Vision	\$ -	\$	36.00	\$	(36.00)
<b>Total Payroll Liabilities</b>	<b>\$ -</b>	<b>\$</b>	<b>36.00</b>	<b>\$</b>	<b>(36.00)</b>
<b>Total Other Current Liabilities</b>	<b>\$ -</b>	<b>\$</b>	<b>270,177.95</b>	<b>\$</b>	<b>(270,177.95)</b>
<b>Total Current Liabilities</b>	<b>\$ 6,964.74</b>	<b>\$</b>	<b>274,907.82</b>	<b>\$</b>	<b>(267,943.08)</b>
Long-Term Liabilities					
260 Trinity Lutheran Pledge	\$ -	\$	500,000.00	\$	(500,000.00)
<b>Total Long-Term Liabilities</b>	<b>\$ -</b>	<b>\$</b>	<b>500,000.00</b>	<b>\$</b>	<b>(500,000.00)</b>
<b>Total Liabilities</b>	<b>\$ 6,964.74</b>	<b>\$</b>	<b>774,907.82</b>	<b>\$</b>	<b>(767,943.08)</b>
<b>Equity</b>					
290 Temp. Restricted Net Assets	\$ 30.00	\$	30.00	\$	-
295 Equity / Unrestricted	\$ 676,516.72	\$	627,519.58	\$	48,997.14
297 Restricted Endowment	\$ 28,500.00	\$	28,500.00	\$	-
299 Unrestricted Net Assets	\$ 796,980.05	\$	892,772.85	\$	(95,792.80)
Net Income	\$ 9,717.61	\$	(95,792.80)	\$	105,510.41
<b>Total Equity</b>	<b>\$ 1,511,744.38</b>	<b>\$</b>	<b>1,453,029.63</b>	<b>\$</b>	<b>58,714.75</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 1,518,709.12</b>	<b>\$</b>	<b>2,227,937.45</b>	<b>\$</b>	<b>(709,228.33)</b>

	2024 Budget	2024 Actual	2025 Budget
<b>Income</b>			
300 Development Revenue			
301 Congregational Giving		\$ 2,000	
301.1 WELCA	\$ 12,000	\$ 6,350	\$ 6,000
301.2 Organization Grants	\$ 1,000	\$ 3,150	\$ 1,000
301.3 Fundraiser Income		\$ 1,592	\$ 2,000
301.4 Church Foundation	\$ 20,000	\$ 8,000	\$ 20,000
301.5 Other Church Groups	\$ -	\$ 900	
301.6 Church Budgets	\$ 100,000	\$ 60,188	\$ 60,000
<b>Total 301 Congregational Giving</b>	<b>\$ 133,000</b>	<b>\$ 82,179</b>	<b>\$ 89,000</b>
310 Business	\$ 2,000	\$ 1,847	\$ 2,000
328 Direct Mail			
328.5 (2024-90th)50th Anniversary Appeal		\$ 16,735	\$ 10,000
<b>Total 328 Direct Mail</b>	<b>\$ -</b>	<b>\$ 16,735</b>	<b>\$ 10,000</b>
335 Individual Giving		\$ 2,036	
335.1 Unrestricted	\$ 120,000	\$ 40,132	\$ 92,000
335.11 Give to the Max		\$ 6,633	\$ 7,500
335.15 Restricted		\$ 8,170	\$ 10,000
335.6 Memorial Giving	\$ 1,000	\$ 95	\$ 100
335.95 Ojibwe/Native American Ministry		\$ 12	
<b>Total 335 Individual Giving</b>	<b>\$ 121,000</b>	<b>\$ 57,078</b>	<b>\$ 109,600</b>
<b>Total 300 Development Revenue</b>	<b>\$ 256,000</b>	<b>\$ 157,839</b>	<b>\$ 210,600</b>
320 Special Events	\$ 2,000		
330 Rebate Income		\$ 65	
340 Program Revenue			
342 Emmaus Summer Youth	\$ 148,000	\$ 73,318	\$ 85,000
343 Emmaus Camp Store		\$ 2,161	\$ 2,000
346 Emmaus Canteen	\$ 10,000	\$ 4,360	\$ 10,000
347 Day Camp Income	\$ 30,000	\$ 27,547	\$ 30,000
348 Concordia Language Village	\$ 84,000	\$ 84,878	\$ -
350 Emmaus off Site Youth Adventure			
350.5 Adventure Camp		\$ 9,095	\$ 10,000
<b>Total 350 Emmaus off Site Youth Adventure</b>	<b>\$ -</b>	<b>\$ 9,095</b>	<b>\$ 10,000</b>
360 Retreat Income		\$ 1,949	
360.1 Emmaus Pathways Prog Retreats	\$ 7,000	\$ 291	\$ 2,000
360.2 Emmaus Hosted Retreats	\$ 35,000	\$ 29,188	\$ 32,000
360.5 Retreats and Off-Site Prog		\$ 7,395	\$ 8,000
<b>Total 360 Retreat Income</b>	<b>\$ 42,000</b>	<b>\$ 38,822</b>	<b>\$ 42,000</b>
381 Scholarship - Campership		\$ 12,811	\$ 13,000
<b>Total 340 Program Revenue</b>	<b>\$ 314,000</b>	<b>\$ 252,992</b>	<b>\$ 192,000</b>
396 Sale of Equipment Income		\$ 2,174	
398 Interest Income	\$ 50	\$ 205	\$ 300
399 Dividend Income	\$ 1,250	\$ 2,836	\$ 3,000
<b>Total Income</b>	<b>\$ 573,300</b>	<b>\$ 416,113</b>	<b>\$ 405,900</b>
<b>Gross Profit</b>	<b>\$ 573,300</b>	<b>\$ 416,113</b>	<b>\$ 405,900</b>

	2024 Budget	2024 Actual	2025 Budget
<b>Expenses</b>			
400 Payroll			
400.1 Year Round Staff	\$ 184,000	\$ 182,114	\$ 186,000
400.2 Summer Staff	\$ 84,000	\$ 42,410	\$ 64,000
400.4 Retreat Staff	\$ 3,500	\$ 1,800	\$ 3,500
400.5 Camp America	\$ 5,500	\$ 5,233	\$ 23,200
<b>Total 400 Payroll</b>	<b>\$ 277,000</b>	<b>\$ 231,557</b>	<b>\$ 276,700</b>
401 Payroll Benefits	\$ 52,305	\$ 18,863	\$ 40,000
403 Property Tax Expense	\$ 203	\$ 203	\$ 203
405 Payroll Taxes	\$ 24,000	\$ 18,888	\$ 20,000
409 Continuing Education	\$ 1,400		
409.1 Executive Director			\$ 700
409.2 Program Director		\$ 640	\$ 700
409.4 Office Manager		\$ 640	\$ 700
<b>Total 409 Continuing Education</b>	<b>\$ 1,400</b>	<b>\$ 1,280</b>	<b>\$ 2,100</b>
410 Bank Charges	\$ 480	\$ 437	\$ 480
410.1 Online Processing Fees			\$ 3,600
410.2 Late Charges		\$ 0	
410.3 Loan Charges		\$ 82	
410.4 Service Fee		\$ 3,426	
<b>Total 410 Bank Charges</b>	<b>\$ 480</b>	<b>\$ 3,945</b>	<b>\$ 4,080</b>
413 Rent or Lease of Buildings	\$ 500	\$ 400	\$ 400
415 Conference & Training	\$ 1,400	\$ 3,119	\$ 3,600
420 Equipment Repair	\$ 4,000	\$ 6,791	\$ 7,000
421 Equipment Purchases	\$ 2,000	\$ 2,349	\$ 2,000
430 Meals Expense		\$ 143	\$ 500
430.1 Summer Camp on-site	\$ 18,000	\$ 14,590	\$ 18,000
430.2 Summer camp off-site		\$ 40	
430.3 Retreats	\$ 4,500	\$ 1,790	\$ 3,000
430.4 Donor Meetings	\$ 250	\$ 506	\$ 2,000
430.5 Travel	\$ 500	\$ 125	\$ 200
<b>Total 430 Meals Expense</b>	<b>\$ 23,250</b>	<b>\$ 17,193</b>	<b>\$ 23,700</b>
435 Insurance	\$ 47,500	\$ 44,077	\$ 32,000
440 Interest Expense	\$ 16,000	\$ 19,246	
443 Janitorial & Linen	\$ 3,000	\$ 2,872	\$ 3,000
445 Licenses & Fees	\$ 2,000	\$ 967	\$ 2,000
450 Maintenance	\$ 14,000	\$ 9,757	\$ 10,000
451 Facility Improvement	\$ 5,000	\$ 1,928	\$ 35,000
455 Office Supplies	\$ 4,000	\$ 713	\$ 1,000
456 Office/General Administrative Expenses		\$ 15,093	\$ 15,000
456.1 Camp America Fees		\$ 4,413	\$ 7,113
<b>Total 456 Office/General Administrative Expenses</b>	<b>\$ -</b>	<b>\$ 19,506</b>	<b>\$ 22,113</b>

460 Phone and Internet	\$	400	\$	2,778	
460.2 Phone and Internet - Office	\$	1,500	\$	1,067	
460.3 Phone and Internet - Emmaus	\$	1,944	\$	3,130	\$ 4,109
<b>Total 460 Phone and Internet</b>	<b>\$</b>	<b>3,844</b>	<b>\$</b>	<b>6,975</b>	<b>\$ 4,109</b>
465 Promotion	\$	5,000	\$	1,906	\$ 5,500
470 Professional Services	\$	20,000	\$	20,113	\$ 20,000
472 LOM Membership	\$	500	\$	855	\$ 540
482 Program Expenses					
482.1 General Program	\$	1,200	\$	658	\$ 5,600
482.2 Program Equipment	\$	700	\$	1,083	\$ 700
482.4 Emmaus Summer Camp	\$	3,200	\$	1,392	\$ 1,700
482.5 Luther Crest Leadership					\$ 41,250
482.6 Day Camp	\$	1,000	\$	422	\$ 600
482.7 Retreats	\$	200	\$	679	\$ 200
482.8 Supplies First Aid	\$	100	\$	645	\$ 100
<b>Total 482 Program Expenses</b>	<b>\$</b>	<b>6,400</b>	<b>\$</b>	<b>4,879</b>	<b>\$ 50,150</b>
485 Travel			\$	195	
485.1 Year Round Staff	\$	11,500	\$	2,548	\$ 10,000
485.2 Summer Staff	\$	1,000	\$	15	\$ 100
<b>Total 485 Travel</b>	<b>\$</b>	<b>12,500</b>	<b>\$</b>	<b>2,758</b>	<b>\$ 10,100</b>
486 Staff/Board/Comm Expense	\$	500	\$	-	\$ 500
490 Utilities	\$	35,000	\$	28,981	\$ 25,000
495 Vehicle Expense	\$	3,000	\$	7,135	\$ 7,000
500 Canteen Expense	\$	3,600	\$	889	\$ 1,000
501 Camp Store Expense	\$	6,000	\$	10,567	\$ 6,000
515 Financial Development Expense			\$	8,093	\$ 8,000
530 High Adventure					
531 Challenge Course Exp	\$	3,600	\$	4,245	\$ 4,500
532 Adventure Camp			\$	340	
<b>Total 530 High Adventure</b>	<b>\$</b>	<b>3,600</b>	<b>\$</b>	<b>4,585</b>	<b>\$ 4,500</b>
Melio Service Fee	\$	-	\$	156	\$ 160
Reimbursements			\$	5,396	
<b>Total Expenses</b>	<b>\$</b>	<b>577,982</b>	<b>\$</b>	<b>506,942</b>	<b>\$ 627,455</b>
<b>Net Operating Income</b>	<b>\$</b>	<b>(4,682)</b>	<b>\$</b>	<b>(90,830)</b>	<b>\$ (221,555)</b>
Other Income					
575 Other Income			\$	191	
585 Gain/Loss on Sale of Assets			\$	139,287	
<b>Total Other Income</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>139,478</b>	<b>\$ -</b>
Other Expenses					
525 Depreciation			\$	38,930	
590 Emmaus Septic	\$	50,000			
<b>Total Other Expenses</b>	<b>\$</b>	<b>50,000</b>	<b>\$</b>	<b>38,930</b>	<b>\$ -</b>
<b>Net Other Income</b>	<b>\$</b>	<b>(50,000)</b>	<b>\$</b>	<b>100,547</b>	<b>\$ -</b>
<b>Net Income</b>	<b>\$</b>	<b>(54,682)</b>	<b>\$</b>	<b>9,718</b>	<b>\$ (221,555)</b>

**Nominations/Elections for Pathways Board of Directors**

- 1. Rev. Amber Kalina - Melo and OSLC, Warren
- 2. Mark Jensen - Trinity, Moorhead (Current Treasurer)
- 3. \_\_\_\_\_

**Nominations for Endowment Committee**

- 1. Carmen Walter – Trinity, Moorhead

**Nominations for 2026 Nominating Committee**

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_