

***NORTH AMERICAN LUTHERAN CHURCH  
NEW BRIGHTON, MINNESOTA***

***FINANCIAL STATEMENTS  
YEAR ENDED DECEMBER 31, 2013***

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# SHIDELL MAIR & RICHARDSON PLLP

*Certified Public Accountants*

## INDEPENDENT AUDITOR'S REPORT

Executive Council  
North American Lutheran Church  
New Brighton, Minnesota

We have audited the accompanying financial statements of the North American Lutheran Church (a nonprofit organization), which comprise the statement of financial position as of December 31, 2013, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of the financial statements that are free from material misstatements, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risk of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting principles used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe the audit evidence we have obtained is sufficient and appropriate to provide a reasonable basis for our audit opinion.

**Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of North American Lutheran Church as of December 31, 2013, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

**Report of Summarized Comparative Information**

We have previously audited the North American Lutheran Church's 2012 financial statements, and our report dated June 9, 2014, expressed an unmodified opinion on those audited financial statements. In our opinion, the summarized comparative information presented herein as of and for the year ended December 31, 2012, is consistent, in all material respects, with the audited financial statements from which it has been derived.

*Shidell Mair & Richardson PLLP*

August 11, 2015  
St. Paul, Minnesota

**NORTH AMERICAN LUTHERAN CHURCH**  
**STATEMENT OF FINANCIAL POSITION**  
**DECEMBER 31, 2013**

(With summarized information for the year ended December 31, 2012)

<b>ASSETS</b>	<b>2013</b>	<b>2012</b>
Cash and cash equivalents	\$ 1,910,957	\$ 1,878,130
Certificates of deposits	400,000	
Accounts receivable	11,681	5,472
Due from related organization	52,229	21,183
Prepaid expenses	36,731	16,354
Furniture, equipment and computers, net	38,410	50,684
Total assets	<u>\$ 2,450,008</u>	<u>\$ 1,971,823</u>

**LIABILITIES AND NET ASSETS**

**Liabilities**

Accounts payable	\$ 25,219	\$ 4,062
Accrued compensation	39,695	31,260
Due to others	6,316	36,251
Total liabilities	<u>71,230</u>	<u>71,573</u>

**Net Assets**

Unrestricted		
Designated	1,150,404	1,157,469
Undesignated	583,293	567,691
Total unrestricted net assets	1,733,697	1,725,160
Temporarily restricted	645,081	175,090
Total net assets	<u>2,378,778</u>	<u>1,900,250</u>
Total liabilities and net assets	<u>\$ 2,450,008</u>	<u>\$ 1,971,823</u>

See notes to the financial statements

**NORTH AMERICAN LUTHERAN CHURCH**  
**STATEMENT OF ACTIVITIES**  
**FOR THE YEAR ENDED DECEMBER 31, 2013**  
(With summarized information of the year ended December 31, 2012)

	2013			2012
	Unrestricted	Temporarily Restricted	Total	Total
<b>Revenue, gains and other support:</b>				
<b>Contributions</b>				
Individuals	\$ 70,073		\$ 70,073	\$ 78,287
Congregations	1,442,381	\$ 732,436	2,174,817	1,443,161
Bequests				349,712
Total public support and revenue	1,512,454	732,436	2,244,890	1,871,160
<b>Other Revenue</b>				
Service fees	4,246		4,246	8,853
Investment revenue	2,622		2,622	2,216
Registrations	99,383		99,383	93,534
Total other revenue	106,251		106,251	104,603
Total revenue, gains and other support	1,618,705	732,436	2,351,141	1,975,763
Net assets released from restrictions	262,445	(262,445)		
Total revenue and reclassifications	1,881,150	469,991	2,351,141	1,975,763
<b>Expenses:</b>				
<b>Program Activities:</b>				
Missions and Evangelism	146,784		146,784	292,683
Theological Education and Clergy	263,331		263,331	172,176
Congregational Services	332,514		332,514	198,461
Ecumenical and Inter-Lutheran	99,095		99,095	156,154
Convocation / Conferences	363,661		363,661	245,017
Communications	128,378		128,378	99,663
Mission Districts	281,480		281,480	72,578
Total Program activities	1,615,243		1,615,243	1,236,732
<b>Support Activities:</b>				
Management and general	257,370		257,370	224,592
Total support activities	257,370		257,370	224,592
Total program and support activities	1,872,613		1,872,613	1,461,324
<b>Change in net assets</b>	8,537	469,991	478,528	514,439
<b>Net Assets, beginning of period</b>	1,725,160	175,090	1,900,250	1,385,811
<b>Net Assets, end of period</b>	<u>\$ 1,733,697</u>	<u>\$ 645,081</u>	<u>\$ 2,378,778</u>	<u>\$ 1,900,250</u>

See notes to the financial statements

**NORTH AMERICAN LUTHERAN CHURCH  
STATEMENT OF FUNCTIONAL EXPENSES  
FOR THE YEAR ENDED DECEMBER 31, 2013**

(With summarized information for the year ended December 31, 2012)

	2013										2012		
	Program Activities					Support Activities							
	Missions and Evangelism	Theological Education and Clergy	Congregational Services	Ecumenical and Inter-Lutheran	Convocation / Conferences	Communications	Mission Districts	Total Program Expenses	Management and General	Total Support Expenses	Total Functional Expenses	Total Functional Expenses	Total Functional Expenses
<b>Functional expenses</b>													
Salaries	\$ 75,147	\$ 81,074	\$ 103,840	\$ 52,936	\$ 83,505	\$ 48,262	\$ 47,567	\$ 492,331	\$ 88,246	\$ 88,246	\$ 580,577	\$ 526,837	\$ 526,837
Contract salaries		8,000				12,360		20,360			20,360	14,000	14,000
Employee benefits	20,308	22,551	28,135	15,228	21,156	17,352	13,302	138,032	32,805	32,805	170,837	122,272	122,272
Payroll taxes	1,494	1,639	1,203	310	2,563	1,487	766	9,462	3,355	3,355	12,817	9,698	9,698
<b>Total salaries and related expenses</b>	<b>96,949</b>	<b>113,264</b>	<b>133,178</b>	<b>68,474</b>	<b>107,224</b>	<b>79,461</b>	<b>61,635</b>	<b>660,185</b>	<b>124,406</b>	<b>124,406</b>	<b>784,591</b>	<b>672,807</b>	<b>672,807</b>
<b>Professional services</b>													
Telephone	1,802	2,106	2,475	1,273	1,993	1,477	1,146	27,490	29,491	29,491	56,981	92,838	92,838
Occupancy	1,483	1,732	2,037	1,047	1,640	1,215	943	10,097	1,903	1,903	12,000	9,005	9,005
Promotional expenses					18,765			18,765			18,765	10,123	10,123
Computer expense						2,924		2,924	12,114	12,114	15,038	6,340	6,340
Postage	458	535	629	323	506	375	291	3,117	587	587	3,704	3,309	3,309
Office expenses	867	1,013	1,191	613	959	3,270	551	8,464	8,333	8,333	16,797	19,257	19,257
Convocation/Conference expenses					204,818			204,818			204,818	96,885	96,885
Executive Council travel									24,883	24,883	24,883	27,052	27,052
Advisory Council travel		14,747						14,747			14,747	6,407	6,407
Task Force travel	10,928	45,331	846	3,769			13,140	74,014			74,014	76,693	76,693
Employee travel	31,898	42,751	32,179	21,902	25,101	19,427	14,479	187,737	29,826	29,826	217,563	181,240	181,240
Insurance	588	688	810	415	652	484	376	4,013	755	755	4,768	7,446	7,446
Seminarian support												2,287	2,287
Administrative services									16,435	16,435	16,435	15,690	15,690
Mission grants			36,000				44,000	80,000			80,000	60,150	60,150
Other grants		39,049	93,192				143,768	276,009	4,000	4,000	280,009	139,135	139,135
Printing						18,261		18,261			18,261	14,183	14,183
<b>Total before depreciation</b>	<b>144,973</b>	<b>261,216</b>	<b>330,027</b>	<b>97,816</b>	<b>361,658</b>	<b>126,894</b>	<b>280,329</b>	<b>1,602,913</b>	<b>255,046</b>	<b>255,046</b>	<b>1,857,959</b>	<b>1,452,847</b>	<b>1,452,847</b>
Depreciation	1,811	2,115	2,487	1,279	2,003	1,484	1,151	12,330	2,324	2,324	14,654	8,477	8,477
<b>Total expenses</b>	<b>\$ 146,784</b>	<b>\$ 263,331</b>	<b>\$ 332,514</b>	<b>\$ 99,095</b>	<b>\$ 363,661</b>	<b>\$ 128,378</b>	<b>\$ 281,480</b>	<b>\$ 1,615,243</b>	<b>\$ 257,370</b>	<b>\$ 257,370</b>	<b>\$ 1,872,613</b>	<b>\$ 1,461,324</b>	<b>\$ 1,461,324</b>

**NORTH AMERICAN LUTHERAN CHURCH**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED DECEMBER 31, 2013**  
(With summarized information for the year ended December 31, 2012)

	<u>2013</u>	<u>2012</u>
<b>Cash flows from operating activities</b>		
Change in net assets	\$ 478,528	\$ 514,439
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	14,654	8,477
(Increase) decrease in operating assets:		
Receivables	(6,209)	(4,722)
Due from related organization	(31,046)	(21,183)
Prepaid expenses	(20,377)	(9,854)
Increase (decrease) in operating liabilities:		
Accounts payable	21,157	(18,024)
Due to related organization		(13,959)
Due to others	(29,935)	35,251
Accrued compensation	8,435	10,586
Net cash provided by operating activities	<u>435,207</u>	<u>501,011</u>
<b>Cash flows from investing activities:</b>		
Purchase of certificates of deposits	(400,000)	
Purchase of equipment	(2,380)	(40,687)
Net cash provided (used) by investing activities	<u>(402,380)</u>	<u>(40,687)</u>
Net increase in cash and cash equivalents	32,827	460,324
<b>Cash and cash equivalents - beginning of period</b>	<u>1,878,130</u>	<u>1,417,806</u>
<b>Cash and cash equivalents - end of period</b>	<u><u>\$ 1,910,957</u></u>	<u><u>\$ 1,878,130</u></u>

See notes to the financial statements



## **NORTH AMERICAN LUTHERAN CHURCH NOTES TO THE FINANCIAL STATEMENTS**

### **NOTE 1. NATURE OF THE ORGANIZATION**

The North American Lutheran Church (NALC) is a Christian denominational church body whose membership is comprised of Lutheran congregations and Lutheran ordained ministers. The NALC is a church body committed to the authority of the Bible as the inspired Word of God and the authoritative source and norm of its proclamation, faith, and life, according to the teachings of the Lutheran Confessions. The NALC is governed by an annual Convocation comprised of its ordained clergy and delegates from each of its congregations. The NALC is led by a Bishop elected by the Convocation. An Executive Council elected by the Convocation holds governance authority between Convocations.

The NALC has committed to organize its common life around four core values:

- 1) Christ Centered: The NALC confesses the apostolic faith in Jesus Christ according to the Holy Scriptures. The NALC affirms the authority of the Scriptures as the authoritative source and norm, “according to which all doctrines should and must be judged” (Formula of Concord). The NALC accepts the ecumenical creeds and the Lutheran Confessions as true witnesses to the Word of God.
- 2) Mission Driven: The NALC believes that the mission of the Church is to preach the Gospel and to make disciples for Christ. The NALC believes that making disciples - in its congregations, in its communities and nations, and around the world - must be a priority of the Church in the present age.
- 3) Traditionally Grounded: The NALC affirms the faithful witness of the Church across time and space. The NALC endorses the form and practices of the universal Church that are consistent with Scripture, particularly the office of the ministry and the tradition of worship under Word and Sacrament. The NALC seeks dialogue and fellowship with other Lutheran churches and with faithful Christians of other confessions.
- 4) Congregationally Focused: The NALC strives to be a church body that is organized to facilitate the ministries of local congregations in a posture of servanthood and a spirit of partnership, through the provision of resources, connections and information.

## **NORTH AMERICAN LUTHERAN CHURCH NOTES TO THE FINANCIAL STATEMENTS**

### **NOTE 1. NATURE OF THE ORGANIZATION - (Continued)**

**The NALC's key programs and activities include the following:**

#### **Missions and Evangelism**

The NALC provides organizational and financial assistance to newly formed and/or small member congregations. The NALC also provides training programs for clergy and lay leaders of mission start congregations. The NALC further provides financial and other assistance to mission congregations, missionaries and partner church bodies in countries outside of North America. To these ends, the NALC has established the Great Commission Fund to support special mission projects including new congregation starts and missionaries.

#### **Theological Education, Ordination and Clergy Roster**

The NALC provides advice and assistance to seminarians considering ordination in the NALC, and offers an annual retreat for such seminarians. In particular, the NALC has established a Theological Education Fund to support the training and continuing education of NALC pastors. A committee of the NALC examines candidates for ordination in the NALC and makes recommendations to the Executive Council for ordination. The NALC maintains a clergy roster of pastors who have been examined, credentialed and approved for ministry in the NALC, and provides assistance to pastors seeking new congregational calls.

In August 2013, the NALC Convocation approved the formation of the North American Lutheran Seminary (NALS), a ministry for the NALC to provide seminary education and training for pastoral candidates in partnership with other established seminaries. The financial statement for the NALC include donations earmarked for, and expense associated with the operation of, the NALS.

#### **Congregational Services**

The NALC provides a variety of services to its member congregations, including in particular, assistance in the process of calling a new pastor. The NALC also provides recommendations to congregations of resources and ministries which can be helpful in parish life and programs.

#### **Ecumenical and Inter-Lutheran Relations**

The NALC is committed to dialogue and cooperation with other faithful Lutheran and Christian church bodies, both in North America and elsewhere in the world.

## **NORTH AMERICAN LUTHERAN CHURCH NOTES TO THE FINANCIAL STATEMENTS**

### **NOTE 1. NATURE OF THE ORGANIZATION - (Continued)**

#### **Convocation/Conferences**

The annual Convocation elects the Bishop, Executive Council, Court of Adjudication and Nominating Committee. The Convocation adopts an annual budget, considers significant resolutions and teaching statements, and receives reports from the staff and committees. An annual theological conference provides presentations by theologians on significant theological issues for the education of Lutherans. A Mission Festival is offered in the fall for the renewal of established congregations and the support of mission congregations and groups interested in planting a new church.

#### **Communications**

The Communications team reviews the NALC newsletter, website, social media and videos and works with the NALC staff for the purpose of improving the effectiveness of NALC communications.

#### **Mission Districts**

Mission districts are congregations that shall join in collaboration to fulfill most effectively the ministry and mission of the NALC. The Mission districts are normally based on common geographic boundaries.

### **NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The financial statements have been prepared on the accrual basis of accounting. The significant accounting policies are described as follows:

The NALC reports information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets and permanently restricted net assets, based on the existence or absence of donor-imposed restrictions. These classes of net assets are summarized as follows:

- a) Unrestricted amounts are those currently available at the discretion of the Executive Council for use in the NALC's ministries, and those resources invested in land, buildings, and equipment.
- b) Temporarily restricted amounts are those which are restricted by donors for specific operating purposes or for the acquisition of land, buildings, and equipment.
- c) Permanently restricted amounts are those restricted by donors in perpetuity as endowments or irrevocable trusts. The NALC has no permanently restricted net assets.

**NORTH AMERICAN LUTHERAN CHURCH  
NOTES TO THE FINANCIAL STATEMENTS**

**NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – (Continued)**

**Cash and Cash Equivalents**

For purposes of the statement of cash flows, the NALC considers all highly liquid debt instruments purchased with an original maturity of three months or less to be cash equivalents. The NALC maintains their cash balances at four financial institutions in Minnesota. Accounts at the institutions are insured by the Federal Deposit Insurance Corporation.

**Financial Statement Presentation**

Management of the NALC uses estimates and assumptions in preparing the financial statements in accordance with accounting principles generally accepted in the United States of America. Those estimates and assumptions affect the reported amounts of the assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could vary from the estimates that management uses.

**Comparative Information**

The financial statements include prior-year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the Organization's financial statements for the year ended December 31, 2012, from which the summarized information was derived.

**Equipment and Leasehold Improvements**

All major expenditures for equipment and leasehold improvements are capitalized at cost. Contributed equipment is recorded at fair market value at the date of donation. Depreciation is computed on the straight-line method over the estimated useful lives of the related assets, ranging from three to ten years.

**Functional Allocation of Expenses**

Salaries and related expenses are allocated based on job descriptions and the best estimates of management. Expenses, other than salaries and related expenses, which are not directly identifiable by program or supporting activity, are allocated based on the best estimates of management.

**NORTH AMERICAN LUTHERAN CHURCH  
NOTES TO THE FINANCIAL STATEMENTS**

**NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)**

**Public Support, Revenue, and Expenses**

Contributions are recognized when the donor makes a promise to give to the NALC that is, in substance, unconditional. Contributions that are restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions are reported as increases in temporarily or permanently restricted net assets, depending on the nature of the restriction. When the restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets. Bequests are recorded as income at the time the NALC has an established right to the bequest and the proceeds are measurable.

**Income Tax**

The NALC is an "association of churches" within the meaning of Section 508(c)(1)(a) of the Internal Revenue Code (the "IRC"), and consequently is exempt from taxes under Section 501(c)(3) of the IRC without obligation to seek such recognition affirmatively from the Internal Revenue Service. Nonetheless, by the letter dated March 7, 2012, the NALC has been affirmatively determined by Internal Revenue Service to be exempt from Federal income taxes under Section 501(c)(3) of the IRC. Therefore, no provision for income taxes is made in the accompanying financial statements. In addition, pursuant to Section 6033(a)(3)(a)(i) of the IRC, as an "association of churches" the NALC is not required to file information returns with the Internal Revenue Service. The NALC would be required to pay Federal and State income taxes on unrelated business income within the meaning of the IRC.

The NALC records a liability for uncertain tax positions when it is probable that a loss has been incurred and the amount can be reasonably estimated. Interest related to unrecognized tax positions is recognized in interest expense and penalties in management and general expenses. The NALC has not recorded any liabilities for unrecognized tax positions. The NALC has not generated any unrelated business income and therefore has no income tax return subject to examination by U.S. Federal, state or local taxing authorities.

**Donated Services**

The NALC records donated services that create or enhance nonfinancial assets or that require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased, if not provided by donation. The value of donated services is determined based on the fair value of the services received or the increase in the fair value of the assets attributable to the donated services.

**NORTH AMERICAN LUTHERAN CHURCH  
NOTES TO THE FINANCIAL STATEMENTS**

**NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)**

**Subsequent Events**

The NALC recognizes, in the financial statements, the effects of all subsequent events that provide additional evidence about conditions that existed at the date of the statement of financial position, including the estimates inherent in the process of preparing financial statements.

The management of the NALC evaluated subsequent events for financial reporting through August 11, 2015, the date the financial statements were available to be issued.

**NOTE 3. CERTIFICATES OF DEPOSITS**

Certificates of deposits approximate market value and consist of certificates with original maturities from twelve months to eighteen months with interest rates varying from .20% to .56%. Certificates of deposits with maturities of three months or less from the original date of purchase are included in cash and cash equivalents.

**NOTE 4. LEASING ACTIVITIES**

The NALC leases its office space in Ohio on a one year lease agreement effective January 1, 2013. The lease calls for minimum monthly payments of \$1,000. The NALC has the option to renew the lease annually.

Total rent expense for the year ended December 31, 2013 was \$12,000.

**NOTE 5. PENSION PLAN**

The Church has a 403(b) pension plan. The plan is a voluntary retirement plan that is offered to all eligible employees. The plan is an employer funded tax deferred annuity plan. Employees are fully vested in their contribution. Total pension expense for the year ended December 31, 2013 was \$62,921.

**NOTE 6. RELATED PARTIES**

The North American Lutheran Church (NALC) was formed by convocation of the Lutheran Coalition for Renewal in 2010. During the year ended December 31, 2013 the North American Lutheran Church and the Lutheran Coalition for Renewal shared office space and operation expense, including employees. The North American Lutheran Church paid Lutheran Coalition for Renewal \$16,435 as an administrative fee for the shared expense. As of December 31, 2013 the Lutheran Coalition for Renewal owes the North American Lutheran Church \$52,229 for related shared expenses.

**NORTH AMERICAN LUTHERAN CHURCH  
NOTES TO THE FINANCIAL STATEMENTS**

**NOTE 7. EQUIPMENT AND LEASEHOLD IMPROVEMENTS**

The Church owns the following as of December 31, 2013

Equipment	\$ 26,174
Leasehold Improvements	24,406
Website	<u>15,000</u>
	65,580
Less accumulated depreciation	<u>(27,170)</u>
	<u><u>\$ 38,410</u></u>

**NOTE 8. NET ASSETS**

**TEMPORARILY RESTRICTED NET ASSETS**

The temporarily restricted net assets as of December 31, 2013 were restricted for use in the Church's programs as follows:

Great Commission Fund	\$ 3,880
Theological Education Fund	453,832
Disaster Response Fund	152,297
Other	<u>35,072</u>
	<u><u>\$ 645,081</u></u>

**DESIGNATED NET ASSETS**

The Executive Council of the North American Lutheran Church has established three designated funds as follows.

**Great Commission Fund**

The Great Commission Fund is a dedicated fund that is used in support of new mission starts, mission congregations and missionaries. Individuals and congregations may contribute to the fund.

**Theological Education Fund**

The Theological Education Fund is a dedicated fund that is used to support seminarians who are candidates for ordained ministry in the NALC. Individuals and congregations may contribute to the fund.

**NORTH AMERICAN LUTHERAN CHURCH  
NOTES TO THE FINANCIAL STATEMENTS**

**NOTE 8. NET ASSETS – (Continued)**

**Strategic Development Fund**

The Strategic Development fund is a dedicated fund that is used for strategic planning and development for the organization.

Activity in the designated net assets for the year ended December 31, 2013, is as follows:

Designated net assets - beginning of the year	\$ 1,157,469
Designation approved by the Executive Council - during the year	(7,065)
Designated net assets - end of year	<u>\$ 1,150,404</u>

Designated net assets as of December 31, 2013, consists of:

Great Commission Fund	\$ 375,404
Theological Education Fund	375,000
Strategic Development Fund	400,000
	<u>\$ 1,150,404</u>