

# ST. JOHN'S LUTHERAN CHURCH

## Ministry Plan and Narrative Budget Fiscal Year 2026-2027

### Mission

*Leading people into a growing relationship with Jesus Christ, His followers, and His world.*

### Vision

#### ***Leading People Up: Growing in Christ***

- Knowing God more deeply through His Word, Worship, and Prayer
- Serving God as we use His gifts to His glory

#### ***Leading People In: Growing in Christian Community***

- Connecting to one another in meaningful relationships
- Loving one another by providing care, encouragement, and accountability

#### ***Leading People Out: Growing in Witness and Mission***

- Serving the real needs of people in our community
- Sharing the life-giving Gospel of Jesus Christ with those who don't know Him
- Supporting the growth of the Kingdom of God throughout the world

Our mission and vision express how we understand Christ's call for our congregation in this time and place. But what does that look like in practice? How do we recognize when we are actually living out this mission and vision?

### End Statements

An “**end statement**” describes the concrete outcomes we expect to see when a particular part of the vision is being fulfilled. What follows is the Vision Statement, paired with end statements for each point—practical descriptions of what it looks like when we are achieving that aspect of the vision.

For each end statement, we identify two things:

1. **What we are currently doing** that contributes to that outcome, and
2. **The proposed new initiatives or specific goals** for the coming fiscal year.

## ***Leading People Up: Growing in Christ***

*People of St. John's will grow in a living and active relationship with Jesus Christ, marked by faith, repentance, and spiritual maturity.*

- **Knowing God more deeply through His Word, Worship, and Prayer**  
*People will know God more deeply through regular engagement with His Word, worship, and prayer, resulting in increased biblical understanding, trust in Christ, and spiritual resilience.*

### **What we are doing to achieve this:**

- Worship Services
  - Sunday morning worship
    - Children's Church
    - Special Needs Bible Study
    - Live streaming
  - Advent, Lent and Holiday services
  - School Chapel Services
- Bible Classes
  - Sunday Morning
  - Men's Bible Study
  - Women's Bible Study
  - Foundations Class
  - Other Bible studies and small groups
- Youth Ministry
  - Weekly Youth Bible Study
  - Confirmation ministry
  - Other Youth events
- Other Growth Resources
  - Promoting Mission Training Center
  - Right Now Media
- School Ministry
  - School classroom faith instruction
  - School chapel service
  - Faith integration and modeling in the school community

### **Goals for 2026-2027**

- Provide funds for Mission Training Center classes from the SJL Ministries Endowment Fund for members and faculty
- Promote use of the Mission Training Center
- Start two small groups/Bible studies
- Start additional Sunday morning Bible class
- Redo the online version of the Foundations Class

- **Serving God as we use His gifts to His glory**

*People will use their God-given gifts in service to Him, resulting in meaningful participation in ministry and the building up of the Body of Christ.*

**What we are doing to achieve this end:**

- Preaching and teaching on Christian service
- Congregational serving opportunities
  - Worship: Worship Tech, Worship Prep, communion assistants, ushers, lay readers, Children’s Church leaders, Special Needs class leaders, choir, worship band, coffee fellowship
  - Boards and committees: Board of Directors, Ministry Advisory Team, Fellowship Team, Endowment Fund Committee, Facilities Team, Call Committee
  - Other: Stephen Ministry, offering counters, Work Day volunteers, event volunteers, VBS volunteers
- Community and outreach service opportunities
  - Mission Farm
  - Comfort Dog Ministry
  - Large Print Ministry
  - Vacation Bible School
- School ministry
  - School servant projects
  - School volunteers
  - APT events (Get on Track, Country Fair, Main Event)

**Goals for 2026-2027**

- Create database of skills, gifts and experiences
- Offer Spiritual Gift workshop
- Streamline volunteer sign-up process on new church app

**Leading People In: Growing in Christian Community**

*People of this congregation will live in Christ-centered community, marked by love, unity, and mutual care.*

- **Connecting to one another in meaningful relationships**

*People will form meaningful relationships with one another, resulting in a sense of belonging, shared identity in Christ, and mutual support.*

**What we are doing to achieve this end:**

- Preaching and teaching on Christian community
- Sunday coffee fellowship
- Advent and Lent Soup Suppers
- Church fellowship events, including:
  - Summer BBQ

- Oktoberfest
- Movie Nights
- Christmas Encounter – pageant, worship, dinner
- Wine and the Word
- Trunk or Treat
- Ladies Tea
- Social Media Connection and Engagement
- School Fellowship Events
  - Ice Cream Social
  - Country Fair
  - Father/Daughter Dance
  - Mother/Son Picnic
  - Main Event

- Goals for 2026-2027**
- Increase promotion of fellowship events by numerous means to encourage participation
  - Focus on publicizing church events to school and vice versa to encourage more fellowship and interaction between church and school families
  - Streamline publicity and sign-up process for events on new church app

- **Loving one another by providing care, encouragement, and accountability**  
*People will actively care for one another through encouragement, accountability, compassion, and restoration, resulting in spiritual growth and emotional well-being.*

- What we are doing to achieve this end:**
- Preaching and teaching on Christian care for one another
  - Stephen Ministry
  - Comfort Dog Ministry
  - Homebound visitation
  - Biblical Counseling Center

- Goals for 2026-2027**
- Train more Stephen Ministers
  - Train more homebound visitors

**Leading People Out: Growing in Witness & Mission**

*People beyond this congregation will encounter the love of Jesus Christ through its witness, resulting in changed lives, new disciples, and the extension of God’s Kingdom.*

- **Serving the real needs of people in our community**  
*People in the surrounding community will experience tangible expressions of Christ’s love through acts of mercy and service, resulting in trust, connection, and relational openness to the Gospel.*

**What we are doing to achieve this end:**

- Preaching and teaching on loving our neighbors
- Providing the community with an excellent Lutheran School
- Mission Farm
- Comfort Dog Ministry
- Get on Track support for charities
- Chapel offering support for charities

**Goals for 2026-2027**

- Acquire new Comfort Dog and resume Comfort Dog services
- Expand Mission Farm core team

- **Sharing the life-giving Gospel of Jesus Christ with those who don't know Him**  
*People who do not yet know Christ will hear the Gospel through the words and actions of this congregation, resulting in spiritual curiosity, instruction, baptism, and incorporation into the life of the church.*

**What we are doing to achieve this end:**

- Preaching and teaching on the Great Commission
- Sharing the Gospel with non-Christian families through our school
- Online presence
  - Website
  - Social Media including live streaming of worship services
- Encouraging personal witnessing

**Goals for 2026-2027**

- Offer training in personal witnessing

- **Supporting the growth of the Kingdom of God throughout the world**  
*People will participate in God's global mission, resulting in partnerships, prayer, and support for Gospel work throughout the world.*

**What we are doing to achieve this end:**

- Preaching and teaching on Christ's global mission
- Large Print Ministry
- Support for mission work in South Asia
- Support for Link Bay Area
- Support for CNH and LCMS Missions
- Support for other missionaries

**Goals for 2026-2027**

- Build relationship with an LCMS Missionary

## **Mission Support and Facilities**

Some functions of our church are not always labeled as “ministries,” yet they play a vital role in carrying out the mission God has given us. Many of these activities quietly support and strengthen every ministry we offer. Providing a place where God’s people can worship, learn, train, and share fellowship is essential to our life together. The care and maintenance of our buildings and grounds reflect our spiritual commitment as a congregation and are an expression of faithful stewardship. We want our facilities to honor the Lord and reflect the glory of the One for whom they were built.

To provide the mission support that we need, including the facilities where much of our ministry takes place, we have identified the following:

### **Goals for 2026-2027**

- Refurbish the main parking lot
- Repair the sidewalks along Linda Vista Ave and Trojan Rd
- Improve the Faith Chapel sound system
- Improve the Parish Hall/Gym sound system

## **Mission Communication**

Clear, consistent communication is one of the most important ways we strengthen our life together as a church and school. It helps us share the Gospel, celebrate God’s work among us, invite participation in ministry, and ensure that every member of our St. John’s community—along with our neighbors beyond our campus—has access to the information they need to stay connected and engaged. Through a variety of tools and platforms, we seek to communicate in ways that build trust, foster unity, and support the mission God has entrusted to us. The following list outlines the primary ways we share news, stories, and opportunities for ministry throughout the year.

### **Church**

- E-vine (weekly email newsletter which is our main communication tool at the present time)
- Website ([church.stjohnsnapa.org](http://church.stjohnsnapa.org))
- St. John’s Church Center App
- The Vine (monthly print newsletter)
- Announcements in the Sunday service bulletins
- Announcement slideshow before worship
- Social media (Facebook, Instagram, YouTube)
- Printed flyers posted outside church office and inside church narthex

## School

- On Eagles Wings (weekly email newsletter)
- Website (school.stjohnsnapa.org)
- Classroom communication (email, text, and print)
- Student Information Service

## Narrative Budget

How will we allocate financial resources to carry out the mission our Lord has given us? The narrative budget presents the answer to this question in terms of the ministry areas of our congregation:

1. Mission and Evangelism Ministries
2. Pastoral and Staff Ministries
3. Adult Discipleship Ministries
4. Youth and Children Ministries
5. Christian Day School Ministry
6. Worship Ministries

In addition to these ministry areas, there are also two important support categories:

7. Mission Support Ministries
8. Campus Facility Ministries



Our investments in ministry also include wages and benefits, facility maintenance, property costs, supplies, etc. While they are not generally identified as ministries themselves, they are important to the pursuit of the mission of our church, and they complement and support all our ministries.

The budget that follows is built upon our normal way of doing ministry. We are aware that we may need to make adjustments depending on the context, restrictions, and opportunities. Any adjustments will be made in accordance with the By-laws and the Board of Directors policy manual.

## Income Sources

The ministry of St. John's is funded from multiple sources. The narrative budget information that follows illustrates the funding sources for each ministry area. The church receives funds from four different major sources:

- **General Fund Offerings and Income:** Tithes and offerings given in the collection plate, electronically, and via mail; interest income; other gifts.
- **Designated Gifts:** Offerings given specifically for a certain ministry, program, or need.
- **Endowment and Grants:** Disbursements from the St. John's Endowment Fund as well as grants, such as Thrivent Choice Dollars.

- **Participant Funded:** Those who participate in the ministry pay for the expenses of the ministry.

The budget below indicates where the funds for each line item will come from.

### **General Fund Budget Estimate**

Based on an analysis of general fund offering trends of recent years, budgeted unrestricted offerings for the coming fiscal year are \$754,000

### **Other Assumptions and Factors**

A number of other factors that impact the budget:

- Modified implementation of our salary guidelines, including a 3% adjustment to the salary base (Sources: NVUSD & MinistryPay.com).
- Our pledge to the CNH District remains at 10% of unrestricted offerings
- Estimated inflation factors of 1%-5% for many 2025-26 non-compensation expenses.
- Estimated school enrollment of 286 with the following adjustments to tuition:
  - Across the board increases for the 2026-27 school year of 5.5% for all rates
  - Increase to the cost of ¾-day Preschool relative to ½-day from 125% to 130%
  - Increase to the cost of full-day Preschool relative to ½-day from 140% to 150%

### **Projected Deficit**

The proposed budget is not balanced on the school side. There is a projected deficit of \$198,300. Several factors have contributed to this unfortunate situation.

- Overestimation of projected enrollment in the 2025-2026 budget.
- Filling all auxiliary teaching position (especially Music and Spanish).
- Keeping recent year-over-year tuition increases at 4% when actual inflation was higher.
- Increasing hours/benefits for several positions for the sake of retention and to be competitive in hiring.
- Including a salary increase to our base in order not to fall further behind our goal of 85% of NVUSD's base. (We are currently at approximately 81%). This, too, is for the sake of retention and hiring.

We plan to use funds from the operating reserve to cover this deficit. We have sufficient funds to do so. We will earnestly strive to make this a one-year anomaly and so return to a balanced budget in the 2027-2028 fiscal year.

### **Endowment Fund Disbursements**

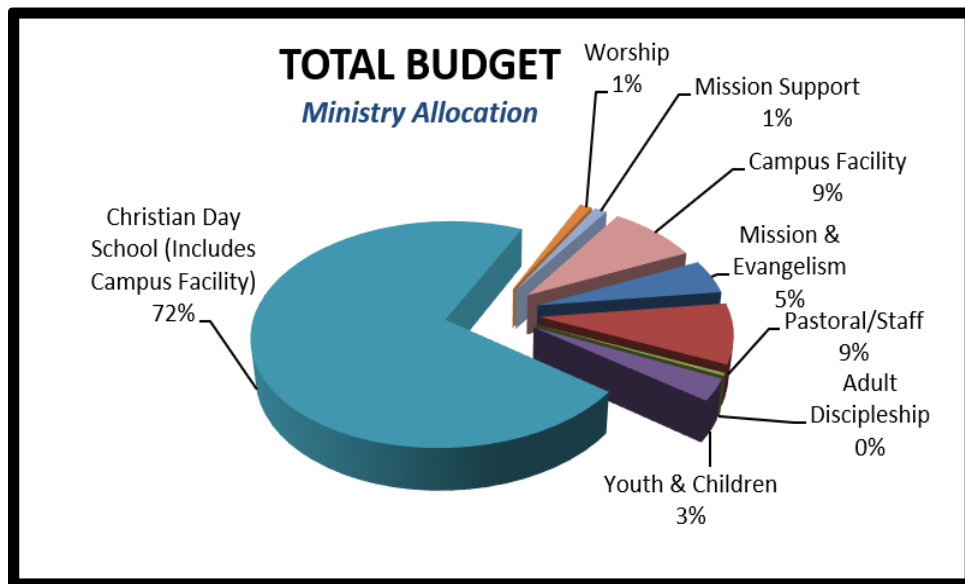
The proposed budget includes disbursements totaling \$44,800 from the SJL Ministries Endowment Fund. The funds are designated in the following ways, in keeping with the requirements in the Endowment Fund by-laws:

- \$5,000 to LINC Bay Area
- \$6,200 to support discipleship initiatives (annual Best Practices in Ministry conference, small groups, and missional communities)
- \$5,800 for capital improvements
- \$7,000 for Comfort Dog Ministry to acquire a new Comfort Dog
- \$6,000 for ChurchFront Accelerator Program (worship technology consulting)
- \$2,500 for professional growth
- \$1,000 for Concordia University scholarship
- \$2,000 for Stephen Ministry leader training
- \$1,000 for guest speaker(s)/presenter(s)
- \$2,800 for worship software
- \$2,500 for Foundations of Lutheran Teaching tuition for two teachers
- \$3,000 for Mission Training Center scholarships for congregants

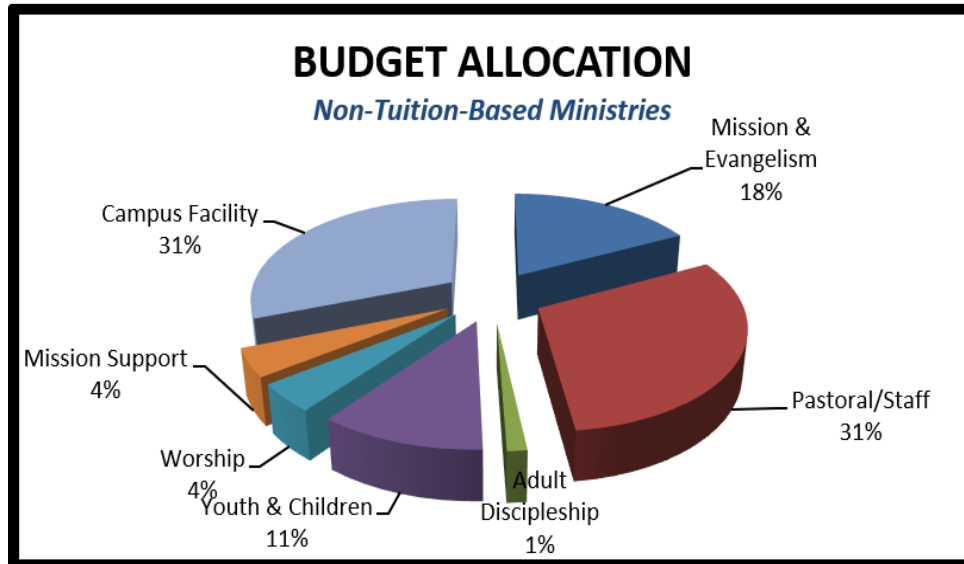
In addition to these funds, there is \$24,200 available from the Faith Tuition & Eagle Endowment Funds for tuition assistance, and \$5,500 available from the Hauch Endowment Fund for school capital improvements.

**Overview**

The chart below illustrates the allocation of expenses among the eight ministry areas described in this budget.



The following chart illustrates the allocation among the seven non-tuition-based ministry areas.



## Narrative Budget by Ministry Area

### **1. MISSION AND EVANGELISM MINISTRIES**

Our church seeks to pursue God's mission both locally and globally. Mission and evangelism ministries account for approximately 5.0% of our annual dollar investment in ministries or approximately \$215,800, plus countless staff and volunteer hours.

The Mission and Evangelism Ministries area includes

- The District Pledge: Our partnership with the California-Nevada-Hawaii District of the Lutheran Church Missouri Synod, as well as the Synod itself and the missions it supports.
- Also included in this area, funded through designated offerings:
  - The Mission Farm
  - K9 Comfort Dog Ministry
  - Lutheran Braille Workers Large Print Ministry
  - Partnership with missionaries and mission societies
  - Support for LINC Bay Area, which supports grassroots church planters, Christian entrepreneurs, and nonprofit leaders working in diverse urban communities
  - Discretionary support for the homeless and needy
  - School community outreach projects
  - Maintenance of Kilburn Ave property

## 1. MISSION AND EVANGELISM MINISTRIES

Ministries	FY25-26 Budget	5/25 – 4/26 Actual	FY26-27 Proposed				Line Item Total
			Source of Funds				
			General Offerings & Income	Designated Gifts	Endowment & Grants	Participant Funded	
District/Synod	\$ 71,600	\$ 80,527	\$ 75,400	\$ 0	\$ 0	\$ 0	\$ 75,400
MdJ/Kilburn Prop	\$ 4,100	\$ 13,517	\$ 12,000	\$ 0	\$ 0	\$ 0	\$ 12,000
Benevolence Fund	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Mission Trips	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Missions	\$ 39,800	\$ 98,992	\$ 0	\$ 47,600	\$ 5,000	\$ 0	\$ 52,600
Christian Outreach	\$ 63,100	\$ 26,676	\$ 0	\$ 68,800	\$ 7,000	\$ 0	\$ 75,800
			\$ 87,400	\$ 116,400	\$ 12,000	\$ 0	
<b>TOTAL</b>	<b>\$178,600</b>	<b>\$219,712</b>					<b>\$215,800</b>
<b>% of BUDGET</b>	<b>4.6%</b>						<b>5.0%</b>

## 2. PASTORAL AND STAFF MINISTRIES

Pastoral and Staff Ministries account for 8.7% of our annual dollar investment in ministries or approximately \$376,800, plus countless volunteer hours.

## 2. PASTORAL/STAFF MINISTRIES

Ministries	FY25-26 Budget	5/25 – 4/26 Actual	FY26-27 Proposed				Line Item Total
			Source of Funds				
			General Offerings & Income	Designated Gifts	Endowment & Grants	Participant Funded	
Pastors, Office Mgr., Bus. Admin & Con.Min.Dir.	\$ 356,800	\$ 340,494	\$ 367,400	\$ 0	\$ 0	\$ 0	\$ 367,400
Pastoral Supplies	\$ 300	\$ 1,996	\$ 4,900	\$ 0	\$ 0	\$ 0	\$ 4,900
Leadership Team Professional Growth	\$ 7,800	\$ 350	\$ 0	\$ 0	\$ 2,500	\$ 0	\$ 2,500
Leadership Team Retreat/Seminars	\$ 1,500	\$ 1,401	\$ 1,000	\$ 0	\$ 0	\$ 0	\$ 1,000
Guest Speakers	\$ 1,000	\$ 0	\$ 0	\$ 0	\$ 1,000	\$ 0	\$ 1,000
Other	\$ 0	\$ 374	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
			\$ 373,300	\$ 0	\$ 3,500	\$ 0	
<b>TOTAL</b>	<b>\$367,400</b>	<b>\$344,615</b>					<b>\$376,800</b>
<b>% of BUDGET</b>	<b>9.5%</b>						<b>8.7%</b>

The Pastoral and Staff Ministry budget includes the salary and benefits for the Lead Pastor, Connections Ministry Director, Church Office Manager, and Business Administrator (church and school share the salary and benefits costs of the Business Administrator 30% - 70%, respectively).

### 3. ADULT DISCIPLESHIP MINISTRIES

Adult Discipleship Ministries account for 0.4% of our annual dollar investment in ministries or approximately \$16,400, plus countless volunteer hours.

An important feature of Adult Discipleship Ministry is our subscription to Right Now Media. This will continue as we anticipate it helping grow our Small Group Ministry. Our Stephen Ministry is part of our Adult Discipleship Ministry. This year we will also be funding scholarships for members to take classes from the Mission Training Center.

3. ADULT DISCIPLESHIP MINISTRIES							
Ministries	FY25-26 Budget	5/25 – 4/26 Actual	FY26-27 Proposed				Line Item Total
			Source of Funds				
			General Offerings & Income	Designated Gifts	Endowment & Grants	Participant Funded	
Stewardship	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Adult Christian Ed.	\$ 6,200	\$ 6,242	\$ 0	\$ 0	\$ 9,200	\$ 0	\$ 9,200
Senior Ministry	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Women’s Ministry	\$ 0	\$ 1,881	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Men’s Ministry	\$ 0	\$ 500	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Stephen Ministry	\$ 1,600	\$ 726	\$ 300	\$ 500	\$ 2,000	\$ 0	\$ 2,800
Human Care/Biblical Counseling Ministry	\$ 1,000	\$ 0	\$ 400	\$ 0	\$ 0	\$ 0	\$ 400
Fellowship	\$ 1,000	\$ 4,375	\$ 3,000	\$ 1,000	\$ 0	\$ 0	\$ 4,000
Service Ministry	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>TOTAL</b>	<b>\$ 9,800</b>	<b>\$ 13,724</b>	<b>\$ 3,700</b>	<b>\$ 1,500</b>	<b>\$ 11,200</b>	<b>\$ 0</b>	<b>\$ 16,400</b>
<b>% of BUDGET</b>	<b>0.3%</b>						<b>0.4%</b>

The importance of this ministry area is not necessarily reflected in the size of its budget, because the expenses associated with relational discipleship ministry are relatively small. The “expense” is human expense, as staff and laity devote themselves to the pursuit of growth as disciples and the making of disciples.

#### 4. YOUTH AND CHILDREN MINISTRIES

Youth and Children Ministries account for 3.1% of our annual dollar investment in ministries or approximately \$135,800, plus countless volunteer hours. The total investment in these ministries is not reflected in this number. Youth activities are funded beyond what is listed below through participation fees in youth events and trips.

Our youth ministry staff includes Director of Youth Ministry, Kevin Mathison. Our focus in youth ministry is 5<sup>th</sup> grade through college ministry, Confirmation (7<sup>th</sup> & 8<sup>th</sup> grade), and High School. Our youth ministry seeks to serve not just church members, but also those of our school community and greater Napa community.

Kevin Mathison also oversees ministry to children birth through 4<sup>th</sup> grade. In terms of specific ministries, this includes Children’s Church, Vacation Bible School, and other events and concerts aimed at serving children and their families.

Although not funded through the General Fund, we consider our partnership with Scouting America part of our youth ministry. We are the chartered organization for BSA Troop 83 and Cub Scout Pack 183.

4. YOUTH AND CHILDREN MINISTRIES							
Ministries	FY25-26 Budget	5/25 – 4/26 Actual	FY26-27 Proposed				Line Item Total
			Source of Funds				
			General Offerings & Income	Designated Gifts	Endowment & Grants	Participant Funded	
Ministers, Youth & Children	\$ 118,700	\$ 117,393	\$ 124,100	\$ 0	\$ 0	\$ 0	\$ 124,100
Children’s Church	\$ 1,000	\$ 1,161	\$ 800	\$ 0	\$ 0	\$ 0	\$ 800
Confirmation	\$ 3,500	\$ 332	\$ 0	\$ 2,000	\$ 0	\$ 1,500	\$ 3,500
Children’s Ministry	\$ 1,900	\$ 1,189	\$ 700	\$ 500	\$ 0	\$ 0	\$ 1,200
Vacation Bible School	\$ 4,000	\$ 3,381	\$ 4,000	\$ 0	\$ 0	\$ 0	\$ 4,000
Youth Ministry	\$ 11,200	\$ 15,074	\$ 1,200	\$ 0	\$ 0	\$ 0	\$ 1,200
Synodical University Grants	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,000	\$ 0	\$ 1,000
			\$ 130,800	\$ 2,500	\$ 1,000	\$ 1,500	
<b>TOTAL</b>	<b>\$140,300</b>	<b>\$138,530</b>					<b>\$135,800</b>
<b>% of BUDGET</b>	<b>3.6%</b>						<b>3.1%</b>

## **5. CHRISTIAN DAY SCHOOL MINISTRY**

The purpose of the school is to provide Christian education for the members of St. John's Lutheran Church and as an outreach to the community in and around the Napa Valley. The school has historically been a successful first point of contact for many families who join the church. The following school mission statement aligns with the mission and vision of the church, as it strives to help students gain a closer relationship with Jesus Christ and learn the importance of discipleship and service.

*All students will grow in their relationship with Christ and develop the knowledge and skills to be confident, academically capable individuals who serve Christ, His Church, and His world.*

In order to accomplish this mission statement, the faculty has been reviewing our Student Learner Outcomes and have rewritten them to be more relevant to our current school climate. They are:

### **Striving for Excellence**

Students will become academically capable individuals by obtaining the knowledge and skills needed to reach their potential and finding effective ways to apply what they learn to real life situations and challenges.

### **Joining Christ on His mission**

Students will understand the saving knowledge of Jesus Christ and grow in their relationship with Him through daily living in God's Word. Students will celebrate God's love by serving Christ, His Church, and His world.

### **Learning to Lead**

Students will become confident individuals as they identify, develop, and use their God-given gifts and abilities.

The school budget structure is considered a "segmented unified" budget with the church. The school income and expenses are processed through unified bank accounts, but in setting the budget for the year, the school is set up so that school expenses are covered by tuition, fees, and other school revenue centers. Facility and utility costs are split between the church and school using a "70/30 split." This means that in general the school covers 70% of those costs and the church covers 30% of those costs.

Along with funding through the regular budget, the school benefits from outside sources. Additional sources of funding come through our APT (Association of Parents and Teachers), an Athletic Fund, a School Trust, and Endowment grants through the Faith Tuition Fund, the Bob Hauch Endowment Fund, and the Eagle Endowment Fund. The School Trust allows individuals to donate to specific restricted items and allows for the school to manage other revenue centers like hot lunches and class field trips. The current endowment funds are used for tuition assistance, curriculum enhancements, and capital improvements.

**Goals for the next year:**

The school sets its goals and priorities based on three factors: 1) matching the mission and vision of St. John's Lutheran Church and School, 2) adhering to action plans set up as part of the accreditation process through the Western Association and Schools and Colleges (WASC) and National Lutheran School Accreditation (NLSA), and 3) ensuring long term fiscal responsibility and the viability of the school.

In March 2025, our school went through a full self-study and accreditation visit in our preschool and K- 8 programs to establish new goals for the next six years. We have an Action Plan (Strategic Plan) with four areas of focus: 1) Development of long-range planning for instructional materials; 2) Development of long-range planning for facilities; 3) Monitoring of student progress; and 4) Increase in compassion and understanding of diversity and cultural awareness on campus. Most of these Action Plan items require short-term and long-term funding. We are working closely with the Facilities Action Team on long-range planning for facilities.

Our projected enrollment for the coming year is 287, compared to our current enrollment of 279. Full enrollment is 298. One major concern affecting our enrollment is that we have fewer congregational members with students in the school than in years past. Although our preschool numbers remain very strong, we have fewer children of church members, who tend to have a more natural commitment to educating their children at St. John's. In addition, we have fewer families who value the Christian mission and spiritual focus of our church and school. This means that more people do not see the spiritual growth of their children as a priority. In some cases, this is even a deterrent to sending their children to St. John's. A positive aspect of our current situation is that we are still regarded in the community as an excellent school, which gives us a competitive edge in the private school market of Napa.

Calling or contracting prospective teachers is becoming more difficult due to the smaller pool of Lutheran teachers available and the high cost of living in Napa. We are in the process of hiring one new classroom teacher for the 2026-2027 school year.

Although we have significantly increased the amount of available tuition assistance, we still are only able to provide approximately 43% of applicant families' demonstrated need. It is important that we do all we can to ensure we make a quality Christian education available to our church and local community. Taking all the above information into account, we need to fund high-quality staff and programs in the coming years and replenish the operating reserve which will be used to balance the coming year's budget

To meet these goals, our budget forecast for 2026-2027 includes a 5.5% Tuition increase.

## 5. CHRISTIAN DAY SCHOOL MINISTRY

Ministries	FY25-26 Budget	5/25 – 4/26 Actual	FY26-27 Proposed				Line Item Total
			Source of Funds				
			General Offerings & Income	Reserve Funding	Endowment & Grants	Participant Funded	
<b>Salary and Benefits</b>							
Principal, Office							
Mgr., & Bus. Admin.	\$ 421,500	\$ 446,846	\$ 14,700	\$ 0	\$ 0	\$ 423,200	\$ 437,900
Elementary Teachers	\$ 975,000	\$ 946,771	\$ 0	\$ 0	\$ 24,200	\$ 961,900	\$ 986,100
Specialty Teachers	\$ 454,300	\$ 388,059	\$ 0	\$ 107,800	\$ 0	\$ 456,800	\$ 564,600
Elementary Aides	\$ 49,100	\$ 56,111	\$ 0	\$ 15,100	\$ 0	\$ 49,500	\$ 64,600
Preschool Teachers	\$ 283,600	\$ 336,494	\$ 0	\$ 62,300	\$ 0	\$ 288,000	\$ 350,300
Preschool Aides	\$ 166,200	\$ 138,785	\$ 0	\$ 13,100	\$ 0	\$ 163,600	\$ 176,700
Lunch Servers	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
PALS Staff	\$ 42,000	\$ 36,654	\$ 0	\$ 0	\$ 0	\$ 41,900	\$ 41,900
Testing	\$ 4,800	\$ 2,812	\$ 0	\$ 0	\$ 0	\$ 4,000	\$ 4,000
Playground	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Substitute Teachers	\$ 14,000	\$ 12,709	\$ 0	\$ 0	\$ 0	\$ 13,900	\$ 13,900
Summer Camp Staff	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Operations</b>							
Bank Charges/Fees.	\$ 4,900	\$ 5,196	\$ 0	\$ 0	\$ 0	\$ 5,400	\$ 5,400
Payroll/Benefits Svc.	\$ 5,600	\$ 2,934	\$ 0	\$ 0	\$ 0	\$ 4,400	\$ 4,400
Teachers' Mileage	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Professional Growth	\$ 7,000	\$ 9,021	\$ 0	\$ 0	\$ 2,500	\$ 7,100	\$ 9,600
Conference/Retreat	\$ 12,000	\$ 23,446	\$ 0	\$ 0	\$ 0	\$ 20,000	\$ 20,000
Other Taxes/Fees	\$ 8,200	\$ 346	\$ 0	\$ 0	\$ 0	\$ 500	\$ 500
Instructional							
Materials	\$ 52,500	\$ 65,626	\$ 0	\$ 0	\$ 0	\$ 56,000	\$ 56,000
Classroom Office							
Supplies	\$ 20,700	\$ 28,892	\$ 0	\$ 0	\$ 0	\$ 30,000	\$ 30,000
Summer Camp	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
PALS Materials	\$ 2,500	\$ 4,457	\$ 0	\$ 0	\$ 0	\$ 4,000	\$ 4,000
Testing Materials	\$ 2,500	\$ 120	\$ 0	\$ 0	\$ 0	\$ 900	\$ 900
Capital Equip/Tech	\$ 35,000	\$ 12,795	\$ 0	\$ 0	\$ 0	\$ 35,000	\$ 35,000
Equipment MX	\$ 12,500	\$ 13,527	\$ 0	\$ 0	\$ 0	\$ 14,500	\$ 14,500
Student Fin'l Asst	\$ 0	\$ 275	\$ 0	\$ 0	\$ 0	\$ 300	\$ 300
Intrvw/Relocat/Legal	\$ 10,000	\$ 7,200	\$ 0	\$ 0	\$ 0	\$ 10,000	\$ 10,000
Ads & Marketing	\$ 5,000	\$ 6,441	\$ 0	\$ 0	\$ 0	\$ 6,000	\$ 6,000
Accreditation &							
Licensing	\$ 2,500	\$ 2,556	\$ 0	\$ 0	\$ 0	\$ 2,500	\$ 2,500
Telephone	\$ 5,000	\$ 3,383	\$ 0	\$ 0	\$ 0	\$ 3,600	\$ 3,600
Utilities	\$ 44,400	\$ 44,860	\$ 0	\$ 0	\$ 0	\$ 48,300	\$ 48,300
Svgs Comp/Audit	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Svgs Ops Reserve	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
			\$ 14,700	\$ 198,300	\$ 26,700	\$ 2,651,300	

<b>TOTAL</b>	<b>\$2,640,800</b>	<b>\$2,596,316</b>	<b>\$2,891,000</b>
<b>% of BUDGET</b>	<b>68.2%</b>		<b>66.5%</b>

**6. WORSHIP MINISTRIES**

Worship Ministries account for 1.2% of our annual dollar investment in ministries or approximately \$53,700. This ministry area involves all that goes into providing for the worship life of our congregation. This includes the salary for Organist/Choir Director Erin Blackwood and Worship Tech Director Jacob Bartelt.

<b>6. WORSHIP MINISTRIES</b>							
Ministries	FY25-26 Budget	5/25 – 4/26 Actual	FY26-27 Proposed				Line Item Total
			Source of Funds				
			General Offerings & Income	Designated Gifts	Endowment & Grants	Participant Funded	
Organist & Worship Leader	\$ 23,300	\$ 29,176	\$ 35,500	\$ 0	\$ 0	\$ 0	\$ 35,500
Substitute Musician	\$ 900	\$ 200	\$ 0	\$ 400	\$ 0	\$ 0	\$ 400
Choirs	\$ 1,800	\$ 2,811	\$ 500	\$ 1,600	\$ 0	\$ 0	\$ 2,100
Worship Band	\$ 500	\$ 212	\$ 500	\$ 0	\$ 0	\$ 0	\$ 500
Worship Preparation Sanctuary	\$ 2,600	\$ 1,995	\$ 1,700	\$ 700	\$ 0	\$ 0	\$ 2,400
Furn/Equip/Aids	\$ 10,000	\$ 9,853	\$ 4,000	\$ 0	\$ 8,800	\$ 0	\$ 12,800
			\$ 42,200	\$ 2,700	\$ 8,800	\$ 0	
<b>TOTAL</b>	<b>\$ 39,100</b>	<b>\$ 44,247</b>					<b>\$ 53,700</b>
<b>% of BUDGET</b>	<b>1.0%</b>						<b>1.2%</b>

**7. MISSION SUPPORT MINISTRIES**

Some functions of our church are not usually identified as ministries, but they are important to executing the mission of our church. Many of these activities complement and support all our ministries. These supportive ministries help us communicate important information to church members and to the community, provide support for recreational and special events, and fulfill other important responsibilities.

## 7. MISSION SUPPORT MINISTRIES

Ministries	FY25-26 Budget	5/25 – 4/26 Actual	FY26-27 Proposed				Line Item Total
			Source of Funds				
			General Offerings & Income	Designated Gifts	Endowment & Grants	Participant Funded	
Auto Mileage	\$ 900	\$ 236	\$ 500	\$ 0	\$ 0	\$ 0	\$ 500
Payroll/Benefits Svc.	\$ 2,300	\$ 1,257	\$ 1,900	\$ 0	\$ 0	\$ 0	\$ 1,900
Bank Charges/Fees	\$ 5,800	\$ 5,057	\$ 5,400	\$ 0	\$ 0	\$ 0	\$ 5,400
Other Taxes/Fees	\$ 600	\$ 804	\$ 200	\$ 0	\$ 0	\$ 0	\$ 200
Bulletins & Supplies Dist-Synod	\$ 9,400	\$ 8,094	\$ 9,200	\$ 0	\$ 0	\$ 0	\$ 9,200
Convention Fees	\$ 900	\$ 1,940	\$ 1,200	\$ 0	\$ 0	\$ 0	\$ 1,200
Data Process/Office Equipment	\$ 6,800	\$ 4,133	\$ 4,100	\$ 0	\$ 0	\$ 0	\$ 4,100
Van – MX/Fuel/Insurance	\$ 0	\$ (49)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Advertisement	\$ 1,200	\$ 209	\$ 300	\$ 0	\$ 0	\$ 0	\$ 300
Telephone	\$ 1,500	\$ 1,450	\$ 1,500	\$ 0	\$ 0	\$ 0	\$ 1,500
Utilities	\$ 19,000	\$ 19,655	\$ 20,700	\$ 0	\$ 0	\$ 0	\$ 20,700
Interview/Relocate	\$ 0	\$ 3,347	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Legal	\$ 800	\$ 3,355	\$ 3,000	\$ 0	\$ 0	\$ 0	\$ 3,000
Svgs Comp/Audit	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Svgs Ops Reserve	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Office Equip MX	\$ 700	\$ 5,797	\$ 6,200	\$ 0	\$ 0	\$ 0	\$ 6,200
<b>TOTAL</b>	<b>\$ 49,900</b>	<b>\$ 55,285</b>	<b>\$ 54,200</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 54,200</b>
<b>% of BUDGET</b>		<b>1.3%</b>					<b>1.2%</b>

## 8. CAMPUS FACILITY MINISTRIES

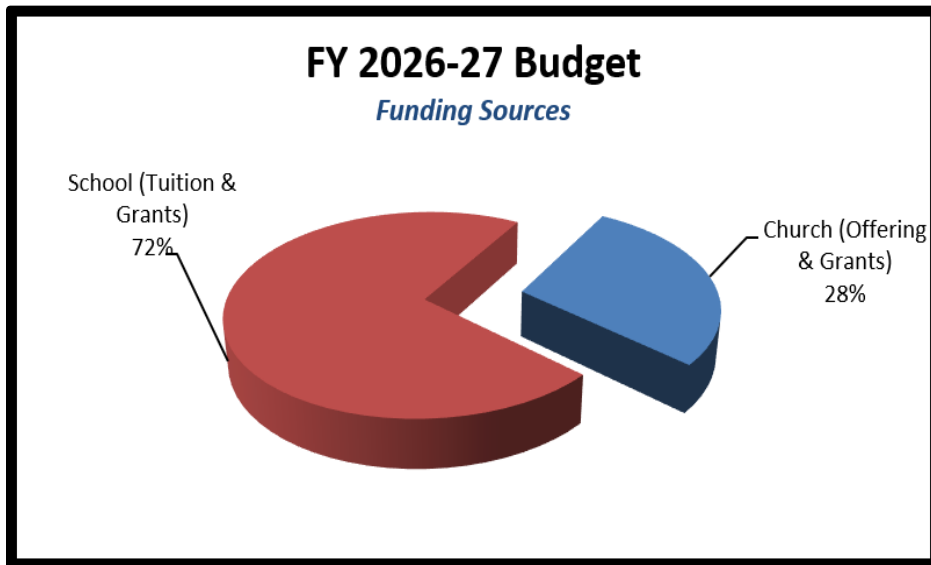
Having a place to worship, study, train and have fellowship is important to our church. The care and maintenance of the grounds and buildings reflect the spiritual concern of a church. This is part of our church's stewardship. We want our facilities to reflect the glory of the One for whom they were built. As mentioned above, we have included a significant increase to the maintenance budget for this purpose. Church and school share the cost of these critical expenses on a proportional use basis, approximately 30% church and 70% school. Major capital equipment purchases, if any, will be fully funded by designated gifts and accounts, such as the Capital Asset Reserve.

## 8. CAMPUS FACILITY MINISTRIES

Ministries	FY25-26 Budget	5/25 – 4/26 Actual	FY26-27 Proposed				Line Item Total
			Source of Funds				
			General Offerings & Income	Designated Gifts	Endowment & Grants	Participant Funded	
<b>Church</b>							
Custodial & Maintenance Staff	\$ 32,900	\$ 32,470	\$ 34,200	\$ 0	\$ 0	\$ 0	\$ 34,200
Property Mortgage, Principal	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Property Mortgage, Additional Principal	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Property Mortgage, Interest	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Property Taxes	\$ 5,000	\$ 7,006	\$ 7,200	\$ 0	\$ 0	\$ 0	\$ 7,200
Insurance	\$ 12,900	\$ 11,972	\$ 12,100	\$ 0	\$ 0	\$ 0	\$ 12,100
Janitorial Supplies	\$ 4,300	\$ 3,008	\$ 3,100	\$ 0	\$ 0	\$ 0	\$ 3,100
Building MX	\$ 20,600	\$ 11,448	\$ 11,900	\$ 0	\$ 0	\$ 0	\$ 11,900
Capital Equipment Purchases	\$ 2,000	\$ 19,037	\$ 0	\$ 11,000	\$ 0	\$ 0	\$ 11,000
Upgrades & Major Repairs	\$ 115,800	\$ 122,814	\$ 0	\$ 280,000	\$ 5,800	\$ 0	\$ 285,800
Landscaping MX	\$ 17,300	\$ 12,383	\$ 14,600	\$ 0	\$ 0	\$ 0	\$ 14,600
<i>Church Sub-Total</i>	<i>\$ 210,800</i>	<i>\$ 220,138</i>	<i>\$ 83,100</i>	<i>\$ 291,000</i>	<i>\$ 5,800</i>	<i>\$ 0</i>	<i>\$ 379,900</i>
<b>School</b>							
Custodial & Maintenance Staff	\$ 76,700	\$ 74,923	\$ 0	\$ 0	\$ 0	\$ 79,800	\$ 79,800
Property Mortgage, Principal	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Property Mortgage, Additional Principal	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Property Mortgage, Interest	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Property Taxes	\$ 11,700	\$ 16,348	\$ 0	\$ 0	\$ 0	\$ 16,800	\$ 16,800
Insurance	\$ 30,100	\$ 27,935	\$ 0	\$ 0	\$ 0	\$ 28,300	\$ 28,300
Janitorial Supplies	\$ 10,100	\$ 7,111	\$ 0	\$ 0	\$ 0	\$ 7,300	\$ 7,300
Building MX	\$ 48,100	\$ 24,893	\$ 0	\$ 0	\$ 0	\$ 27,800	\$ 27,800
Capital Equipment Purchases	\$ 4,700	\$ 24,735	\$ 0	\$ 0	\$ 5,500	\$ 14,500	\$ 20,000
Upgrades & Major Repairs	\$ 13,600	\$ 1,747	\$ 0	\$ 0	\$ 0	\$ 12,000	\$ 12,000
Landscaping MX	\$ 40,400	\$ 32,902	\$ 14,000	\$ 0	\$ 0	\$ 20,100	\$ 34,100
<i>School Sub-Total</i>	<i>\$ 235,400</i>	<i>\$ 210,594</i>	<i>\$ 14,000</i>	<i>\$ 0</i>	<i>\$ 5,500</i>	<i>\$ 206,600</i>	<i>\$ 226,100</i>
<b>TOTAL</b>	<b>\$446,200</b>	<b>\$430,732</b>					<b>\$606,000</b>
<b>% of BUDGET</b>	<b>11.5%</b>						<b>13.9%</b>

**TOTAL COSTS FOR ALL BUDGETED MINISTRIES:**

<b>TOTAL COST FOR ALL BUDGETED MINISTRIES</b>								
<b>Ministries</b>	<b>FY25-26 Budget</b>		<b>FY26-27 Proposed</b>					<b>Line Item Total</b>
			<b>Source of Funds</b>					
			<i>General Offerings &amp; Income</i>	<i>Designated Gifts/ Reserves</i>	<i>Endowment &amp; Grants</i>	<i>Participant Funded</i>		
1. Mission & Evangelism	4.6%	\$ 178,600	5.0%	\$ 87,400	\$ 116,400	\$ 12,000	\$ 0	\$ 215,800
2. Pastoral & Staff	9.5%	\$ 367,400	8.7%	\$ 373,300	\$ 0	\$ 3,500	\$ 0	\$ 376,800
3. Adult Discipleship	0.3%	\$ 9,800	0.4%	\$ 3,700	\$ 1,500	\$ 11,200	\$ 0	\$ 16,400
4. Youth & Children	3.6%	\$ 140,300	3.1%	\$ 130,800	\$ 2,500	\$ 1,000	\$ 1,500	\$ 135,800
5. Christian Day School	68.2%	\$2,640,800	66.5%	\$ 14,700	\$ 198,300	\$ 26,700	\$2,651,300	\$2,891,000
6. Worship	1.0%	\$ 39,100	1.2%	\$ 42,200	\$ 2,700	\$ 8,800	\$ 0	\$ 53,700
7. Mission Support	1.3%	\$ 49,900	1.2%	\$ 54,200	\$ 0	\$ 0	\$ 0	\$ 54,200
8. Campus Facility	11.5%	\$ 446,200	13.9%	\$ 97,100	\$ 291,000	\$ 11,300	\$ 206,600	\$ 606,000
				\$ 803,400	\$ 612,400	\$ 74,500	\$2,859,400	
<b>TOTAL</b>	<b>100.0%</b>	<b>\$3,872,100</b>	<b>100.0%</b>					<b>\$4,349,700</b>
Expenses Paid by Church	25.7%	\$ 995,900					28.3%	\$1,232,600
Expenses Paid by School	74.3%	\$2,876,200					71.7%	\$3,117,100



**MINISTRY INCOME**

**ESTIMATED INCOME SOURCES TO SUPPORT THE MINISTRY PLAN:**

<b>ESTIMATED INCOME SOURCES TO SUPPORT ALL BUDGETED MINISTRIES</b>			
<b>Ministries</b>		<b>25-26 Budget</b>	<b>26-27 Proposed Draft</b>
<b><i>Church Income</i></b>			
General Offerings & Income			
Church Offering – Unrestricted Building		\$ 716,000	\$ 754,000
Interest, Fees, Refunds and Other		\$ 19,400	\$ 20,700
Designated Gifts			
Mision de Jesus		\$ 0	\$ 0
Other		\$ 226,600	\$ 414,100
Endowment & Grants		\$ 33,300	\$ 42,300
Participant Funded		\$ 1,500	\$ 1,500
<i>Church Sub-Total</i>		<i>\$ 996,800</i>	<i>\$1,232,600</i>
<b><i>School Income</i></b>			
Participant Funded			
School Tuition		\$2,644,600	\$2,680,700
School Fees		\$ 132,700	\$ 115,700
PALS		\$ 57,000	\$ 60,000
Summer Camp Fees		\$ 0	\$ 0
Testing Fees		\$ 1,500	\$ 1,500
Endowment & Grants			
Hot Lunch Income		\$ 0	\$ 0
Grants & Donations		\$ 25,600	\$ 46,200
Other Income			
Refunds & Other		\$ 3,000	\$ 2,500
Interest		\$ 11,800	\$ 12,200
<i>School Sub-Total</i>		<i>\$ 2,876,200</i>	<i>\$ 2,918,800</i>
<b>TOTAL</b>		<b>\$ 3,873,000</b>	<b>\$ 4,151,400</b>