



STATE OF THE FOUNDATION





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WHO IS TSF?



We are a Church Extension Fund exclusively serving the Restoration Movement Church.

We build relationships with churches and their leaders.

We are more than a lender, we are a ministry partner.

WHO WE SERVE by Jerry Harris

The Restoration Movement was born as the largest part of what was known as the 2nd Great Awakening, a time of revival in the 1700s and early 1800s in the U.S. At the time, the only churches were denominational: Presbyterian, Methodist, Baptist, Lutheran, Congregational, etc. Those denominations required firm adherence to their rules and creeds, but America had just won independence from English rule, and that desire for freedom saturated the church. The churches that we identify with were at the epicenter of this.

Biblically, our movement found its root in three critical points from Jesus' prayer in John 17.

1. **Truth.** Jesus prayed that His followers would be sanctified or set apart by the truth. He then identified that truth in John 17:17 by stating, "Your Word is truth". Because of this, our movement rests on the truth of God's Word.
2. **Unity.** Jesus prayed that we would all be brought into complete unity even as Jesus and the Father are one. Our movement strives for unity founded in the truth, and while we know that our local churches hold respected but differing points of view on varying subjects, we choose to focus on common ground.
3. **Evangelism.** Jesus prayed that the world would know that the Father sent Him and would believe in Him. Our movement couples this truth with the Great Commission to make disciples through going, baptizing, and teaching. Our purpose is in the shared gospel.



OUR CORE VALUES

The primary goal every day at The Solomon Foundation (TSF) is to HONOR GOD. This is the focus of our Strategic Plan. Doug Crozier, founder and CEO, not only set our course with this goal but is wholeheartedly committed to it, both personally and professionally. Since 2010 TSF has been a Church Extension Fund that honors God by helping people come to know His son, Jesus, as their Lord and Savior.

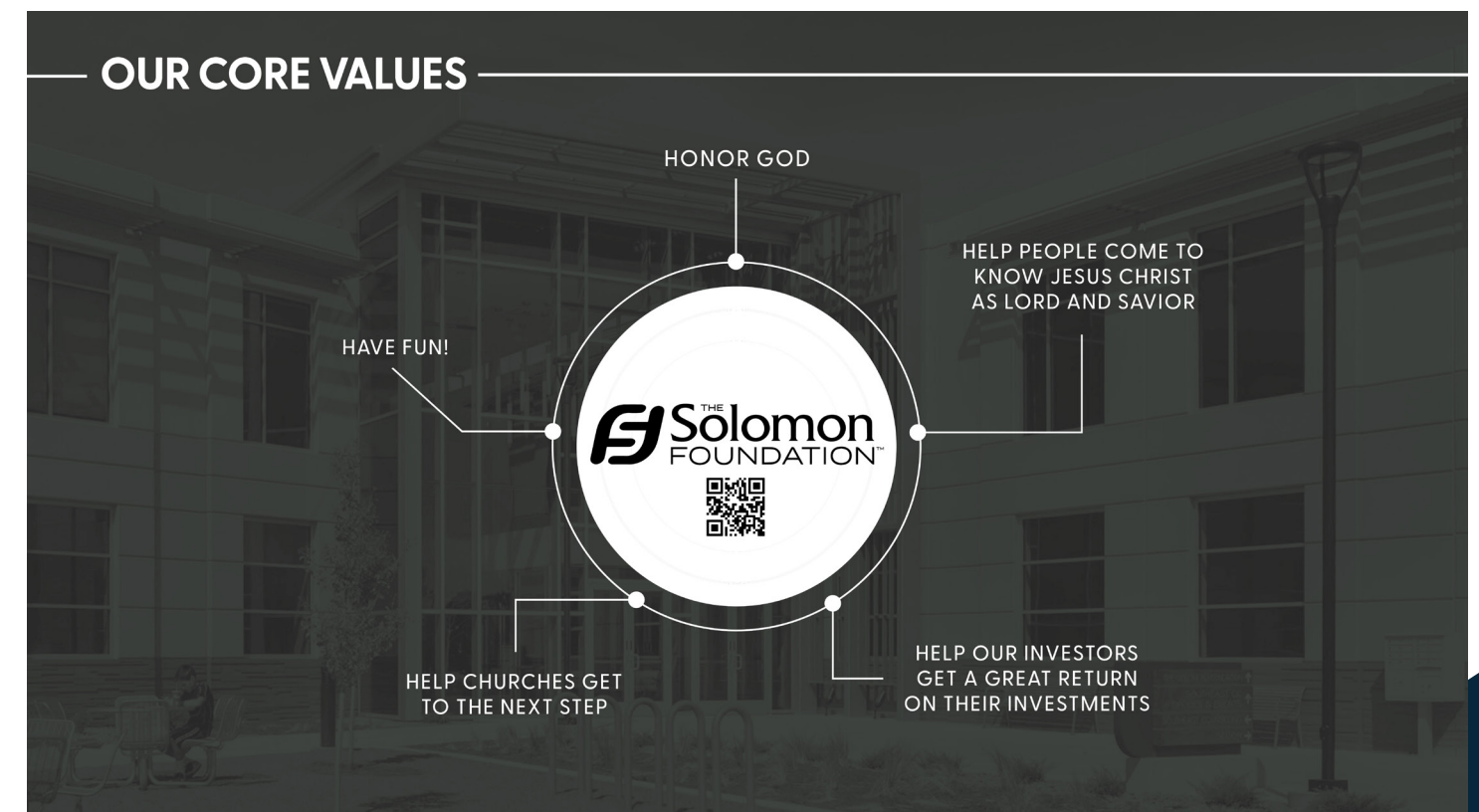
The Solomon Foundation is a ministry first. We are a ministry that uses our gifts in banking to partner with churches so they can reach the lost in the name of Jesus. It is through the pairing of strong banking skills and hearts that honor God that TSF has come alongside the independent, local Christian Church at an unprecedented pace. With a "Let's grow God's Kingdom" attitude, TSF doesn't just provide loans to churches to build buildings, but more importantly, we believe in supporting the success of the church. TSF assures the church leaders are resourced with more than a loan.

TSF staff supports this partnership by pouring into church leaders through relationship. Those relationships look like spending time in person, being a call or text away, walking the property, sharing stories, meeting with elders, lovingly challenging choices, learning together, and eating meals together. Any leader of a TSF church will tell you we are a valued ministry partner. Loving church leaders through relationship is one way we participate in reaching the lost in the name of Jesus. Investors in TSF also participate in growing the local church.

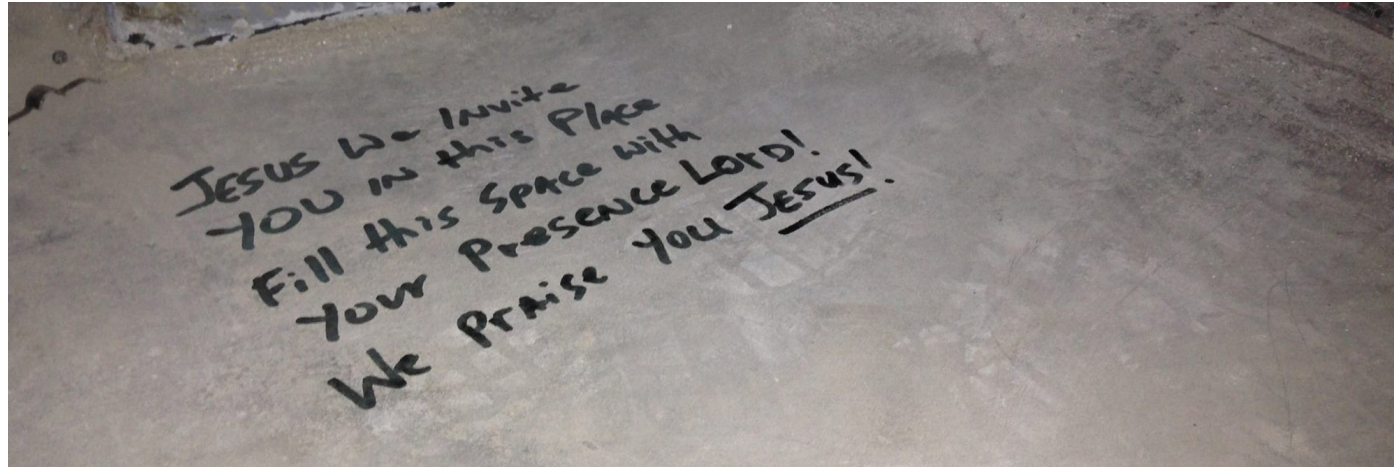
TSF could not lend to a church without investors. For that reason, we prioritize giving excellent interest to those who invest at TSF. We can then honor God by connecting the investor to what they are invested in the local Christian Church across America.

The Solomon Team's greatest desire is for churches to reach the lost in their communities. The way we do this is by providing loans to churches. Through the relationships developed, we underwrite the loan request on paper, but more importantly, the leadership of the church. That lending relationship further cements the partnership with the church, and helps the church reach the next step of growth. That growth leads more people to Jesus. With over 150 years of combined staff experience, we have partnered to do this in over 400 Restoration Movement churches to date.

The TSF Team unapologetically lives out our five Core Values daily. Our mission is clear. We will honor God, help people come to know Jesus as their Savior, give excellent interest to investors, help churches reach their next steps, and have a lot of fun along the way!



THE TSF STORY



How It All Began – On October 29, 2010, six key leaders within the Restoration Movement Christian Church met in the Green Room at Christ’s Church of the Valley’s (CCV) main campus in Peoria, AZ, a suburb of Phoenix. Representing CCV was Don Wilson, Senior Pastor, Tony Burgarello, Executive Pastor, and Mac McElroy, Elder. Representing Crossroads Christian Church in Grand Prairie, TX was Barry Cameron, Senior Pastor and Mel Deitz, Administrator. In addition was Doug Crozier, an industry leader within the Church Extension Fund community. Dialogue began among these six centered around the question, “What could happen if these two dynamic churches combined with the expertise of Mr. Crozier to launch a new Church Extension Fund?”

The decision was made the following day to move forward. Doug began the process of exploring the options of starting The Solomon Foundation and filed the appropriate documents in early December 2010. Only God knew

what the results would be! The Solomon Foundation quickly became America’s fastest growing Church Extension Fund in history.

The Calling of a Leader – After leaving his position as COO and President of Church Development Fund (CDF) in Irvine, CA, Doug was pursued by other mainline denominations to run their funds. With the calling from Crossroads and CCV, Doug knew this was the place for him to serve. His heart for the Restoration Movement church coupled with his banking and finance background produced the key ingredients needed to catapult TSF into the marketplace at a record pace. Doug has been involved with over 1,400 churches in his 30 years of work at CDF and TSF. Doug also led the efforts to help rewrite the regulations of the Church Extension Fund industry. Doug’s leadership of the committee was cited among regulators as an example of how Church Extension Funds and State Regulators can work together.

Loans That Led the Way – Once launched and operating in early 2011, three key loans served as the nucleus of a loan portfolio that has grown to over \$700 million to date. With deposits already flowing at record pace these three loans led the way:

- 2|42 Community Church in Brighton, MI was a 10 year old church who had met at the local high school since its birth. In early 2011 a 74,000 sf indoor racquetball and tennis club was on the market. TSF and 2|42 partnered to acquire the facility making this the first acquisition loan in the history of TSF. Today 2|42 hosts over 7,500 attendees Sunday on three campuses and has been on the Outreach 100 Top Fastest-Growing Churches in America for five years in a row!
- About the same time in early 2011, The Crossing was seeking to refinance their facilities throughout a three-state area. The Crossing utilized the refinance to reposition their strategy to acquire facilities in micropolitan communities. Today The Crossing has 10 campuses in three states (MO, IL, and IA) with over 8,000 in attendance every Sunday!
- Academy Christian Church located in Colorado Springs, CO needed a construction loan to add on to their aging facilities. TSF came alongside and provided the construction financing to allow them to grow.



THE TSF STORY

The Investments That Started It All – What fuels the ability for TSF to fund loans is new deposits. Crossroads and many of their congregation made the first major deposits that allowed TSF to fund several early loans. These deposits were followed by CCV in Phoenix, AZ, Mount Pleasant Christian Church in Indianapolis, IN, along with Real Life Ministries in Post Falls, ID.

The First Gift – Real Life Ministries (RLM) was the fastest growing Christian church from 2000 to 2010, growing from 0 to over 7,000. During this rapid growth, RLM realized a majority of their congregation was driving over an hour to get to church. They began to implement a church planting strategy and planted independent Christian churches in Spokane Valley, Moscow, Silver Valley, North Spokane, CDA, and Newport. They also began to explore the idea of leveraging excess land they owned for the cause of the Church Extension Fund.

Doug Crozier designed a land endowment where RLM donated over \$6.4 million of land to TSF, allowing TSF to leverage that equity and grow by over \$120 million, primarily from 2012 to 2014.

Our Permanent Home – Proximity to several major Restoration Movement churches was one of the primary reasons Doug and Julie Crozier selected South Denver as the place to launch TSF. Since our employees must be active members of an RM church, it allowed TSF to draw from the congregations for employees. In addition, Denver was a central location with an accessible international airport, average cost of living, and beautiful environment.

In 2014, Doug and the leaders of Southeast Christian Church (SECC) began discussions of a joint venture building on the 6.7 acres of land just north of the church campus. In late 2014, TSF and SECC entered into an agreement that gifted the land to TSF. They then built the 60,000 sq. foot facility to be used for ministry use only.

The Solomon Centre is 100% occupied with ALL ministry-related tenants. Phase 2 was built for a food pantry ministry, SECOR, with 26,000 sq. feet. As of April 2024, TSF has moved into the third phase, a 27,000-square-foot space that will serve as the international headquarters.



LOANS

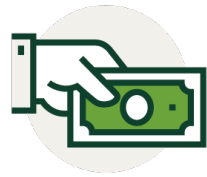
Our staff is committed to investing churches, their leadership, and their ministries. The Solomon Foundation offers more than what traditional banks or lenders are able to offer. We are more than a lender, we are a ministry partner.

UNDERWRITING LEADERSHIP

Our loan underwriting requirements scrutinize every financial factor of the church. However, the most important thing we assess is not found in a report or bank statement, but in a relationship we personally build with the church leadership.

POWER OF PARTNERSHIP

Through relationship we are able to partner with the local church to help them grow not just in square footage but in number of baptisms, which is our most treasured statistic at TSF.



**Total loan amount across churches:
\$760M across 298 churches**



Total number of baptisms in partner churches since taking at TSF loan: 75,000



Total attendance growth in partner churches since taking a TSF loan: 180,000

INVESTMENTS

We provide investors with an excellent return on fixed rate + demand investments that in turn fuel church growth through innovative lending and building strategies. Our primary role as a Church Extension Fund (CEF) is to connect investors to churches and non-profit ministries within the Restoration Movement community.

EXCELLENT INTEREST

We are thankful for investors at The Solomon Foundation. It is because of their investments that we are able to make loans to churches. It is deeply engrained in our culture and Core Values, to recognize the value of our investors and prioritize an excellent interest on their investment.

ETERNAL IMPACT

The investor is not only earning an excellent interest, but they are making an eternal impact on God's Kingdom. Connecting them to the stories of the churches we loan to and the growth they are experiencing is a top priority for our team.



277 transactions processed each day



100% of investment team is Series 63 licensed



7,056 investors with a total of \$967.2M in investments



90% of maturing dollars are reinvested at TSF = satisfied investors

FINANCE & ACCOUNTING

The Finance Team at TSF is dedicated to providing accurate and timely financial data essential for informed decision making. Through close collaboration, we strive to empower the TSF Team with necessary financial tools and insights for success that align with the TSF Core Values.

FINANCIAL EFFICIENCY

Financial efficiency is integral to The Solomon Foundation as it reflects our commitment to responsible resource management. Through careful budgeting, transparent practices, and a healthy relationship with our auditors we optimize every opportunity in front of us. Our commitment to integrity and accountability ensures that each dollar is utilized effectively to serve the Restoration Movement and the Core Values of TSF.

FORECASTING FOR FUTURE SUCCESS

Financial forecasting is paramount in guiding The Solomon Foundation towards impactful outcomes. By analyzing trends, financial markets, and projecting needs over multiple outcome possibilities, we ensure prudent choices are made for sustained growth and effectiveness. Through strategic forecasting, we aim to anticipate challenges and opportunities, enabling us to adapt proactively to the evolving needs of our rapid growth.



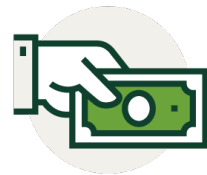
Only the 4th Church Extension Fund to exceed \$1B in total assets



Fastest growing Church Extension Fund in American History



Met all annual regulatory requirements since we started in April 6, 2011



Total Assets: \$1.1B
Net Assets: \$74.7M

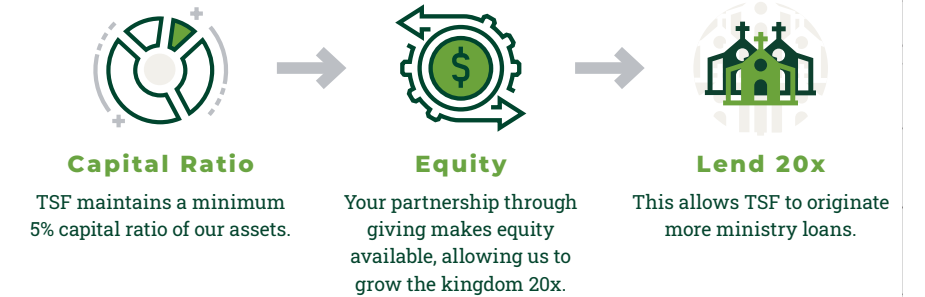
PLANNED GIVING

Our team is focused on paving a new way forward to build equity for TSF through Planned Giving. Gifts to The Solomon Foundation are multibeneficial. They allow the donor to give to ministries they are passionate about while helping TSF build equity.

A GENEROUS LEGACY

Gifts to The Solomon Foundation provide vital equity needed for us to grow. Planned giving initiatives hold the power to shape the future in profound ways and on expedited timelines. TSF Donors leave a generous legacy of resourcing the church so that people come to know Jesus as their Savior before it's too late.

THE 20X FACTOR



GIFT TYPES: ESTATE PLANNING, DONOR ADVISED FUND, NON-MONETARY, AND CHARITABLE REMAINDER UNITRUST

YEAR END TOTAL GIFTS

2021	2022	2023
\$12,997,142	\$50,544,397	\$65,231,800

The Marketing Team's commitment to excellence is woven into every fiber of our strategic plan. Embracing an evergreen approach, our marketing materials remain timeless, providing value and consistency to our clients. We take pride in adhering to the highest professional banking standards, ensuring that every aspect of our services reflects the trust and reliability that defines our foundation.

STORYTELLING

At the heart of everything we do is the powerful use of storytelling. We believe in showcasing how God is moving in our churches, in the lives of our investors, and in the millions of lives being impacted by TSF. Our strategy not only lays out a clear path for customers passionate about helping grow the Kingdom but also focuses on helping them become dynamic partners in their journey to achieve a great return on their financial investment.

STORY BRAND

Our story brand approach is central to all marketing platforms. Our digital and print materials illustrate the transformative impact of God's work in our churches and the lives of our investors. By maintaining a strong digital presence and cultivating a growing social media audience, we amplify these stories to reach a broader audience. Our website serves as a gateway for new customers and provides a seamless experience for those interested in partnering for a purpose.

STRONG PARTNERSHIPS

The cornerstone of our marketing success lies in cultivating strong partnerships with our current investors while strengthening a sense of shared purpose and community. Additionally, our personal marketing touch is evident in the warmth of our TSF dinners, the exceptional hosted annual events, and the meaningful connections forged through event sponsorships.

MAKE MARKETING PERSONABLE

Making our marketing as personable as possible not only deepens our relationships but also creates powerful momentum that helps us realize our strategic objectives. The impact of our marketing materials resonates in each interaction, further enriching the lives and stories that we touch and contributing to the overall success of our mission.

The Solomon Foundation's commitment to excellence and transformative storytelling is rooted in our Core Values. Our current and future partners will experience our evergreen approach, where purposeful marketing, guided by our values, meets with timeless success. Together, we grow the Kingdom

44,737 IMPRESSIONS ON FACEBOOK FOR \$442.87



FACEBOOK GENERATED 1,416 LINK CLICKS

2,352 FORM SUBMISSIONS



230,000 WEBSITE VISITS

MARKETING SENT OUT 185,000 EMAILS IN 2023



831 TSF DINNER ATTENDEES



FIELD

INVESTMENT/LOAN MAP

Our field team invests their time and talent in the local church, with a boots on the ground mentality. Through resourcing, connecting, and investing in leaders our Relationship Managers and the Construction Team guide church leaders through growth.



**FIELD TEAM HOSTED 156
TSF WEEKENDS IN 2023**



**16K INVESTMENT BROCHURES
HANDED OUT**



**\$163M RAISED IN
GROSS DEPOSITS IN 2023**



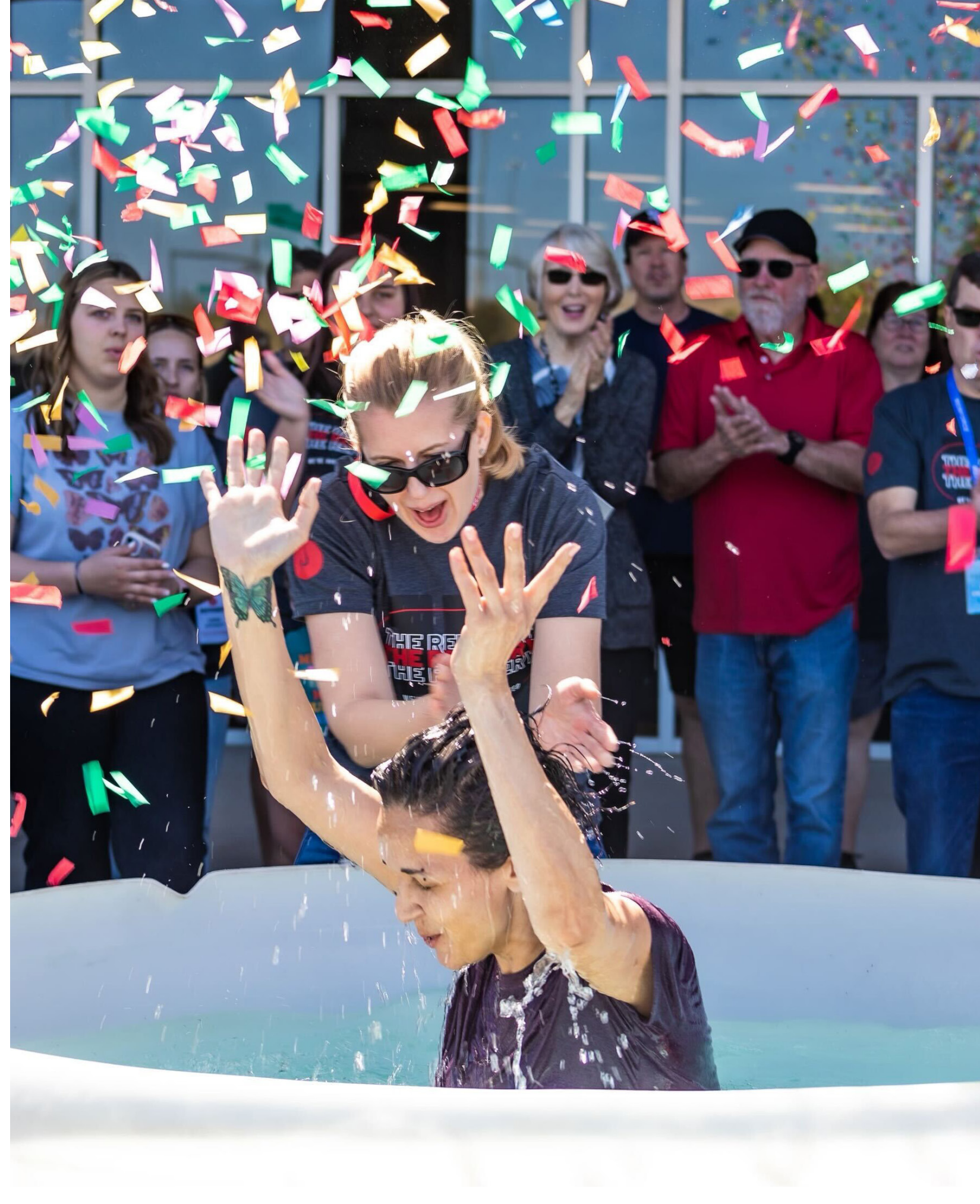
**THOSE TSF WEEKENDS HAD CHURCH
ATTENDANCE OF OVER 100K**



LIGHT BLUE = INVESTOR
BLUE = KEYSTONE INVESTOR
ORANGE = LOAN

GROWTH GOALS

At TSF, the definition of growth is the growth of God's Kingdom. The financial ratios are paramount to financial health, but are not always our most important metrics. TSF calculates church growth data to evaluate their financial health. To date, almost 7,100 investors in all 50 states have invested in TSF and help fund over 400 church loans in 37 states. When a loan is originated, the average attendance is recorded at that time. When measured today, those churches have experienced average weekly attendance growth of over 180,000 people, and they have baptized over 75,000 people during that same period. Praise God!



OUR CURRENT GOALS

Raise \$300 million in investments in 2024 by focusing on new and existing investors, both relationally and financially.

- Connect investors to what they are invested in, the GROWTH of God's church in the Restoration Movement. Put the investors' story to work inside TSF marketing.
- Be intentional with communication and connection.
- Provide exceptional customer service.
- Connect with the loan and investment churches in person to build relationships, hosts dinners, and raise deposits. Follow up on the connections we make.

Close loans at a pace and number that supports the budget & pipeline needs, including maturing loans.

- Strategically and thoughtfully plan around an annual budget.
- Execute monthly ALCO Meetings (Asset and Liability Committee) to intentionally forecast and analyze TSF's financials and budget.
- Maintain and grow strong RVP & Pastor relationships.

Utilize nonbank trustee status to continue focusing on retirement accounts.

- Educate our church partners and investor base on our retirement account options.
- Continuously improve our process of opening new retirement accounts.
- Meet all regulatory standards.

Continue to network church leaders with each other and non-financial resources.

- Provide annual grants to supplement the cost of stewardship, executive coaching, consulting, discipleship, leadership counseling, and more.
- Host annual investor and pastor trips.
- As opportunities arise, connect pastors and leaders with each other to share stories and sharpen one another.

Build net assets through Planned Giving initiatives.

- Tell the story of the powerful impact Planned Giving has on TSF to exponentially grow the church.
- Build up our education and online tracking for Planned Giving, with a special focus on Donor Advised Funds.

OUR NEXT BIG GOAL

What is next after crossing \$1 Billion in total assets?

RAISE \$300M IN DEPOSITS



TO FUND THE 27 CHURCHES SEEKING LOANS IN 2024