



Church A - Financial Overview and SROI: 2019-2024 and 2025 Budget

The Financial Overviews are educational tools for leadership and community learning. **Step #1:** Analyze five years of historical and budget data to extract key lessons learned. **Step #2:** Build an ambitious, achievable five-year Financial Overview with projections, and compare results to both budgets and prior projections.

	Actual						Budget	2019 to 2024			2024 Comparison to Peers		
	2019	2020	2021	2022	2023	2024	2025	\$ Change	% Change	CAGR	Peer Avg.	% of Peer Avg.	Difference
SROI (Social Return on Investment)	2.5x	2.9x	3.0x	2.5x	2.4x	2.4x	2.5x	-0.1x	-2%	0%	4.1x	59%	-1.7x

Observations:

- SROI from 2019 to 2024 decreased from 2.5x to 2.4x, and is 59% of peer average in 2024.
- Financial Assets from 2019 to 2024 had a CAGR of 14%, an increase of \$1,808,359, or 90%.
- Church Related Income from 2019 to 2024 had a CAGR of 2%, an increase of \$17,085 or 9%.
- Total Spending from 2019 to 2024 had a CAGR of 0%, an increase of \$9,864 or 2%.
- Church Related Income % of Total Income decreased from 25% in 2019 to 21% in 2025.
- The CAGR of Church Related Income from 2019 to 2024 is 4 times larger than the CAGR of Spending from 2019 to 2024.
- Assuming the same number of Faithful in all years, the Church Related Income per Faithful from 2019 to 2024 increased by \$305, and per Member by \$1,285.
- Assuming the same number of Faithful in all years, the total Spending per Faithful from 2019 to 2024 increased by \$176, and per Member increased by \$2,681.
- Assuming the same number of Faithful in all years, Faithful % of Members from 2019 to 2024 increased from 32% to 64%.
- See Comparison to Peers in the bottom-right box.

	Actual						Budget	2019 to 2024			2024 to 2025 Budget	
	2019	2020	2021	2022	2023	2024	2025	\$ Change	% Change	CAGR	\$ Change	% Change
Balance Sheet												
Financial Assets	\$2,008,676	\$2,696,014	\$3,393,277	\$2,576,374	\$3,277,329	\$3,817,036	\$4,594,526	\$1,808,359	90%	14%	\$777,490	20%
Non-Financial Assets	\$1,563,000	\$1,606,000	\$1,705,000	\$1,803,000	\$1,789,000	\$2,086,000	\$2,086,000	\$523,000	33%	6%	\$0	0%
Total Assets	\$3,571,676	\$4,302,014	\$5,098,277	\$4,379,374	\$5,066,329	\$5,903,036	\$6,680,526	\$2,331,359	65%	11%	\$777,490	13%
Financial Debts	\$23,042	\$0	\$0	\$0	\$0	\$0	\$0	-\$23,042	-100%	-100%	\$0	n.m.
Non-Financial Debts	\$18,188	\$15,250	\$14,772	\$18,102	\$18,583	\$18,583	\$18,583	\$395	2%	0%	\$0	0%
Total Debts	\$41,230	\$15,250	\$14,772	\$18,102	\$18,583	\$18,583	\$18,583	-\$22,647	-55%	-15%	\$0	0%
Net Worth	\$3,530,446	\$4,286,764	\$5,083,504	\$4,361,272	\$5,047,746	\$5,884,453	\$6,661,943	\$2,354,007	67%	11%	\$777,490	13%

	Actual						Budget	2019 to 2024			2024 to 2025 Budget	
	2019	2020	2021	2022	2023	2024	2025	\$ Change	% Change	CAGR	\$ Change	% Change
Income Statement												
Income:												
Church Related - CR (a)	\$193,083	\$154,154	\$213,376	\$224,436	\$261,280	\$210,168	\$263,500	\$17,085	9%	2%	\$53,332	25%
Non-Church Related (b)	\$573,610	\$983,417	\$952,672	-\$494,119	\$889,763	\$1,091,108	\$1,000,000	\$517,498	90%	14%	-\$91,108	-8%
Total Income	\$766,693	\$1,137,571	\$1,166,048	-\$269,683	\$1,151,043	\$1,301,276	\$1,263,500	\$534,583	70%	11%	-\$37,776	-3%
Total Spending	\$454,705	\$381,254	\$369,307	\$452,549	\$464,569	\$464,569	\$486,010	\$9,864	2%	0%	\$21,441	5%
Net Income / Loss	\$311,988	\$756,317	\$796,741	-\$722,232	\$686,474	\$836,707	\$777,490	\$524,719	168%	22%	-\$59,217	-7%
CR % of Total Income	25%	14%	18%	-83%	23%	16%	21%	Ratio of Church Related Income CAGR to Expenses CAGR:				
											4x	

Per Faithful and Members

	Actual						Budget	2019 to 2024			2024 Comparison to Peers		
	2019	2020	2021	2022	2023	2024	2025	\$ Change	% Change	CAGR	Peer Avg.	% of Peer Avg.	Difference
Church Related Income:													
Per Faithful	\$3,448	\$2,753	\$3,810	\$4,008	\$4,666	\$3,753	\$4,278	\$305	9%	2%	\$3,866	97%	-\$113
Per Member	\$1,103	\$881	\$1,423	\$1,496	\$2,969	\$2,388	\$2,852	\$1,285	116%	17%	\$1,428	167%	\$961
Total Spending:													
Per Faithful	\$8,120	\$6,808	\$6,595	\$8,081	\$8,296	\$8,296	\$7,890	\$176	2%	0%	\$5,821	143%	\$2,475
Per Member	\$2,598	\$2,179	\$2,462	\$3,017	\$5,279	\$5,279	\$5,260	\$2,681	103%	15%	\$2,267	233%	\$3,012
# Change													
Number of Faithful (c)	56	56	56	56	56	56	62	0	0%	0%	106	53%	-50
Number of Members (c)	175	175	150	150	88	88	92	-87	-50%	-13%	324	27%	-236
Capacity	133	133	133	133	133	133	133	0	0%	0%	209	64%	-76
Faithful % of Members	32%	32%	37%	37%	64%	64%	67%	32 pps.	99%	15%	39%	164%	25 pps.
Faithful % of Capacity	42%	42%	42%	42%	42%	42%	46%	0 pps.	0%	0%	56%	76%	-14 pps.

Notes:

(a) Includes stewardship givings, donations, fundraisings, and sacraments. (b) Include financial income, e.g. interest income and financial gains and losses, and rental income. (c) Assumes same number of Faithful in all years. (d) CAGR: Compound annual growth rate; n.a.: not available; n.m.: not meaningful. (e) For additional information on SROI, see Khachkar Studios Briefing Packet #5.