

Church B - 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.

SROI (Social Return on Investment)	Actual						Budget	Change		Incremental	2024 Comparison to Peers		
	2019	2020	2021	2022	2023	2024	2025	2019-2024	2024-2025	2025	Peer Avg.	% of Peer Avg.	Difference
	n.a.	n.a.	n.a.	n.a.	n.a.	5.5x	5.8x	n.a.	0.3x	11.1x	4.1x	135%	1.4x

Balance Sheet	Actual						Budget	2019 to 2024			2024 to 2025 Budget	
	2019	2020	2021	2022	2023	2024	2025	\$ Change	% Change	CAGR	\$ Change	% Change
Financial Assets	\$474,783	\$514,303	\$517,007	\$656,619	\$683,418	\$751,480	\$835,925	\$276,697	58%	10%	\$84,445	11%
Non-Financial Assets	\$2,101,836	\$2,101,836	\$2,101,836	\$2,101,836	\$2,101,836	\$2,101,836	\$2,101,836	\$0	0%	0%	\$0	0%
Total Assets	\$2,576,619	\$2,616,140	\$2,618,843	\$2,758,456	\$2,785,254	\$2,853,316	\$2,937,761	\$276,697	11%	2%	\$84,445	3%
Financial Debts	\$0	\$8,250	\$9,000	\$9,150	\$9,900	\$16,950	\$16,950	n.m.	n.m.	n.m.	\$0	0%
Non-Financial Debts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n.m.	n.m.	\$0	n.m.
Total Debts	\$0	\$8,250	\$9,000	\$9,150	\$9,900	\$16,950	\$16,950	\$16,950	n.m.	n.m.	\$0	0%
Net Worth	\$2,576,619	\$2,607,890	\$2,609,843	\$2,749,306	\$2,775,354	\$2,836,366	\$2,920,811	\$259,747	10%	2%	\$84,445	3%

Income Statement	Actual						Budget	2019 to 2024			2024 to 2025 Budget	
	2019	2020	2021	2022	2023	2024	2025	\$ Change	% Change	CAGR	\$ Change	% Change
Income:												
Church Related - CR (a)	\$101,999	\$110,937	\$131,828	\$254,004	\$185,666	\$257,345	\$283,080	\$155,346	152%	20%	\$25,735	10%
Non-Church Related (b)	\$46,561	\$55,643	\$63,089	\$58,888	\$68,230	\$75,154	\$86,427	\$28,593	61%	10%	\$11,273	15%
Total Income	\$148,560	\$166,580	\$194,916	\$312,892	\$253,896	\$332,499	\$369,506	\$183,939	124%	17%	\$37,008	11%
Total Spending	\$232,166	\$135,310	\$192,963	\$173,429	\$227,847	\$271,487	\$285,061	\$39,321	17%	3%	\$13,574	5%
Net Income / Loss	-\$83,606	\$31,271	\$1,953	\$139,463	\$26,048	\$61,012	\$84,445	\$144,618	n.m.	n.a.	\$23,433	38%
CR % of Total Income	69%	67%	68%	81%	73%	77%	77%	Ratio of Church Related Income CAGR to Expenses CAGR:			6x	

Per Faithful and Members													
Church Related Income:													
Per Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	\$3,431	\$3,431	n.a.	n.a.	n.a.	2024 Comparison to Peers		
Per Member	\$319	\$347	\$412	\$794	\$464	\$643	\$674	\$325	102%	15%			
Total Spending:													
Per Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	\$3,620	\$3,455	n.a.	n.a.	n.a.	2024 Comparison to Peers		
Per Member	\$726	\$423	\$603	\$542	\$570	\$679	\$679	-\$47	-6%	-1%			
								# Change	% Change	CAGR	2024 Comparison to Peers		
Number of Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	75	83	n.a.	n.a.	n.a.			
Number of Members	320	320	320	320	400	400	420	80	25%	5%	106	71%	-31
Capacity	125	125	125	125	125	125	125	0	0%	0%	324	124%	76
Faithful % of Members	n.a.	n.a.	n.a.	n.a.	n.a.	19%	20%	n.a.	n.a.	n.a.	209	60%	-84
Faithful % of Capacity	n.a.	n.a.	n.a.	n.a.	n.a.	60%	66%	n.a.	n.a.	n.a.	39%	48%	-20 pps.
											56%	108%	4 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) CAGR: Compound annual growth rate; n.a.: not available; n.m.: not meaningful. (d) For additional information on SROI, see Khachkar Studios Briefing Packet #5.