



Church D - 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	Change		Incremental	Comparison to Benchmark		
	2019	2020	2021	2022	2023	2024	2025	2019-2024	2024-2025	2025	Benchmark	% of Benchmark	Difference
Social Value	n.a.	n.a.	n.a.	n.a.	n.a.	\$3,520,000	\$3,520,000	n.a.	\$0		\$2,460,000	143%	\$1,060,000
SROI (Social Return on Investment)	n.a.	n.a.	n.a.	n.a.	n.a.	2.1x	2.4x	n.a.	0.3x	0.0x	7.3x	29%	-5.2x
SROA (Social Return on Fin. Assets)	n.a.	n.a.	n.a.	n.a.	n.a.	10.0x	20.2x	n.a.	10.2x	0.0x	11.0x	90%	-1.1x

Preliminary Estimates													
	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	\$10,278,692	\$10,735,852	\$12,282,573	\$7,587,130	\$7,578,997	\$353,446	\$174,391	-\$9,925,246	-97%	-49%	-\$179,055	-51%
Non-Financial Assets	\$3,221,711	\$3,229,027	\$3,240,478	\$3,426,901	\$3,283,650	\$3,312,827	\$3,312,827	\$91,116	3%	1%	\$0	0%
Total Assets	\$13,500,403	\$13,964,879	\$15,523,051	\$11,014,031	\$10,862,647	\$3,666,273	\$3,487,218	-\$9,834,130	-73%	-23%	-\$179,055	-5%
Financial Debts	\$140,000	\$144,100	\$110,155	\$0	\$0	\$0	\$0	-\$140,000	n.m.	n.m.	\$0	n.m.
Non-Financial Debts	\$0	\$0	\$0	\$0	\$11,934	\$248,828	\$248,828	\$248,828	n.m.	n.m.	\$0	0%
Total Debts	\$140,000	\$144,100	\$110,155	\$0	\$11,934	\$248,828	\$248,828	\$108,828	78%	12%	\$0	0%
Net Worth	\$13,360,403	\$13,820,779	\$15,412,896	\$11,014,031	\$10,850,713	\$3,417,445	\$3,238,390	-\$9,942,958	-74%	-24%	-\$179,055	-5%

	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)	\$628,385	\$1,176,245	\$552,647	\$525,759	\$642,459	\$631,223	\$630,500	\$2,838	0%	0%	-\$723	0%	
Non-Church Related (b)	\$852,257	\$619,660	\$1,449,910	\$679,251	\$496,241	\$1,079,353	\$658,000	\$227,096	27%	5%	-\$421,353	-39%	
Total Income	\$1,480,642	\$1,795,905	\$2,002,557	\$1,205,010	\$1,138,700	\$1,710,576	\$1,288,500	\$229,934	16%	3%	-\$422,076	-25%	
Total Spending	\$1,294,807	\$1,791,869	\$1,189,084	\$1,369,876	\$1,421,312	\$1,684,339	\$1,467,555	\$389,532	30%	5%	-\$216,784	-13%	
Net Income / Loss	\$185,835	\$4,036	\$813,473	-\$164,866	-\$282,612	\$26,237	-\$179,055	-\$159,598	n.m.	n.m.	-\$205,292	-782%	
CR % of Total Income	42%	65%	28%	44%	56%	37%	49%	Ratio of Church Related Income CAGR to Expenses CAGR: 0x					

Per Faithful and Members													
Church Related Income:													
Per Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	\$3,586	\$3,582	n.a.	n.a.	n.a.	\$2,123	169%	\$1,463
Per Member	\$976	\$1,826	\$788	\$764	\$998	\$980	\$979	\$4	0%	0%	\$1,286	76%	-\$306
Total Spending:													
Per Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	\$9,570	\$8,338	n.a.	n.a.	n.a.	\$2,738	349%	\$6,832
Per Member	\$2,011	\$2,782	\$1,696	\$1,991	\$2,207	\$2,615	\$2,279	\$605	30%	5%	\$1,659	158%	\$956
Financial Assets:													
Per Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	\$2,008	\$991	n.a.	n.a.	n.a.	\$1,810	111%	\$198
Per Member	\$15,961	\$16,671	\$17,522	\$11,028	\$11,769	\$549	\$271	-\$15,412	-97%	-49%	\$1,097	50%	-\$548
								# Change	% Change	CAGR			
Number of Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	176	176	n.a.	n.a.	n.a.	123	143%	53
Number of Members	644	644	701	688	644	644	644	0	0%	0%	203	317%	441
Capacity	315	315	315	315	315	315	315	0	0%	0%	190	166%	125
Faithful % of Members	n.a.	n.a.	n.a.	n.a.	n.a.	27%	27%	n.a.	n.a.	n.a.	61%	45%	-33 pps.
Faithful % of Capacity	n.a.	n.a.	n.a.	n.a.	n.a.	56%	56%	n.a.	n.a.	n.a.	65%	86%	-9 pps.

Notes:

(a) Includes stewardship givings, donations, and sacraments. (b) Includes fundraising events, 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 #6.