



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	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)	2.7x	2.0x	3.0x	2.6x	2.5x	2.1x	2.3x	-0.6x	-23%	-5%	4.1x	51%	-2.0x

Observations:

1. SROI from 2019 to 2024 decreased from 2.7x to 2.1x, and is 51% of peer average in 2024.
2. Financial Assets from 2019 to 2024 had a CAGR of -49%, a decrease of \$9,925,246, or 97%.
3. Church Related Income from 2019 to 2024 had a CAGR of -6%, a decrease of \$293,757 or 28%.
4. Total Spending from 2019 to 2024 had a CAGR of 5%, an increase of \$389,532 or 30%.
5. Church Related Income % of Total Income increased from 70% in 2019 to 72% in 2025.
6. The CAGR of Church Related Income from 2019 to 2024 is the inverse (-1x) of the CAGR of Spending from 2019 to 2024.
7. Assuming the same number of Faithful in all years, the Church Related Income per Faithful from 2019 to 2024 decreased by \$1,669, and per Member by \$456.
8. Assuming the same number of Faithful in all years, the total Spending per Faithful from 2019 to 2024 increased by \$2,213, and per Member increased by \$605.
9. Assuming the same number of Faithful in all years, Faithful % of Members from 2019 to 2024 was 27%.
10. See Comparison to Peers in the bottom-right box.

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	\$394,530	-\$9,925,246	-97%	-49%	\$41,084	12%
Non-Financial Assets	\$60,000	\$67,316	\$78,767	\$265,190	\$121,939	\$151,116	\$151,116	\$91,116	152%	20%	\$0	0%
Total Assets	\$10,338,692	\$10,803,168	\$12,361,340	\$7,852,320	\$7,700,936	\$504,562	\$545,646	-\$9,834,130	-95%	-45%	\$41,084	8%
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	\$10,198,692	\$10,659,068	\$12,251,185	\$7,852,320	\$7,689,002	\$255,734	\$296,818	-\$9,942,958	-97%	-52%	\$41,084	16%

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)	\$1,035,599	\$1,233,913	\$628,878	\$683,191	\$705,240	\$1,233,183	\$1,257,847	\$197,584	19%	4%	\$24,664	2%
Non-Church Related (b)	\$445,043	\$561,992	\$1,373,679	\$521,819	\$433,460	\$477,393	\$501,263	\$32,350	7%	1%	\$23,870	5%
Total Income	\$1,480,642	\$1,795,905	\$2,002,557	\$1,205,010	\$1,138,700	\$1,710,576	\$1,759,109	\$229,934	16%	3%	\$48,533	3%
Total Spending	\$1,294,807	\$1,791,869	\$1,189,084	\$1,369,876	\$1,421,312	\$1,684,339	\$1,718,026	\$389,532	30%	5%	\$33,687	2%
Net Income / Loss	\$185,835	\$4,036	\$813,473	-\$164,866	-\$282,612	\$26,237	\$41,084	-\$159,598	n.m.	n.m.	\$14,847	57%
CR % of Total Income	70%	69%	31%	57%	62%	72%	72%					

Ratio of Church Related Income CAGR to Expenses CAGR: **1x**

Per Faithful and Members

Church Related Income:											2024 Comparison to Peers		
Per Faithful	\$5,884	\$7,011	\$3,573	\$3,882	\$4,007	\$7,007	\$6,497	\$1,123	19%	4%			
Per Member	\$1,608	\$1,916	\$897	\$993	\$1,095	\$1,915	\$1,860	\$307	19%	4%			
Total Spending:													
Per Faithful	\$7,357	\$10,181	\$6,756	\$7,783	\$8,076	\$9,570	\$8,874	\$2,213	30%	5%			
Per Member	\$2,011	\$2,782	\$1,696	\$1,991	\$2,207	\$2,615	\$2,541	\$605	30%	5%			
								# Change	% Change	CAGR			
Number of Faithful (c)	176	176	176	176	176	176	194	0	0%	0%			
Number of Members (c)	644	644	701	688	644	644	676	0	0%	0%			
Capacity	315	315	315	315	315	315	315	0	0%	0%			
Faithful % of Members	27%	27%	25%	26%	27%	27%	29%	0 pps.	0%	0%			
Faithful % of Capacity	56%	56%	56%	56%	56%	56%	61%	0 pps.	0%	0%			
											106	166%	70
											324	199%	320
											209	151%	106
											39%	71%	-11 pps.
											56%	100%	0 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.