

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	2024 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		\$2,740,000	128%	\$780,000
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	9.4x	22%	-7.3x
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	4.5x	220%	5.4x

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%

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)	\$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%

Ratio of Church Related Income CAGR to Expenses CAGR: 0x											2024 Comparison to Benchmark		
	2019	2020	2021	2022	2023	2024	2025	# Change	% Change	CAGR	Benchmark	% of Benchmark	Difference
CR % of Total Spen.	49%	66%	46%	38%	45%	37%	43%				106%	35%	-68 pps.

Per Faithful and Members											2024 Comparison to Benchmark		
	2019	2020	2021	2022	2023	2024	2025	# Change	% Change	CAGR	Benchmark	% of Benchmark	Difference
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.	\$2,256	159%	\$1,331
Per Member	\$976	\$1,826	\$788	\$764	\$998	\$980	\$979	\$4	0%	0%	\$1,486	66%	-\$505
Total Spending:													
Per Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	\$9,570	\$8,338	n.a.	n.a.	n.a.	\$2,133	449%	\$7,437
Per Member	\$2,011	\$2,782	\$1,696	\$1,991	\$2,207	\$2,615	\$2,279	\$605	30%	5%	\$1,405	186%	\$1,211
Financial Assets:													
Per Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	\$2,008	\$991	n.a.	n.a.	n.a.	\$4,409	46%	-\$2,401
Per Member	\$15,961	\$16,671	\$17,522	\$11,028	\$11,769	\$549	\$271	-\$15,412	-97%	-49%	\$2,904	19%	-\$2,355
Number of Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	176	176				137	128%	39
Number of Members	644	644	701	688	644	644	644	0	0%	0%	208	310%	436
Capacity	315	315	315	315	315	315	315	0	0%	0%	198	159%	117
Faithful % of Members	n.a.	n.a.	n.a.	n.a.	n.a.	27%	27%				66%	41%	-39 pps.
Faithful % of Capacity	n.a.	n.a.	n.a.	n.a.	n.a.	56%	56%				69%	81%	-13 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.