



Church E - Financial Overview and SROI: 2019 to 2024 and 2024 to 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)	2.8x	2.7x	3.1x	2.5x	2.4x	2.4x	2.6x	-0.3x	-12%	-2%	4.1x	60%	-1.6x		

Observations:

- SROI from 2019 to 2024 decreased from 2.8x to 2.4x, and is 60% of peer average in 2024.
- Total Financial Assets from 2019 to 2024 had a CAGR of 44%.
- Church Related Income from 2019 to 2024 had a CAGR of 5%.
- Total Spending from 2019 to 2024 had a CAGR of 3%.
- Church Related Income from 2024 to 2025 Budget increases 5% or \$23,469.
- Total Spending from 2024 to 2025 Budget increases 3% or \$20,364.
- Assuming the same number of Faithful in all years, the Church Related Income per Faithful from 2019 to 2024 increased by \$1,323, and per Member by \$528.
- Total Spending per Faithful from 2019 to 2024 increased by \$950, and per Member increased by \$462.
- Assuming the same number of Faithful in all years, Faithful % of Members from 2019 to 2024 increased from 31% to 33%.
- See Comparison to Peers in the bottom-right box.

Balance Sheet	Actual						Budget			2019 to 2024			2024 to 2025 Budget	
	2019	2020	2021	2022	2023	2024	2025	\$ Change	% Change	CAGR	\$ Change	% Change	\$ Change	% Change
Financial Assets	\$325,939	\$395,913	\$856,543	\$1,450,543	\$1,823,119	\$2,045,605	\$2,074,798	\$1,719,665	528%	44%	\$29,193	1%		
Non-Financial Assets	\$5,620,249	\$5,897,449	\$5,929,449	\$4,672,232	\$4,593,123	\$4,435,696	\$4,435,696	-\$1,184,553	-21%	-5%	\$0	0%		
Total Assets	\$5,946,188	\$6,293,362	\$6,785,992	\$6,122,775	\$6,416,242	\$6,481,301	\$6,510,494	\$535,112	9%	2%	\$29,193	0%		
Financial Debts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n.m.	n.m.	n.m.	n.m.	n.m.		
Non-Financial Debts	\$0	\$0	\$0	\$0	\$103,323	\$97,550	\$97,550	n.m.	n.m.	n.m.	\$0	0%		
Total Debts	\$0	\$0	\$0	\$0	\$103,323	\$97,550	\$97,550	\$97,550	n.m.	n.m.	\$0	0%		
Net Worth	\$5,946,188	\$6,293,362	\$6,785,992	\$6,122,775	\$6,312,919	\$6,383,750	\$6,412,944	\$437,562	7%	1%	\$29,193	0%		

Income Statement	Actual						Budget			2019 to 2024			2024 to 2025 Budget	
	2019	2020	2021	2022	2023	2024	2025	\$ Change	% Change	CAGR	\$ Change	% Change	\$ Change	% Change
Income:														
Church Related - CR (a)	\$359,564	\$366,583	\$387,297	\$483,876	\$415,957	\$469,372	\$492,841	\$109,808	31%	5%	\$23,469	5%		
Non-Church Related (b)	\$213,563	\$290,933	\$173,022	\$158,365	\$231,361	\$224,298	\$235,513	\$10,736	5%	1%	\$11,215	5%		
Total Income	\$573,126	\$657,517	\$560,319	\$642,241	\$647,319	\$693,670	\$728,354	\$120,544	21%	4%	\$34,684	5%		
Total Spending	\$599,947	\$621,061	\$530,489	\$652,983	\$705,245	\$678,797	\$699,161	\$78,849	13%	3%	\$20,364	3%		
Net Income / Loss	-\$26,821	\$36,456	\$29,830	-\$10,742	-\$57,927	\$14,874	\$29,193	\$41,695	n.m.	n.m.	\$14,320	n.m.		
CR % of Total Income	63%	56%	69%	75%	64%	68%	68%							

Per Faithful and Members

Church Related Income:											2024 Comparison to Peers			
Per Faithful	\$4,332	\$4,417	\$4,666	\$5,830	\$5,012	\$5,655	\$5,398	\$1,323	31%	5%	Peer Avg.	% of Peer Avg.	Difference	
Per Member	\$1,357	\$1,383	\$1,836	\$2,282	\$1,651	\$1,885	\$1,885	\$528	39%	7%	\$3,866	146%	\$1,789	
Total Spending:											\$1,428	132%	\$459	
Per Faithful	\$7,228	\$7,483	\$6,391	\$7,867	\$8,497	\$8,178	\$7,658	\$950	13%	3%	\$5,821	140%	\$2,357	
Per Member	\$2,264	\$2,344	\$2,514	\$3,080	\$2,799	\$2,726	\$2,674	\$462	20%	4%	\$2,267	120%	\$459	
Number of Faithful (c)	83	83	83	83	83	83	91	# Change	% Change	CAGR	106	78%	-23	
Number of Members (c)	265	265	211	212	252	249	261	-16	-6%	-1%	324	77%	-75	
Capacity	154	154	154	154	154	154	154	0	0%	0%	209	74%	-55	
Faithful % of Members	31%	31%	39%	39%	33%	33%	35%	2 pps.	6%	1%	39%	86%	-5 pps.	
Faithful % of Capacity	54%	54%	54%	54%	54%	54%	59%	0 pps.	0%	0%	56%	97%	-2 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, pending accurate yearly numbers. 2019 and 2020 number of Members assumed to be the same as in 2018, pending accurate yearly numbers. (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.