

St. Joseph Orthodox Church (Houston, TX) - Financial Overview and SROI: 2019-2025

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							Change		Incremental		2024 Comparison to Benchmark			
	2019	2020	2021	2022	2023	2024	2025	2019-2025	2024-2025	2025	Benchmark	% of Benchmark	Difference		
Social Value	\$2,500,000	\$3,200,000	\$5,000,000	\$6,000,000	\$7,600,000	\$9,600,000	\$10,200,000	\$7,700,000	\$600,000	4.7x	4.7x	5.4x	\$2,740,000	350%	\$6,860,000
SROI (Social Return on Investment)	5.5x	7.1x	10.4x	10.6x	9.6x	10.7x	10.1x				9.4x	114%	1.3x		
SROA (Social Return on Fin. Assets)	7.0x	9.4x	13.1x	8.7x	19.8x	21.3x	19.6x	12.5x	-1.7x		4.8x	448%	16.5x		
Balance Sheet	Actual							2019 to 2025			2024 to 2025				
	2019	2020	2021	2022	2023	2024	2025	\$ Change	% Change	CAGR	\$ Change	% Change			
Financial Assets	\$355,054	\$340,161	\$381,920	\$686,653	\$383,771	\$451,109	\$521,537	\$166,483	47%	7%	\$70,428	16%			
Non-Financial Assets	\$3,202,935	\$3,239,968	\$3,368,666	\$3,809,725	\$3,840,325	\$3,863,893	\$3,864,713	\$661,779	21%	3%	\$820	0%			
Total Assets	\$3,557,988	\$3,580,129	\$3,750,587	\$4,496,378	\$4,224,095	\$4,315,002	\$4,386,250	\$828,262	23%	4%	\$71,248	2%			
Financial Debts	\$943,386	\$902,847	\$868,540	\$1,279,998	\$797,956	\$766,364	\$736,265	-\$207,121	-22%	-4%	-\$30,099	-4%			
Non-Financial Debts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n.m.	n.m.	\$0	n.m.			
Total Debts	\$943,386	\$902,847	\$868,540	\$1,279,998	\$797,956	\$766,364	\$736,265	-\$207,121	-22%	-4%	-\$30,099	-4%			
Net Worth	\$2,614,602	\$2,677,281	\$2,882,046	\$3,216,379	\$3,426,139	\$3,548,638	\$3,649,985	\$1,035,382	40%	6%	\$101,346	3%			
Income Statement	Actual							2019 to 2025			2024 to 2025				
	2019	2020	2021	2022	2023	2024	2025	\$ Change	% Change	CAGR	\$ Change	% Change			
Income:															
Church Related - CR (a)	\$476,181	\$489,131	\$566,535	\$691,380	\$881,489	\$944,340	\$1,067,461	\$591,280	124%	14%	\$123,121	13%			
Non-Church Related (b)	\$237,096	\$22,423	\$118,732	\$206,848	\$122,082	\$74,660	\$41,536	-\$195,560	-82%	-25%	-\$33,124	-44%			
Total Income	\$713,277	\$511,555	\$685,267	\$898,228	\$1,003,571	\$1,019,001	\$1,108,997	\$395,720	55%	8%	\$89,996	9%			
Total Spending	\$457,872	\$448,875	\$480,502	\$563,895	\$793,811	\$896,502	\$1,007,651	\$549,779	120%	14%	\$111,149	12%			
Net Income / Loss	\$255,405	\$62,679	\$204,765	\$334,333	\$209,760	\$122,499	\$101,346	-\$154,058	-60%	n.m.	-\$21,153	-17%			
Ratio of Church Related Income CAGR to Expenses CAGR:											1x	2024 Comparison to Benchmark			
CR % of Total Spent.	104%	109%	118%	123%	111%	105%	106%					Benchmark	% of Benchmark	Difference	
												106%	100%	0 pps.	
Per Faithful and Members															
Church Related Income:															
Per Faithful	\$3,809	\$3,057	\$2,266	\$2,305	\$2,320	\$1,967	\$2,093	-\$1,716	-45%	-9%	\$2,256	87%	-\$288		
Per Member	\$3,401	\$2,038	\$1,954	\$2,095	\$2,094	\$1,852	\$1,969	-\$1,432	-42%	-9%	\$1,486	125%	\$366		
Total Spending:															
Per Faithful	\$3,663	\$2,805	\$1,922	\$1,880	\$2,089	\$1,868	\$1,976	-\$1,687	-46%	-10%	\$2,133	88%	-\$265		
Per Member	\$3,271	\$1,870	\$1,657	\$1,709	\$1,886	\$1,758	\$1,859	-\$1,411	-43%	-9%	\$1,405	125%	\$353		
Financial Assets:															
Per Faithful	\$2,840	\$2,126	\$1,528	\$2,289	\$1,010	\$940	\$1,023	-\$1,818	-64%	-16%	\$4,207	22%	-\$3,267		
Per Member	\$2,536	\$1,417	\$1,317	\$2,081	\$912	\$885	\$962	-\$1,574	-62%	-15%	\$2,771	32%	-\$1,886		
Number of Faithful	125	160	250	300	380	480	510	385	308%	26%	137	350%	343		
Number of Members	140	240	290	330	421	510	542	402	287%	25%	208	245%	302		
Capacity	299	299	299	299	299	299	299	0	0%	0%	198	151%	101		
Faithful % of Members	89%	67%	86%	91%	90%	94%	94%	94%	5 pps.	5%	1%	66%	143%	28 pps.	
Faithful % of Capacity	42%	54%	84%	100%	127%	161%	171%	129 pps.	308%	26%	69%	232%	91 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.