



St. Sarkis Armenian Apostolic Church (Douglaston, NY) - 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.

Preliminary Estimates

Preliminary Estimates	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.	\$1,660,000	\$1,660,000	n.a.	\$0		\$2,460,000	67%	-\$800,000
SROI (Social Return on Investment)	n.a.	n.a.	n.a.	n.a.	n.a.	2.4x	2.7x	n.a.	0.2x	n.m.	7.3x	33%	-4.9x
SROA (Social Return on Fin. Assets)	n.a.	n.a.	n.a.	n.a.	n.a.	0.8x	0.8x	n.a.	0.0x	n.m.	11.0x	7%	-10.2x

Balance Sheet	Actual						Budget	2019 to 2024			2024 to 2025 Budget	
	2019	2020	2021	2022	2023	2024	2025	\$ Change	% Change	CAGR	\$ Change	% Change
Financial Assets	\$473,604	\$543,577	\$856,543	\$1,450,543	\$1,823,119	\$2,045,605	\$2,045,605	\$1,572,001	332%	34%	\$0	0%
Non-Financial Assets	\$4,840,695	\$4,968,960	\$4,837,810	\$4,672,232	\$4,593,123	\$4,435,696	\$4,435,696	-\$404,999	-8%	-2%	\$0	0%
Total Assets	\$5,314,299	\$5,512,537	\$5,694,353	\$6,122,775	\$6,416,242	\$6,481,301	\$6,481,301	\$1,167,002	22%	4%	\$0	0%
Financial Debts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n.m.	n.m.	n.m.	n.m.
Non-Financial Debts	\$0	\$0	\$0	\$0	\$103,323	\$97,550	\$97,550	\$97,550	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	\$5,314,299	\$5,512,537	\$5,694,353	\$6,122,775	\$6,312,919	\$6,383,750	\$6,383,750	\$1,069,451	20%	4%	\$0	0%

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)	\$231,005	\$306,900	\$275,650	\$272,423	\$243,962	\$239,621	\$228,000	\$8,616	4%	1%	-\$11,621	-5%
Non-Church Related (b)	\$342,122	\$350,616	\$284,669	\$369,818	\$403,356	\$454,049	\$395,000	\$111,928	33%	6%	-\$59,049	-13%
Total Income	\$573,126	\$657,517	\$560,319	\$642,241	\$647,319	\$693,670	\$623,000	\$120,544	21%	4%	-\$70,670	-10%
Total Spending	\$599,947	\$621,061	\$530,489	\$652,983	\$705,245	\$678,797	\$623,000	\$78,849	13%	3%	-\$55,797	-8%
Net Income / Loss	-\$26,821	\$36,456	\$29,830	-\$10,742	-\$57,927	\$14,874	\$0	\$41,695	n.m.	n.m.	-\$14,874	n.m.

CR % of Total Income 40% 47% 49% 42% 38% 35% 37%

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.	\$2,887	\$2,747	n.a.	n.a.	n.a.
Per Member	\$872	\$1,158	\$1,306	\$1,285	\$968	\$962	\$916	\$91	10%	2%

Total Spending:

Per Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	\$8,178	\$7,506	n.a.	n.a.	n.a.
Per Member	\$2,264	\$2,344	\$2,514	\$3,080	\$2,799	\$2,726	\$2,502	\$462	20%	4%

Financial Assets:

Per Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	\$24,646	\$24,646	n.a.	n.a.	n.a.
Per Member	\$1,787	\$2,051	\$4,059	\$6,842	\$7,235	\$8,215	\$8,215	\$6,428	360%	36%

	n.a.	n.a.	n.a.	n.a.	n.a.	83	83	# Change	% Change	CAGR
Number of Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	83	83	n.a.	n.a.	n.a.
Number of Members	265	265	211	212	252	249	249	-16	-6%	-1%
Capacity	154	154	154	154	154	154	154	0	0%	0%
Faithful % of Members	n.a.	n.a.	n.a.	n.a.	n.a.	33%	33%	n.a.	n.a.	n.a.
Faithful % of Capacity	n.a.	n.a.	n.a.	n.a.	n.a.	54%	54%	n.a.	n.a.	n.a.

Comparison to Benchmark		
Benchmark	% of Benchmark	Difference
\$2,123	136%	\$764
\$1,286	75%	-\$324
\$2,738	299%	\$5,440
\$1,659	164%	\$1,067
\$1,810	1362%	\$22,836
\$1,097	749%	\$7,118
123	67%	-40
203	123%	46
190	81%	-36
61%	55%	-27 pps.
65%	83%	-11 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.