

St. Sarkis Armenian Apostolic Church (Douglaston, NY) Financial Overview - 5-Year Projections: 2026-2030

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 2025	Projection 2026	Projection 2027	Projection 2028	Projection 2029	Projection 2030	Projection 2026 to 2030	2025 to 2030		
								Change	% Change	CAGR
SROI (Social Return on Investment)	2.1x	2.4x	2.7x	3.0x	3.1x	3.4x		1.2x	56%	9%
SROA (Social Return on Fin. Assets)	0.7x	0.8x	0.8x	1.0x	1.0x	1.1x		0.4x	49%	8%
Social Value		\$1,920,000	\$2,200,000	\$2,500,000	\$2,700,000	\$3,000,000				
Khachkar Studios Funding		\$80,000	\$80,000	\$75,000	\$65,000	\$60,000	\$360,000			
Annual Increase in Faithful		13	14	15	10	15	67			
Annual Increase in Families (a)		4.0	4.3	4.6	3.1	4.6	20.6			
Cost Per Increase in Faithful		\$6,154	\$5,714	\$5,000	\$6,500	\$4,000	\$5,373			
Cost Per Increase in Families		\$20,000	\$18,571	\$16,250	\$21,125	\$13,000	\$17,463			
Social Value Increase	\$20,000	\$260,000	\$280,000	\$300,000	\$200,000	\$300,000	\$1,340,000			
Incremental SROI		3.3x	3.5x	4.0x	3.1x	5.0x	3.7x			
		1	2	3	4	5				
	Actual 2025	Projection 2026	Projection 2027	Projection 2028	Projection 2029	Projection 2030		2025 to 2030		
								\$ Change	% Change	CAGR
Balance Sheet										
Financial Assets	\$2,290,083	\$2,427,869	\$2,592,974	\$2,461,958	\$2,609,932	\$2,785,341		\$495,259	22%	4%
Non-Financial Assets	\$4,505,962	\$4,377,000	\$4,212,000	\$4,346,500	\$4,203,300	\$4,029,331		-\$476,631	-11%	-2%
Total Assets	\$6,796,044	\$6,804,869	\$6,804,974	\$6,808,458	\$6,813,232	\$6,814,672		\$18,628	0%	0%
Financial Debts	\$108,474	\$108,474	\$108,474	\$111,728	\$115,000	\$115,000		\$6,526	6%	1%
Non-Financial Debts (incl. BPR)	\$0	\$0	\$0	\$0	\$0	\$0		\$0	n.m.	n.m.
Total Debts (incl. BPR)	\$108,474	\$108,474	\$108,474	\$111,728	\$115,000	\$115,000		\$6,526	6%	1%
Net Worth	\$6,687,570	\$6,696,395	\$6,696,500	\$6,696,730	\$6,698,232	\$6,699,672		\$12,102	0%	0%
		1	2	3	4	5				
	Actual 2025	Projection 2026	Projection 2027	Projection 2028	Projection 2029	Projection 2030		2025 to 2030		
								\$ Change	% Change	CAGR
Income Statement										
Income:										
Church Related - CR (b)	\$527,748	\$238,500	\$245,655	\$252,025	\$259,251	\$270,000		-\$257,748	-49%	-13%
Khachkar Studios Related	\$59,000	\$80,000	\$80,000	\$75,000	\$65,000	\$60,000		\$1,000	2%	0%
Non-Church Related (c)	\$456,606	\$495,000	\$501,625	\$519,291	\$550,998	\$565,748		\$109,142	24%	4%
Total Income	\$1,043,354	\$813,500	\$827,280	\$846,316	\$875,249	\$895,748		-\$147,606	-14%	-3%
Operating Expenses + Depreciation+Scholarship	\$773,908	\$804,675	\$827,175	\$846,086	\$873,747	\$894,308		\$120,400	16%	3%
Building Preservation Reserve - BPR	\$0	\$0	\$0	\$0	\$0	\$0		\$0	n.m.	n.m.
Total Spending	\$773,908	\$804,675	\$827,175	\$846,086	\$873,747	\$894,308		\$120,400	16%	3%
Net Income / Loss	\$269,446	\$8,825	\$105	\$230	\$1,502	\$1,440		-\$268,006	n.m.	-65%
CR % of Total Spending	76%	40%	30%	30%	30%	30%				
								Ratio of Church Related Income CAGR to Expenses CAGR:		
										-4x
Per Faithful and Members										
Church Related Income:										
Per Faithful	\$7,069	\$3,318	\$2,233	\$2,016	\$1,920	\$1,800		-\$5,269	-75%	-24%
Per Member	\$2,356	\$1,225	\$927	\$933	\$943	\$964		-\$1,392	-59%	-16%
Total Spending:										
Per Faithful	\$9,324	\$8,382	\$7,520	\$6,769	\$6,472	\$5,962		-\$3,362	-36%	-9%
Per Member	\$3,108	\$3,095	\$3,121	\$3,134	\$3,177	\$3,194		\$86	3%	1%
Financial Assets:										
Per Faithful	\$27,591	\$25,290	\$23,572	\$19,696	\$19,333	\$18,569		-\$9,022	-33%	-8%
Per Member	\$9,197	\$9,338	\$9,785	\$9,118	\$9,491	\$9,948		\$751	8%	2%
Number of Faithful	83	96	110	125	135	150		67	81%	13%
Number of Members	249	260	265	270	275	280		31	12%	2%
Church Capacity	180	180	180	180	180	180		0	0%	0%
Faithful % of Members	33%	37%	42%	46%	49%	54%		20 pps.	61%	10%
Faithful % of Capacity	46%	53%	61%	69%	75%	83%		37 pps.	81%	13%
Church % of Benchmark:										
SROI (Social Return on Investment)	23%	25%	28%	32%	33%	36%				
Faithful % of Capacity	67%	77%	88%	100%	108%	120%				
Faithful % of Members	51%	56%	63%	70%	75%	81%				

Notes:
(a) Number of Families calculated with a ratio of 3.25 "Faithful" per family. "Faithful" include all ages that attend the sermon on Sunday. (b) Includes stewardship givings, donations, and sacraments. (c) Includes fundraising events, financial income, e.g. interest income and financial gains and losses, and rental income. (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 #6.