

Armenian Presbyterian Church (Paramus, NJ) - Financial Overview and SROI: 2020 to 2025 and 2025 to 2026 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.

SROI (Social Return on Investment) Social Value	Actual						Budget	Change		Incremental	2025 Comparison to Benchmark		
	2020	2021	2022	2023	2024	2025	2026	2020-2025	2025-2026	2026	Benchmark	% of Benchmark	Difference
	n.a.	n.a.	n.a.	n.a.	2.4x	2.6x	3.2x	n.a.	0.5x	n.m.	9.4x	28%	-6.8x
	n.a.	n.a.	n.a.	n.a.	\$1,120,000	\$1,280,000	\$1,600,000	n.a.	\$320,000		\$2,740,000	47%	-\$1,460,000

Balance Sheet	Actual						Budget	2020 to 2025			2025 to 2026 Budget	
	2020	2021	2022	2023	2024	2025	2026	\$ Change	% Change	CAGR	\$ Change	% Change
Financial Assets	\$2,696,014	\$3,393,277	\$2,576,374	\$3,277,329	\$3,817,036	\$4,225,677	\$4,436,961	\$1,529,663	57%	9%	\$211,284	5%
Non-Financial Assets	\$1,606,000	\$1,705,000	\$1,803,000	\$1,789,000	\$2,086,000	\$2,310,000	\$2,425,500	n.m.	n.m.	n.m.	\$115,500	5%
Total Assets	\$4,302,014	\$5,098,277	\$4,379,374	\$5,066,329	\$5,903,036	\$6,535,677	\$6,862,461	\$2,233,663	52%	9%	\$326,784	5%
Financial Debts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n.m.	n.m.	\$0	n.m.
Non-Financial Debts	\$15,250	\$14,772	\$18,102	\$18,583	\$18,583	\$19,524	\$20,284	\$4,273	n.m.	n.m.	\$761	n.m.
Total Debts	\$15,250	\$14,772	\$18,102	\$18,583	\$18,583	\$19,524	\$20,284	\$4,273	28%	5%	\$761	n.m.
Net Worth	\$4,286,764	\$5,083,504	\$4,361,272	\$5,047,746	\$5,884,453	\$6,516,153	\$6,842,176	\$2,229,390	52%	9%	\$326,023	5%

Income Statement	Actual						Budget	2020 to 2025			2025 to 2026 Budget	
	2020	2021	2022	2023	2024	2025	2026	\$ Change	% Change	CAGR	\$ Change	% Change
Income:												
Church Related - CR (a)	\$154,154	\$213,376	\$224,436	\$261,280	\$210,168	\$264,203	\$287,000	\$110,049	71%	11%	\$22,797	9%
Non-Church Related (b)	\$983,417	\$952,672	-\$494,119	\$889,763	\$1,091,108	\$855,586	\$546,133	-\$127,831	-13%	-3%	-\$309,453	-36%
Total Income	\$1,137,571	\$1,166,048	-\$269,683	\$1,151,043	\$1,301,276	\$1,119,789	\$833,133	-\$17,782	-2%	0%	-\$286,656	-26%
Total Spending	\$381,254	\$369,307	\$452,549	\$464,569	\$464,569	\$488,089	\$507,110	\$106,835	28%	5%	\$19,021	4%
Net Income / Loss	\$756,317	\$796,741	-\$722,232	\$686,474	\$836,707	\$631,700	\$326,023	-\$124,617	-16%	-4%	-\$305,677	-48%

Ratio of Church Related Income CAGR to Expenses CAGR:											2x
CR % of Total Spen.	40%	n.a.	50%	56%	45%	54%	57%				

Per Faithful and Members											2025 Comparison to Benchmark		
											Benchmark	% of Benchmark	Difference
											89%	61%	-35 pps.
Church Related Income:													
Per Faithful	n.a.	n.a.	n.a.	n.a.	\$3,753	\$4,128	\$3,588	n.a.	n.a.	n.a.	\$1,896	218%	\$2,233
Per Member	\$881	\$1,423	\$1,496	\$2,969	\$2,388	\$2,696	\$2,814	\$1,815	206%	25%	\$1,249	216%	\$1,447
Total Spending:													
Per Faithful	n.a.	n.a.	n.a.	n.a.	\$8,296	\$7,626	\$6,339	n.a.	n.a.	n.a.	\$2,133	358%	\$5,493
Per Member	\$2,179	\$2,462	\$3,017	\$5,279	\$5,279	\$4,981	\$4,972	\$2,802	129%	18%	\$1,405	355%	\$3,576
Financial Assets:													
Per Faithful	n.a.	n.a.	n.a.	n.a.	\$68,161	\$66,026	\$55,462	n.a.	n.a.	n.a.	\$4,207	1569%	\$61,819
Per Member	\$15,406	\$22,622	\$17,176	\$37,242	\$43,375	\$43,119	\$43,500	\$27,713	180%	23%	\$2,771	1556%	\$40,348
Number of Faithful	n.a.	n.a.	n.a.	n.a.	56	64	80	# Change	% Change	CAGR	137	47%	-73
Number of Members	175	150	150	88	88	98	102	-77	-44%	-11%	208	47%	-110
Capacity	133	133	133	133	133	133	133	0	0%	0%	198	67%	-65
Faithful % of Members	n.a.	n.a.	n.a.	n.a.	64%	65%	78%	n.a.	n.a.	n.a.	66%	99%	-1 pps.
Faithful % of Capacity	n.a.	n.a.	n.a.	n.a.	42%	48%	60%	n.a.	n.a.	n.a.	69%	70%	-21 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. 2026 Budget Investment Income was estimated by taking the average of the previous years. (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.