



KHACHKAR STUDIOS

— EMPOWERING GOOD NEWS —

Masterclass #3: Revitalizing Churches Worldwide

Case Study: Armenian Churches Joining the Movement



The shocking reality is a clarion call for **major changes** with management excellence built on the Biblical wisdoms.



The major changes have 4 goals and 7 steps with management excellence built on the Biblical wisdoms.



TRANSPARENCY • **A**CCOUNTABILITY • **P**ERFORMANCE





KHACHKAR STUDIOS

EMPOWERING GOOD NEWS



MASTERCLASS #3

Revitalizing Churches Worldwide

8 BIBLICAL WISDOMS



— WISDOM #1 – FAITHFUL STEWARD —

“Much will be required
of the person entrusted
with much.”

– LUKE 12:48



OUR FUTURE IS **IN OUR HANDS**.
TOGETHER, WE CAN REVITALIZE OUR CHURCHES.



TRANSPARENCY



ACCOUNTABILITY



PERFORMANCE





Part 1. The **shocking reality** is a clarion call for **major changes** with management excellence built on the Biblical wisdoms

1. **Attendance** Young Women Aged 18 to 29
2. K to 12 and Attendance Aged 18 to 29
3. Attendance total population in the U.S.
4. Attendance in Armenia
5. Why attendance is KPI #1
6. U.S. Armenian attendance non-transparency
7. Systemic Misconceptions in U.S. and Armenia
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2. Focus on Young Women Aged 18 to 29
3. Extraordinary Benefits
4. 8 Biblical Wisdoms
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6. Library of I-SROI memos
7. **4 Goals** and 4 Benchmarks
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9. Masterclass stipends
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11. Pilot Candidate Payments
12. T•A•P Scorecard
13. Leading Pilot Church **Benchmarks**
14. Weekly attendance counter app
15. Sunday invite videos
16. BFBF T-shirts
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MASTERCLASS #3
Revitalizing Churches Worldwide

8 BIBLICAL WISDOMS

— WISDOM #4 – JUST MEASUREMENTS —

“You shall have just
balances and just
weights.”

– LEVITICUS 19:35 – 36



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TRANSPARENCY



ACCOUNTABILITY



PERFORMANCE



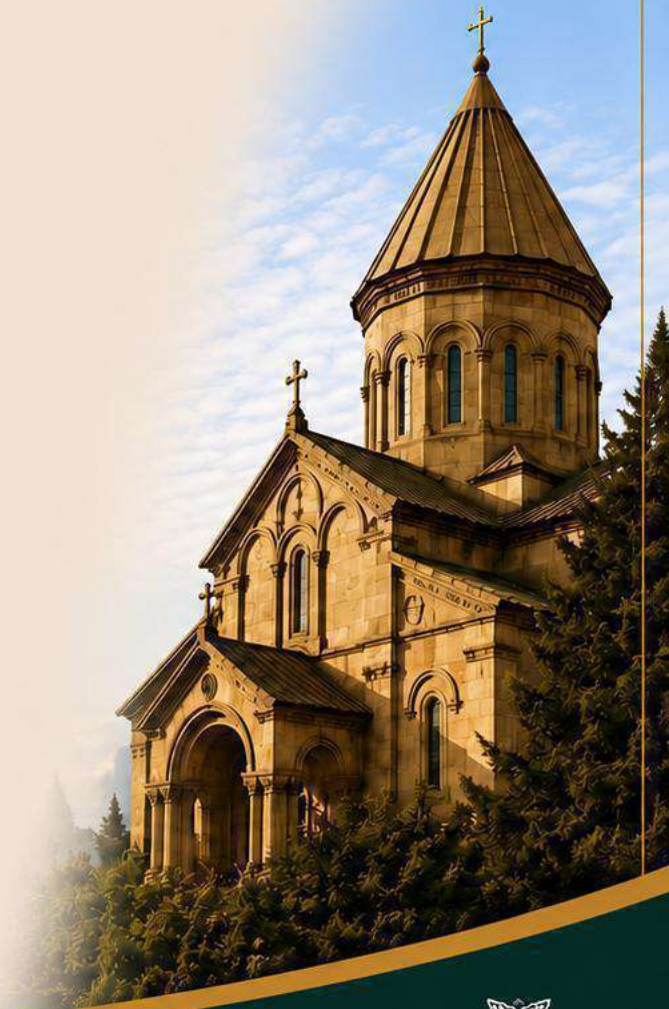


KHACHKAR STUDIOS

EMPOWERING GOOD NEWS

Part 1.

The **shocking reality** is a
clarion call for **major changes**
with management excellence
built on the Biblical wisdoms.

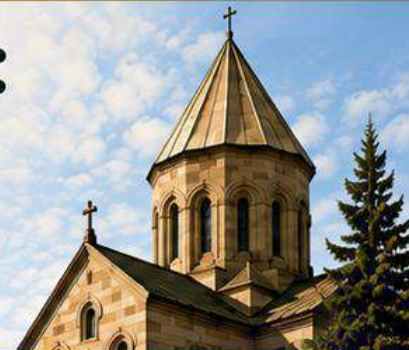


TRANSPARENCY • **A**CCOUNTABILITY • **P**ERFORMANCE





The **Two** Most Meaningful Numbers: U.S. Armenian Females Aged 18 to 29 Sunday Church Attendance



OUR MISSION

Empower Armenian Christian leaders, especially women aged 18 to 29, to transform our churches, strengthen our faith, and build a vibrant future rooted in Christ and our heritage.

U.S. ARMENIAN FEMALES AGED 18 TO 29:



7

PER 1,000

attend church on average non-holiday Sunday



993

PER 1,000

do NOT attend church on average non-holiday Sunday

U.S. TOTAL (18-29 FEMALES)

ATTEND

246

DO NOT ATTEND

34,181

BENCHMARK: U.S. CHRISTIAN GROUPS PER 1,000



PROTESTANTS

320

ATTEND



CATHOLICS

310

ATTEND



TOP QUARTILE
ORTHODOX CHRISTIAN

200

ATTEND



MEDIAN
ORTHODOX CHRISTIAN

150

ATTEND



BOTTOM QUARTILE
ORTHODOX CHRISTIAN

70

ATTEND



U.S. ARMENIANS RANK NEXT TO LAST PLACE,
22ND OF 23 AMONG U.S. ORTHODOX CHRISTIAN GROUPS.

“ There is nothing hidden
except to be manifest.
— Mark 4:22



Transparency



Accountability



Performance





KHACHKAR STUDIOS
EMPOWERING GOOD NEWS



MASTERCLASS #3
Revitalizing Churches Worldwide

8 BIBLICAL WISDOMS

— WISDOM #6 – ALL MUST BE OPEN —

“There is nothing
hidden except to be
made manifest.”

– MARK 4:22



OUR FUTURE IS **IN OUR HANDS**.
TOGETHER, WE CAN REVITALIZE OUR CHURCHES.



TRANSPARENCY



ACCOUNTABILITY



PERFORMANCE





U.S. Armenian Church Attendance: State Rankings

#	STATE	U.S. ARMENIAN "FAITHFUL" FEMALES AGED 18 TO 29: ATTEND CHURCH EVERY SUNDAY 	U.S. ARMENIAN FEMALES AGED 18 TO 29: DO NOT ATTEND CHURCH EVERY SUNDAY 	"FAITHFUL" FEMALES AGED 18 TO 29 AS % OF U.S. CENSUS POPULATION 	# OF "FAITHFUL" 	"FAITHFUL" AS % OF U.S. CENSUS POPULATION 	U.S. CENSUS POPULATION 
1	California	98	18,657	0.5%	5,147	2.1%	250,733
2	Massachusetts	29	2,108	1.4%	1,521	5.3%	28,569
3	New York	16	1,879	0.8%	826	3.3%	25,327
4	New Jersey	19	1,121	1.7%	1,010	6.6%	15,243
5	Florida	13	1,031	1.2%	667	4.8%	13,955
6	Michigan	9	925	1.0%	470	3.8%	12,488
7	Pennsylvania	9	635	1.0%	484	5.6%	8,629
8	Illinois	6	635	0.9%	300	3.5%	8,571
9	Texas	6	539	1.1%	308	4.2%	7,286
10	Nevada	3	503	0.7%	173	2.6%	6,774
11	Virginia	2	496	0.3%	87	1.3%	6,654
12	Washington	3	482	0.7%	177	2.7%	6,494
13	Rhode Island	5	480	1.1%	242	4.2%	5,806
14	Arizona	3	420	0.7%	157	2.8%	5,660
15	Connecticut	5	367	1.4%	271	5.4%	4,978
All other U.S. States		20	3,951	0.5%	1,055	2.0%	53,087
TOTAL		246	34,181	0.7%	12,894	2.8%	460,254

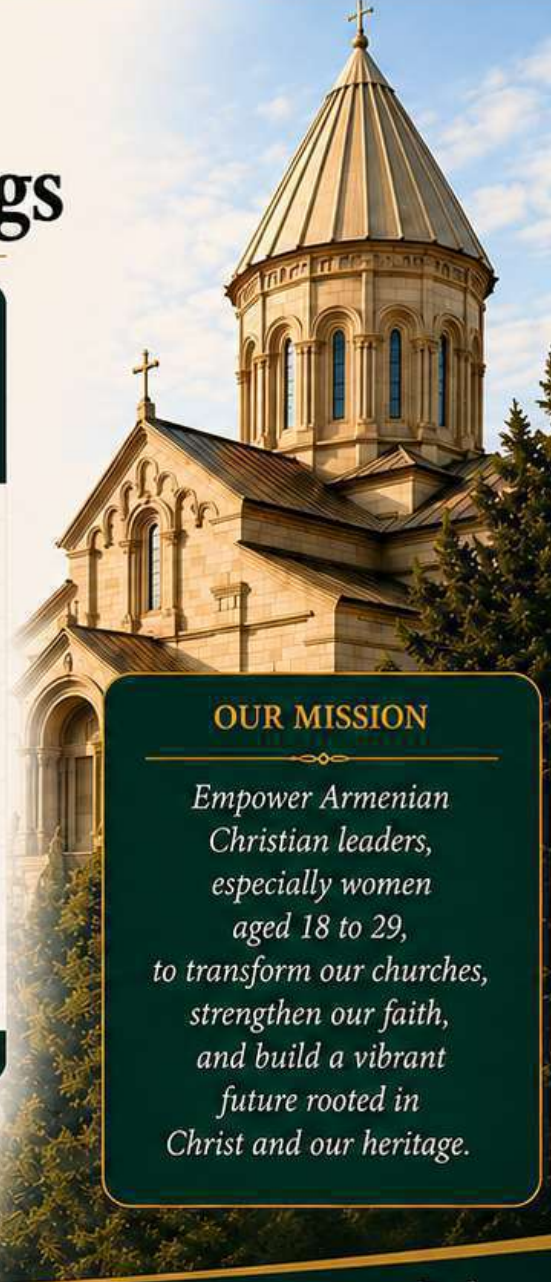


NOTES:

- 1) "Faithful" definition is the median number of attendees at non-holiday Sunday church. U.S. Armenian "Faithful" 2024: Source, JI-Analytics model of all 164 active parish Armenian churches in the U.S. is based on 243 on-site, in-person, and photo verified field research Sunday visits at 106 of the 164 churches (65%) in 25 U.S. states with 95% of the U.S. Armenian population. Numbers documented included attendance, ages, genders, and capacity.
- 2) 18-29 female figures are estimated, not directly observed: the U.S. national totals (246 18-29 female "Faithful" and 34,427 18-29 female U.S. Census population) are allocated to each state on the same proportionality as that state's share of the corresponding U.S. total.
- 3) U.S. supporting data from the United States Government Census Bureau: <https://www.census.gov>.

OUR MISSION

Empower Armenian
Christian leaders,
especially women
aged 18 to 29,
to transform our churches,
strengthen our faith,
and build a vibrant
future rooted in
Christ and our heritage.





Why **99.3% (34,181)** of U.S. Armenian Young Women Ages 18 to 29 Do Not Attend Armenian Church on Non-Holiday Sundays

The 12 Most Frequently Cited Reasons:

- 1 No one has ever asked me to attend with them.
- 2 I don't know anyone who goes.
- 3 I've never met or talked to the priest for more than a hello.
- 4 Reminds me of the worst of high school with cliques and gossip.
- 5 The church seems more focused on fun, entertaining events and asking for money.
- 6 No one from the church ever visited our college/university.
- 7 A condescending attitude and insularity make me feel unwelcome.
- 8 It feels like visiting a retirement community.
- 9 Focus of activities not Jesus or the Bible, and Bible classes deserve a D.
- 10 I go on Easter and Christmas and that's fine with everyone.
- 11 Unlike others, the time is very inconvenient.
- 12 Too many rumors of corruption and nepotism.





**KHACHKAR
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— EMPOWERING GOOD NEWS —

THE IMPORTANCE OF YOUNG WOMEN TO CHRISTIAN CHURCHES

Biblical Wisdom + Elder
Wisdom

Young women are not simply an audience to reach. In Scripture and in Christian wisdom, women are carriers of faith, witnesses to Christ, and builders of the Church.



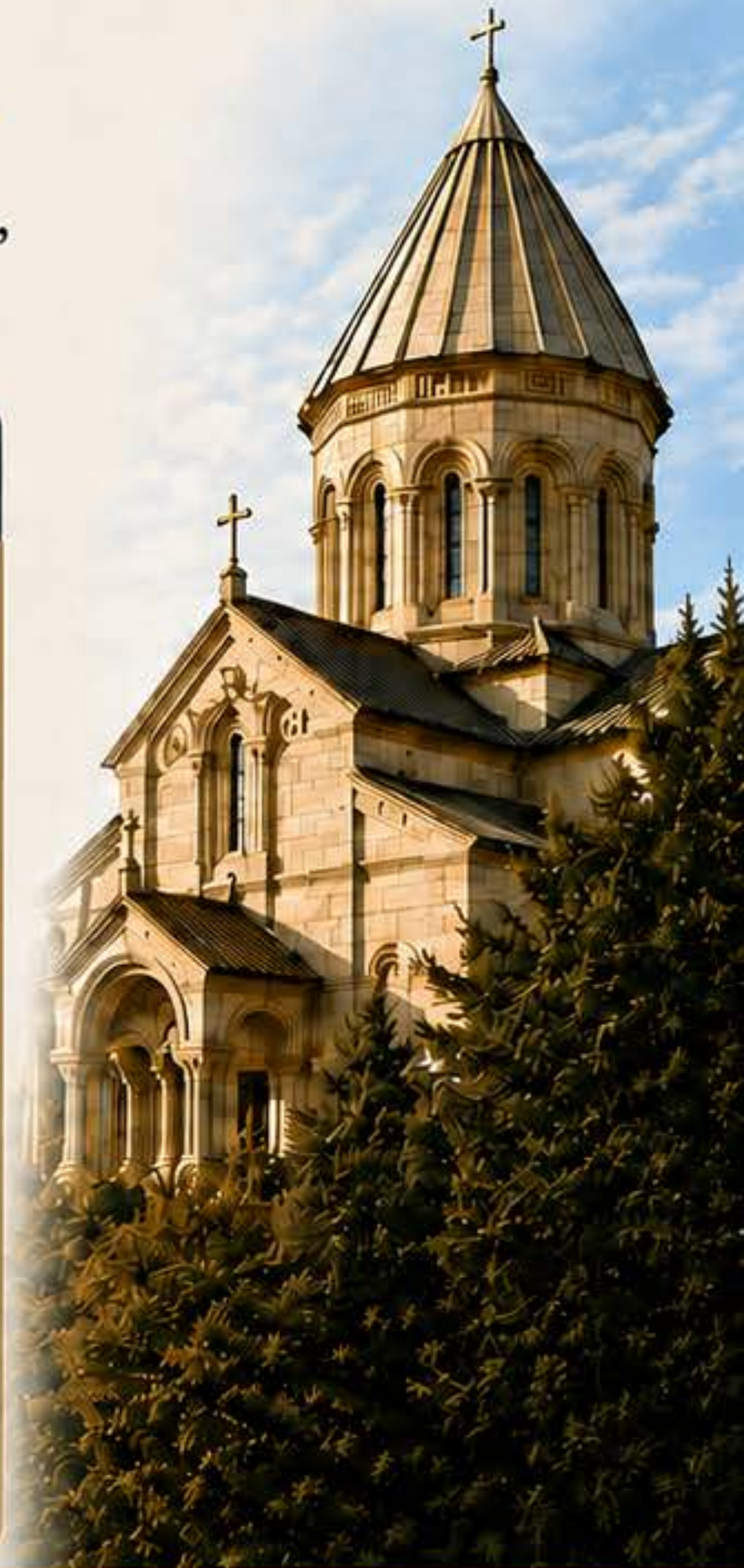
BIBLICAL WISDOM

- 1 Women sustained Jesus' ministry**
"Mary called Magdalene... Joanna... Susanna... ministered unto him of their substance."
Luke 8:2-3
- 2 A young church began in a woman's home**
"She besought us, saying... come into my house, and abide there."
Acts 16:14-15, Lydia
- 3 Faith was carried across generations**
"Faith... dwelt first in thy grandmother Lois, and thy mother Eunice."
2 Timothy 1:5



ELDER WISDOM

- 1 Pope Francis**
"Women... kept alive the flame of faith... and proclaimed the Resurrection."
Message to Women's Consultation Group, 2020
- 2 St. John Paul II**
"The Church gives thanks for all the manifestations of the feminine genius."
Mulieris Dignitatem, 1988
- 3 Billy Graham**
"Jesus honored women and made them an important part of His ministry."
Billy Graham Evangelistic Association



Transparency



Accountability



Performance





U.S. Armenians 18 to 29 Years of Age Sunday Attendance (KPI #2): A Small Fraction of U.S. Protestants and Catholics

#	Benchmark Groups	Total “Faithful” % of Total Group Population	18 to 29 years of age “Faithful” % of 18 to 29 years of age Group Population	18 to 29 years of age Female “Faithful” % of 18 to 29 years of age Female Group Population
1.	U.S. Protestant	30%	30%	32%
2.	U.S. Catholic	28%	29%	31%
3.	U.S. Armenian	2.8% 12,894	1.4% 985	0.7% 246
4.	Attendance Performance Gap Relative to U.S. Catholic & Protestant Benchmark	115,977	18,983	10,426

Notes:

- 1) “Faithful” definition is the median number of attendees at non-holiday Sunday church. U.S. Armenian “Faithful” 2024: Source, *J-Analytics* model of all 164 active parish Armenian churches in the U.S. is based on 243 on-site, in-person, and photo verified field research Sunday visits at 106 of the 164 churches (65%) in 25 U.S. states with 95% of the U.S. Armenian population. Numbers documented included attendance, ages, genders, and capacity.
2. U.S. Catholic numbers: Multiple sources, including primary sources sample of archdiocese reports, CARA at Georgetown University, Pew Research, Gallup, and University of Chicago cellphone study.
3. U.S. Protestant numbers: Multiple sources, including primary sources, Pew Research, Gallup, and University of Chicago cellphone study.





Religious School Enrollment and 18 to 29 Years of Age Sunday Attendance (KPI #2): California

1. California has 250,733 individuals identifying as of Armenian descent or 54% of the U.S. total, according to the 2020 U.S. Census.
2. The average of the peer religious groups for school enrollment (4 to 18 years old) is 13% of the population, and Sunday attendance (18 to 29 years old) is 25%, an increase of 100%.
3. The U.S. Armenian school enrollment (4 to 18 years old) is 11% of the population, and Sunday attendance (18 to 29 years old) is 1%, a decrease of 92%.
4. The U.S. Armenian school enrollment (4 to 18 years old) is 4,964, and Sunday attendance (18 to 29 years old) is 329, a decrease of 4,635 (93%).

Religious Group	School Enrollment Ages 4–18 (15 years)	Sunday Attendance Ages 18–29 (KPI #2) (12 years)	% Change	Percentage Points Change	# Individuals Change
Catholic ⁽¹⁾	18%	28%	57%	10pps	
Protestant ⁽²⁾	8%	23%	200%	15pps	
Average of Peer Religious Groups	13%	25%	100%	13pps	
Armenian % ⁽³⁾	11%	1%	-92%	-10pps	
Armenian Individuals ⁽³⁾	4,964	329	-93%		-4,635

Notes:

- 1) Estimates based on National Catholic Educational Association (NCEA) data on Catholic school enrollment penetration (~15–20%) and Pew Research Center survey data showing weekly Mass attendance in the U.S. West Coast averaging ~25–30%.
- 2) Derived from National Center for Education Statistics (NCES) and Association of Christian Schools International (ACSI) reports on Protestant school enrollment (~5–10%), and Pew Research Center data showing weekly Protestant service attendance in the West (~20–25%). Figures adjusted for California context.
- 3) 4,964 students in 13 accredited Armenian schools in California, of which 4 are pre-K to 12. Students numbers sourced from the schools' websites in 2024. Source: J-1 Analytics model of all 164 active parish Armenian churches in the U.S. is based on 243 on-site, in-person, and photo verified field research Sunday visits at 106 of the 164 churches (65%) in 25 U.S. states with 95% of the U.S. Armenian population. Numbers Numbers documented included attendance, ages, genders, and capacity.





3% of U.S. Armenians are "Faithful" – KPI #1

U.S. Armenian "Faithful" refers to the total number of individuals of all ages present in the sanctuaries of all 164 Armenian churches during sermons on non-holiday Sundays, based on on-site, in-person, and photo verified field research.

	Number of Armenian Churches in the U.S.	164
	Pew Seat Capacity (fire code)	23,964
	Number of Non-Holiday Sunday Attendees ("Faithful") - KPI #1	12,894
	Armenians per U.S. Census - 2020	460,254
	"Faithful" % of U.S. Census	2.8%
	Unofficial Estimate of Armenians in the U.S.	1,000,000
	"Faithful" % of Unofficial Estimate	1.3%

Notes:

- 1) "Faithful" definition is the median number of attendees at non-holiday Sunday church (KPI #1). U.S. Armenian "Faithful" 2024: Source, J-Analytics model of all 164 active parish Armenian churches in the U.S. is based on 243 on-site, in-person, and photo verified field research Sunday visits at 106 of the 164 churches (65%) in 25 U.S. states with 95% of the U.S. Armenian population. Numbers documented included attendance, ages, genders, and capacity. U.S. supporting data from the United States Government Census Bureau: <https://www.census.gov>.
- 2) Other "Faithful" comparable terms are "Regulars," four-or-more-times-per-month attendees, average attendance count, etc. Organizations that report this metric include, but are not limited to: the Association of Statisticians of American Religious Bodies (ASARB), the Census of Orthodox Christian Churches 2010 and 2020 (U.S. Religious Census), the Orthodox Statistics Institute, the Hartford Institute for Religious Research; the Pew Research Center; Gallup; the University of Chicago Pope Study of GPS cell phone data; the Limited States Conference of Catholic Bishops; the European Research Infrastructure Consortium; the Center for Applied Research in the Apostolate at Georgetown University (CARA); Fides Communications Today (FACT); and the Evangelical Council for Financial Accountability (ECFA).





U.S. and Republic of Armenia Non-Holiday Sunday Church Attendees - "Faithful": KPI #1 and KPI #2 U.S. Performance Improvement 5-Year Goals

1. Our priority for U.S. performance improvement goal is to increase by 100% to 25,788 the number of "Faithful" (KPI #1) from 2.8% to 5.6% of total U.S. Armenian population, which would still only move the U.S. Armenian Church attendance from the bottom decile to the bottom quartile among the 23 Benchmark Orthodox Christian Churches in the U.S.
2. Our priority for U.S. performance improvement goal is to increase the number of U.S. Armenian "Faithful" females aged 18 to 29 (within KPI #2) from 0.7% to 8.8% of their age group, which increases their percentage of total "Faithful" from the current 2% to the Republic of Armenia 20%.

Metric	United States of America (U.S.)		Republic of Armenia (ROA)		KPI #1 and KPI #2 U.S. Performance Improvement Goals
		Metric as a % of Relevant Denominator		Metric as a % of Relevant Denominator	
Armenian Total Population	460,254		3,076,200		
Number of Sunday sermon active Christian churches	164		160		
Total Legal Capacity	23,964		36,468		
Total "Faithful"	12,894		10,400		25,788
Total "Faithful" % of Total Population	2.8%		0.3%		5.6%
18 to 29 years of age Population	68,854	15%	400,000	13%	
18 to 29 years of age "Faithful"	985	8%	3,615	35%	
18 to 29 years of age "Faithful" % of 18 to 29 years of age Population	1.4%	51%	0.9%	267%	
18 to 29 years of age Female Population	34,427	7%	196,000	6%	
18 to 29 years of age Female "Faithful"	246	2%	2,080	20%	3,027
18 to 29 years of age Female "Faithful" % of 18 to 29 years of age Female Population	0.7%	26%	1.1%	314%	8.8%

Notes:

1. "Faithful" definition is the median number of attendees at non-holiday Sunday church. U.S. Armenian "Faithful" 2024: Source, JI-Analytics model of all 164 active parish Armenian churches in the U.S. is based on 243 on-site, in-person, and photo verified field research Sunday visits at 106 of the 164 churches (65%) in 25 U.S. states with 95% of the U.S. Armenian population. ROA "Faithful" 2026: Source, JI-Analytics model of all 160 active parish Armenian churches in ROA is based on 100 on-site, in-person, and photo verified field research Sunday visits at 100 of the 160 churches (63%). Numbers documented included attendance, ages, genders, and capacity.
2. U.S. supporting data from the United States Government Census Bureau: <https://www.census.gov>. Republic of Armenia population source is The Government of the Republic of Armenia: <https://www.gov.am/en/demographics/>





World-Class Sunday Attendance Importance and Transparency

Premier organizations that track Sunday weekly attendance:

Pew Research Center 

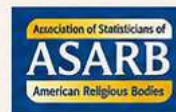
GALLUP®



US Religion Census



Faith
Communities
Today



Hartford
Institute



Orthodox
Studies Institute



UNITED STATES CONFERENCE OF
CATHOLIC BISHOPS

Why Sunday attendance is the first indicator of church performance?

1. "Sunday church attendance for Orthodox Christian leaders in America is the sun and the moon of why we exist; it's the starting point for every decision." – Leading Orthodox Advisor
2. "Regularly tracking worship attendance allows congregations to identify patterns of vitality, stability, or decline and to make informed decisions about leadership, ministry, and mission." – Hartford Institute for Religion Research
3. "Mass attendance is the central indicator of parish engagement and vitality, and tracking it over time allows church leaders to assess participation, plan pastoral responses, and evaluate the effectiveness of ministry." – Center for Applied Research in the Apostolate (CARA)
4. "Regular worship service attendance is the most common indicator of religious commitment." – Pew Research Center
5. "The singular focus on Sunday church attendance is like the famous Notre Dame football teaching: focus on What's Important Now – to WIN." – Highly respected U.S. Catholic leader, drawing on Lou Holtz's legendary performance mindset

World-class benchmark pilot churches that publish Sunday attendance with the mobile app

- St. Mary Orthodox Christian Church (Wichita, KS)
- St. Nicholas Greek Orthodox Church (Lexington, MA)
- Christ the Saviour Orthodox Church (Harrisburg, PA)
- Armenian Presbyterian Church (Paramus, NJ)
- St. Sarkis Armenian Apostolic Church (Charlotte, NC)
- Holy Cross Armenian Catholic Church (Belmont, MA)



Transparency



Accountability



Performance





TAKE A GUESS...

Who wrote this in a public letter?
And when was it written?

Was it Khachkar Studios in 2025 **or someone else?**

“For me personally, one measure of the effectiveness of this approach will be to witness a reversal in the numerical decline in church attendance, which we have seen across our Diocese.”





A Primate's Personal Measure of Effectiveness

“

For me personally, one measure of the effectiveness of this approach will be to witness **a reversal in the numerical decline in church attendance**, which we have seen across our Diocese.

”



Fr. Mesrop Parsamyan, Primate

Growing in Faith Together: Diocesan Plan 2023–2026

Introduction, page 2 • May 2023



Other Important Management Commitments in the Plan

- ★ Best practices—including ideas from outside the Armenian Church p. 10
- 👥 Training for parish leaders pp. 8, 11 and 14
- ⚙️ Responsible, effective and efficient management p. 15



https://armenianchurch.us/wp-content/uploads/2026/01/GIFT_DIOCESAN_PLAN.pdf



Transparency



Accountability



Performance





In May 2023, the Armenian Eastern Diocese Primate Identified Reversing Church Attendance Numerical Decline as One of His Personal Measures of Effectiveness

Eastern Diocese “Growing in Faith Together” Plan | May 2023

Before Khachkar Studios established an attendance baseline, Primate Mesrop Parsamyan published the Eastern Diocese’s *Growing in Faith Together* plan. In the concluding paragraph of his opening letter, he wrote:

“For me personally, **one measure of the effectiveness** of this approach will be to witness **a reversal in the numerical decline in church attendance**, which we have seen across our Diocese.”

Khachkar Studios subsequently established the first independently verified baseline of weekly attendance in the U.S. In 2024, the Khachkar Studios team conducted on-site, in-person, and photo-verified research across multiple non-holiday Sundays, including gender and age-bracket data.

Eastern Diocese (ED) churches weekly attendance:

4,659

ED churches 18–29 females weekly attendance:

89

All 164 Armenian churches in 25 U.S. states weekly attendance:

12,894

All 164 Armenian churches 18–29 females weekly attendance:

246

Sources: Eastern Diocese, *Growing in Faith Together* Diocesan Plan, May 2023; Khachkar Studios 2024 U.S. Armenian Church Attendance Research.

Links: stjohnarmenianchurch.org/wp-content/uploads/2023/03/GIFT_DIOCESAN_PLAN.pdf; stjohnarmenianchurch.org/growing-in-faith-together/





Select Best Practice and Management Objectives for Increasing Church Attendance from the Eastern Diocese “Growing in Faith Together” Plan

Original plan format retained | Mid-Year June 2026 Status column added

Plan wording, objective numbers, responsible parties, and timelines are kept close to the published format; the final columns added for review.

Objective	Action Description	Responsible	Timeline	Mid-Year June 2026 Status
3.1	Empower our parishes to reconnect with inactive parishioners.			
3.1.4	Evangelization Best practices, sometimes looking outside the Armenian Church	Committee for Evangelization Ministry	B. Spring 2023 C. Spring 2024	
3.1.5	“Greeting Ministry” best practices	Committee for Evangelization Ministry	B. Spring 2023 C. Spring 2024	
3.2.3	Training for evangelization with social media	Department of Communications	B. Summer 2024 C. Ongoing	
3.3.3	Social media platforms to publicize	Department of Communications	B. Spring 2023 C. Ongoing	
5.1	Nourishing, welcoming spirit with common responsibility and aspiration			
5.1.4	Training to promote a welcoming spirit	Diocesan Ministries	B. Spring 2024 C. Ongoing	
5.2	Effective and efficient management			
5.2.3	Create and distribute organizational chart	Vicar for the Administration	B. Spring 2023 C. Spring 2023	
5.2.4	Provide educational opportunities for staff, leaders, boards, and committees	Vicar for the Administration	B. Fall 2023 C. Ongoing	
5.2.5	Schedule and facilitate interactions with boards, councils, and committees	Vicar for the Administration	B. Fall 2023 C. Ongoing	

Source: Eastern Diocese, Growing in Faith Together Diocesan Plan, May 2023. June 2026 status column added by Khachkar Studios for review.





ZERO Transparency of Sunday Church Attendance “Faithful” in All Denominations of U.S. Armenian Church Leadership Organizations and Sampling of 40 U.S. Armenian Parish Churches Annual Reports, Publications, Articles, Newsletters, and Bulletins: 1957 to 2024 (68 years)

0 disclosure in 100 annual reports

0 disclosure in **3,000** publications

0 disclosure in **150,000** speeches and articles

0 disclosure in **40,000** newsletters and bulletins

0 disclosure anywhere of impact from investment of time or money

0 disclosure anywhere of **SROI (Social Return on Investment)**

U.S. Armenian Church Leadership Organizations include orthodox, catholic, and protestant religious administrations and affiliated philanthropic organizations, educational institutions, and financial entities.



Transparency



Accountability



Performance





Examples of Non-Financial People Related and Financial Numbers Disclosed in U.S. Armenian Church Reports and Magazines: 2012-2025

Non-Financial People Related	
#	Metric
1.	Number of Members
2.	Number of Stewards
3.	Number, Names and Amounts of Individual Donors
4.	Number of Mailing List Recipients
5.	Number of People at Christmas Dinner
6.	Number of People at the Christmas Bazaar
7.	Number of People at the Fundraising Events
8.	Number of People Participating in Church Trips
9.	Number of Students
10.	Number of Summer Campers
11.	Number of Volunteers
12.	Number of Baptisms
13.	Number of Weddings
14.	Number of Funerals
15.	Number of Patients Seen
16.	Number of New Applicants to InCare Program
17.	Number of Participants in Sporting Events
18.	Number of Individuals Receiving Scholarships
19.	Number of Meals Served
20.	Number of Knitted Hats and Blankets to Needy Infants and Children

Financial	
#	Metric
1.	Investment Income
2.	Rental Income
3.	Event Income
4.	Membership Income
5.	Stewardship Income
6.	Endowment Size
7.	Bequests
8.	Donations
9.	Revenues
10.	Spending
11.	Parish Assessments
12.	Net Assets
13.	Budget
14.	Restricted Assets
15.	Grants
16.	Scholarships
17.	Capital Commitments
18.	Net Income
19.	Contributions
20.	Cash





A Highly Destructive Massive Systemic Misconception Perpetuated by the Most Widely Cited U.S. Armenian Sampling Surveys and Leaders

1. The most widely cited and most recent U.S. Armenian sampling survey reports regular church attendance rates of 35% for the total population and 35% for the population up to 34 years of age, perpetuating a highly destructive massive systemic misconception.
2. Countless conversations with Armenian senior religious leaders who believe both that the non-holiday attendance is 30%+ of total population, and that the U.S. Census of 460,000 Armenians is **understated and the real number is 1,000,000+**.

#	Groups	% Weekly Attend Church (1)	Source or Sources	Date
1A.	U.S. Armenians - total population	35%	Armenian Diaspora Survey; Gulbenkian Foundation. Hratch Tchilingirian, Editor Pasadena [36%] and Boston [35%] Up to 34 y.o. Question 61, location adjusted.	2018
1B.	U.S. Armenians up to 34 years of age	35%	Survey size: 206 Armenians based in Boston and 151 Armenians based in Pasadena.	
2.	U.S. Armenians	27%	Melikian Center of Russian, Eurasian and East European Studies at Arizona State University. Survey size: 657 Southern California Armenians.	2011
3.	U.S. Armenians	28%	AGBU. Survey size: 294 Central California Armenians.	1998
U.S. Armenian Church Survey Average		30%		

Notes:

1) Weekly: A universally agreed upon definition of regularly attending church is 4 or more times a month. Khachkar Studios refers to those who attend regularly as the "Faithful".





The % of U.S. Armenians Weekly Attending Church Compared to Benchmarks

1. High-integrity verifiable evidence based on *Khachkar Studios* on-site field research indicates that only about 3% of U.S. Armenians regularly attend church – far below comparable benchmarks for U.S. Orthodox Christians, Catholics, and Protestants, which range from 30% to 15%.
2. In contrast, the most widely cited U.S. Armenian sampling surveys report regular church attendance rates of roughly 35-27%, overstating actual participation by nearly 10x and perpetuating a highly destructive massive systemic misconception.

High-Integrity Verifiable Evidence

#	Groups	% Weekly Attend Church ^①	Source or Sources	Date
1.	U.S. Protestants	30%	Multiple sources, including primary sources. Pew Research, Gallup, and University of Chicago cellphone study.	2019 - 2024
2.	U.S. Catholics	28%	Multiple sources, including primary sources: sample of archdiocese reports, CARA at Georgetown University, Pew Research, Gallup, and University of Chicago cellphone study.	2019 - 2024
3.	U.S. Orthodox Churches - Median	15%	Officially submitted numbers to Orthodox 2020 report. And U.S. 2020 Census.	2020
4.	U.S. Armenians	3%	JI-Analytics model of all 164 active parish Armenian churches in the U.S. is based on 243 on-site, in-person, and photo verified field research Sunday visits at 106 of the 164 churches (65%) in 25 U.S. states with 95% of the U.S. Armenian population.	2024

Notes:

1) **Weekly:** A universally agreed upon definition of regularly attending church is 4 or more times a month. *Khachkar Studios* refers to those who attend regularly as the “Faithful” or the NHBF.





Armenian Churches in the U.S. Rank "Next-to-Last" in Regular Church Attendance among the 23 Benchmark Orthodox Christian Churches in the U.S. in both 2020 and 2010

1. The 3% U.S. Armenians "Faithful" (KPI #1) is 12,894 "Faithful" at 164 Armenian churches with a denominator of the U.S. Census Armenian American population of 460,254. The 1% U.S. Armenian "Faithful" has a denominator of the credible and widely cited 1+ million Armenian Americans. In the Orthodox peers comparison below, the 2020 U.S. Arian Regular Attendees % has a numerator of 12,242 and a denominator of 103,189.
2. A highly destructive massive systemic misconception is that Armenian Americans have among the highest church attendance rate, which is perpetuated by multiple surveys that claim 35%, 27%, and 28% of U.S. Armenians attend church 4 or more times per month.
3. Over the past decade the number of "Faithful" has declined and the annual percentage increase in the number of Armenian in the U.S. census is now a fraction of overall U.S. population growth and was from 1980 to 2010 a multiple.

2020				
#	Church	Regular Attendees % of Top Performer	Percentile	Regular Attendees % of U.S. Census
1	Knanaya Churches in the USA	100%	TD	
2	Malankara Archdiocese of the Syrian Orthodox Church	85%	TD	
3	Malankara Orthodox Syrian Church	85%	TD	
4	Holy Orthodox Church in North America	79%	TQ	
5	American Carpatho-Russian Orthodox Diocese of the USA	72%	TQ	
6	Ethiopian Orthodox Church	65%	TQ	
7	Coptic Orthodox Church	62%	3Q	20%
8	Orthodox Church in America	62%	3Q	
9	Ukrainian Orthodox Church of the USA	59%	3Q	
10	Russian Orthodox Church Outside of Russia	59%	3Q	
11	Syriac Orthodox Church of Antioch	58%	3Q	
12	Church of the Genuine Orthodox Christians	57%	Median	15%
13	Antiochian Orthodox Christian Archdiocese of North America	55%	2Q	
14	Georgian Orthodox Church in North America	52%	2Q	
15	Romanian Orthodox Metropolia of the Americas	55%	2Q	
16	Eritrean Orthodox Church	43%	2Q	
17	Bulgarian Eastern Orthodox Diocese of the USA, Canada and Australia	37%	2Q	
18	Greek Orthodox Archdiocese of America	32%	BQ	7%
19	Albanian Orthodox Diocese	28%	BQ	
20	Patriarchal Parishes of Moscow Patriarchate	23%	BQ	
21	Serbian Orthodox Church in North, Central and South America	20%	BQ	
22	Armenian Apostolic Church (Diocese and Prelacy - East and West)	17%	BQ	3%
23	Macedonian Orthodox Diocese	9%	BD	

Top Decile (TD)	85%
Top Quartile (TQ)	65%
Median (MD)	57%
Bottom Quartile (BQ)	32%
Bottom Decile (BD)	18%

2010				
#	Church	Regular Attendees % of Top Performer	Percentile	
1	Holy Orthodox Church in North America	100%	TD	
2	Malankara Orthodox Syrian Church	69%	TQ	
3	Malankara Archdiocese of the Syrian Orthodox Church	69%	TQ	
4	Coptic Orthodox Church	66%	TQ	
5	American Coptic Pro-Russian Orthodox Diocese of the USA	60%	TQ	
6	Bulgarian Eastern Orthodox Diocese of the USA, Canada and Australia	52%	3Q	
7	Orthodox Church in America	52%	3Q	
8	Georgian Orthodox Church in North America	49%	3Q	
9	Antiochian Orthodox Christian Archdiocese of North America	47%	3Q	
10	Russian Orthodox Church Outside of Russia	42%	Median	
11	Ukrainian Orthodox Church of the USA	42%	Median	
12	Syriac Orthodox Church of Antioch	35%	2Q	
13	Albanian Orthodox Diocese	34%	2Q	
14	Serbian Orthodox Church in North, Central and South America	29%	2Q	
15	Greek Orthodox Archdiocese of America	29%	2Q	
16	Romanian Orthodox Metropolia of the Americas	24%	BQ	
17	Patriarchal Parishes of Moscow Patriarchate	21%	BQ	
18	Armenian Apostolic Church (Diocese and Prelacy - East and West)	16%	BQ	
19	Vicariate for the Palestinian/Jordanian Orthodox Christian Communities	16%	BD	
20	Macedonian Orthodox Diocese	14%	BD	

Top Decile (TD)	69%
Top Quartile (TQ)	58%
Median (MD)	41%
Bottom Quartile (BQ)	25%
Bottom Decile (BD)	16%

Notes:

- 1) Source: "US Religion Census 2020- A Decade of Dramatic Changes in American Orthodox Churches" by Alexei Krindatch (2020), corrected. ASA&R: Association of Statisticians of American Religious Bodies.
- 2) Due to unavailability of data, regular attendees in 2010 are sourced from: "Atlas of American Orthodox Christian Churches" by Alexei Krindatch (2011), corrected.





Pew Research Center Religious Surveys of 34 European Countries: 2017 – Republic of Armenia

#	Question	Percentage	Rank Among 34 European Countries
1.	Percentage of population who say they attend religious services at least monthly	34%	12 nd
2.	Percentage of population who is currently Christian	97%	3 rd
3.	Percentage of population who say it is very /somewhat important to be a Christian to truly share their national identity	82%	1 st
4.	Percentage of population who say government should support religious values and beliefs	59%	1 st
5.	Percentage of population who say religion is very important in their lives	53%	3 rd
6.	Percentage of population who say they pray daily	45%	2 nd

Notes:

- Source: Pew Research Center, Oct. 29, 2018, "Eastern and Western Europeans Differ on Importance of Religion, Views of Minorities, and Key Social Issues".
<https://www.pewresearch.org/religion/2018/10/29/eastern-and-western-europeans-differ-on-importance-of-religion-views-of-minorities-and-key-social-issues/>
 This analysis combines survey results from two previously published Pew Research Center reports on European attitudes: "Religious Belief and National Belonging in Central and Eastern Europe" and "Being Christian in Western Europe." Surveys in Central and Eastern European countries were conducted face to face from June 2015 to July 2016 in 16 languages, with a nationally representative sample of about 1,400 or more adults in each country. The surveys in Western Europe were conducted using landline and mobile telephone from April to August 2017 in 12 languages with a nationally representative sample size of about 1,500 or more adults in each country. Fieldwork dates in Armenia were between June 29 2015 and December 14 2025. Sample size was 1,523 with a margin of error of ± 3.4 points. Data collection method was PAPI (pen and paper interviews).





The Failing U.S. Armenian Christian Ecosystem: 12 Body Parts Currently Underperforming with Extraordinary Potential



- The U.S. Armenian Christians ecosystem is a textbook example of the **Dunning-Kruger "Peak of Mount Worst Practices"**, where a highly destructive massive systemic misconception – bottom decile performance masked as excellence – corrupts a system without transparency, without accountability, and without a world-class benchmarking and management excellence "Framework" to improve performance.
- Only **~3%** of U.S. Armenians – approximately 13,000 individuals – attend church on non-holidays (the "Faithful") – ranking them as a bottom decile performer among major religions and peer groups, and metastasizing underperformance across the entire ecosystem.
- A highly destructive massive systemic misconception – perpetuated by zero transparency – among U.S. Armenians is that non-holiday church attendance is **30%** or higher, not **3%** or less. Many falsely believe they are the best, when they are a bottom decile performer.





Within the U.S. Armenian Christian Ecosystem 12 Body Parts

How Pervasive is The Dunning-Kruger Stage #1
— The Peak of Mount “Worst Practices” —
with almost 100% Confidence and near 0% Competence ?



A pervasive and highly destructive form of **worst-practices** mismanagement, where leaders extol failure as a best practice for reasons including ignorance, laziness, and conflicting self-interest. (*)

“

To better understand the magnitude of cognitive dissonance, see Festinger, Leon. *A Theory of Cognitive Dissonance*. Stanford University Press, 1957.



(*) Totally confident they are best-in-class, when in fact they are bottom decile performers.

Example, a highly destructive massive systemic misconception that **30%** of U.S. Armenians regularly attend Sunday services, which is among the best, when in fact it is **1% to 3%** and one of the worst performers. See page 5 of MC #1.

**30%**

Believed regular Sunday attendance among the best

Actual: 1% – 3%**1% – 3%**

Actual regular Sunday attendance

One of the worst**100%**

Confidence in their misconception

Near 100%**0%**

Competence to recognize the reality

Near 0%

THE DUNNING-KRUGER EFFECT

People with low ability at a task overestimate their ability. They lack the skill to recognize their own deficiencies.



Notes:

(*) Definition adapted from Dunning & Kruger, 1999.

1) Numbers based on Catholic Leadership Institute (CLI) PewRI survey database

2023 of 53,000 responses of U.S. Catholic parishioners. See page 214 of Masterclass #1.

2) Findings based on 2016 – 2026 research by Khachkar Studios of almost 100 Armenian religious entities including at organization affiliations in the U.S. and worldwide.





KHACHKAR STUDIOS

EMPOWERING GOOD NEWS



MASTERCLASS #3

Revitalizing Churches Worldwide

World-Class Benchmarks in Biblically Inspired Transparency, Accountability, and Performance (T·A·P)



MINISTRY WATCH

Empowering Donors to
Christian Ministries



Greek Orthodox
Archdiocese of America



VOICE
OF THE *FAITHFUL*
Keep the Faith, Change the Church

Sample of 20 Orthodox
Parishes with Publicly
Available Annual
Financials or IRS Form
990 Filings



Evangelical Council for
Financial Accountability



**ORTHODOX
CHURCH in
AMERICA**

6 Khachkar Studios
Pilot Churches
with World-Class
Benchmark Financial
Disclosure



T

RANSPARENCY



A

CCOUNTABILITY



P

ERFORMANCE





KHACHKAR STUDIOS

— EMPOWERING GOOD NEWS —

Masterclass #3 – Revitalizing Churches Worldwide

Armenian Church Financial Transparency Performance Levels and Practices

Below findings based on 2024 - 2026 research by Khachkar Studios of almost 100 Armenian religious entities including all organization affiliations in the U.S. and worldwide.



#	NEGATIVE FINANCIAL TRANSPARENCY ✗ 30%	NO FINANCIAL TRANSPARENCY — 10%	LITTLE FINANCIAL TRANSPARENCY ! 55%	AVERAGE FINANCIAL TRANSPARENCY = N.A.	GOOD FINANCIAL TRANSPARENCY ✓ 5%	EXCELLENT FINANCIAL TRANSPARENCY ★ 0%
	WORST PRACTICE EXAMPLES				BEST PRACTICE EXAMPLES	
1.	Intentionally hide publicly available financial information	Qualitative comments with no numbers	Selective and biased info shared one time per year with members	N.A.	Educate community on the Extraordinary BENEFITS and Biblical Wisdoms	
2.	Distribute misleading financial information	—	Almost zero retention of financial info	—	Community encouraged to take Masterclass #1 and Masterclass #2 and take quizzes	
3.	Non-disclosed highly material financial transactions	—	Rampant errors	—	Prominently display and discuss on website insightful historical financial analysis	
4.	Missing funds	—	Defensive and/or inadequate reaction to questions	—	Prominently display and discuss on website actual performance to budget	
5.	Unable to reconcile financials	—	—	—	Prominently display and discuss on website benchmarks, goals, projections, and rationale	
6.	No independent professional review	—	—	—	Introduction of financial education to community	World-class video presentation and related materials on website AND community-wide education
7.	Falsely claim transparency when reality is the opposite	—	—	—	—	High retention financial education of church community leaders of all ages
8.	Highly defensive protecting non-transparency	—	—	—	—	Independent annual professional review disclosed on website
9.	Systemic financial mismanagement	—	—	—	—	Prominently display and discuss on website monthly summary financials
10.	Funds transferred to non-transparent entities	—	—	—	—	—



TRANSPARENCY



ACCOUNTABILITY



PERFORMANCE





Armenian Church Financial Transparency - Global Examples

 METRIC	UNITED KINGDOM  World-Class Benchmark	CANADA  World-Class Benchmark	SINGAPORE  World-Class Benchmark	VENEZUELA  Emerging	U.S.A.  Bottom Quartile	EUROPEAN UNION  Bottom Quartile	ARMENIA  Bottom Quartile
 # of Churches	4	20	1	1	164	77	160
 % with Public Financial Transparency	100%	100% ^{a)}	100%	100%	3%	0%	0%
 5 year financials - publicly disclosed	100%	100% ^{a)}	100%	n.a.	3%	0%	0%
 Revenues and Expenses - publicly disclosed	100%	100%	100%	100%	3%	0%	0%
 Balance Sheets - publicly disclosed	100%	100%	100%	100%	3%	0%	0%
 Independent Accounting Statement - publicly disclosed	75%	0%	0%	100%	0%	0%	0%
 Financial Analyses on Church Website	0%	0%	0%	100%	3%	0%	0%
	POUNDS	CANADIAN DOLLARS	SINGAPORE DOLLARS	TBD	USD	EUR	DRAM
 Total Spending	£430,653	\$8,244,501	S\$152,200	TBD	\$78,704,192	no transparency	no transparency
Total Spending per Church Average	£107,663	\$412,225	S\$152,200	TBD	\$479,904	no transparency	no transparency
Total Income	£543,494	\$8,722,191	S\$180,017	TBD	\$78,704,192	no transparency	no transparency
Total Income per Church Average	£135,874	\$436,110	S\$180,017	TBD	\$479,904	no transparency	no transparency
Total Financial Assets	£422,969	\$5,899,690	S\$119,600	TBD	\$375,573,612	no transparency	no transparency
Total Financial Assets per Church Average	£105,742	\$655,521	S\$119,600	TBD	\$2,290,083	no transparency	no transparency

Notes:

U.S.A. model estimate.

a) Starting as far back as 2003.





U.S. Catholic Churches vs. U.S. Armenian Churches: Financial Transparency



1

9% of the U.S. Catholic parishes show negative to little financial transparency, and 75% show good to excellent financial transparency.

2

95% of the U.S. Armenian parishes show negative to little financial transparency, and 5% show good to excellent financial transparency.

3

The 5-year goal for U.S. Armenian parishes is to increase the percentage of churches showing good to excellent financial transparency from 5% to 15%.

U.S. CATHOLIC PARISHES ⁽¹⁾

		 NEGATIVE	 NO	 LITTLE	 AVERAGE	 GOOD	 EXCELLENT	TOTAL
	# of Parishes	0	876	1,690	4,418	10,861	10,491	28,335
	% of Total	0%	3%	6%	16%	38%	37%	100%

U.S. ARMENIAN PARISHES ⁽²⁾

		 NEGATIVE	 NO	 LITTLE	 AVERAGE	 GOOD	 EXCELLENT	TOTAL
	# of Parishes	30	10	55	0	5	0	100
	% of Total	30%	10%	55%	0%	5%	0%	100%



NEGATIVE TO LITTLE

U.S. Catholic Parishes

9%

U.S. Armenian Parishes

95%



GOOD TO EXCELLENT

U.S. Catholic Parishes

75%

U.S. Armenian Parishes

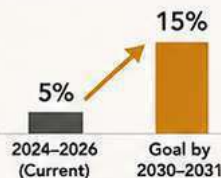
5%

GOAL

Increase U.S. Armenian Parishes
Good to Excellent from

5% → 15%

within 5 years



Notes:

1) Numbers based on a Catholic Leadership Institute (CLI) Portal survey database 2025 of 35,000 responses of U.S. Catholic parishioners. See page 24 of Masterclass #1.

2) Findings based on 2024 – 2026 research by Khachkar Studios of almost 100 Armenian religious entities including all organization affiliations in the U.S. and worldwide.



T

RANS PARENCY

A

CCOUNTABILITY

P

PERFORMANCE





U.S. Catholic Parish Financial Transparency is One of the Strongest Predictors of Whether Parishioners Recommend Their Parish

1. The relationship between parish financial transparency and parishioners strongly recommending the parish has a very high positive correlation of **0.94.**
2. Responses do not vary sufficiently by age, gender, household income, household contributions, or approach to financial giving.

		My Parish Provides Financial Transparency				
		1.	2.	3.	4.	5.
		No Financial Transparency	Little Financial Transparency	Average Financial Transparency	Good Financial Transparency	Excellent Financial Transparency
#	Recommend Parish to a Friend					
1.	Strongly Would Not Recommend	20%	2%	1%	0%	0%
2.	Would Not Recommend	9%	7%	4%	2%	0%
3.	Indifferent	16%	16%	14%	7%	2%
4.	Recommend	36%	33%	38%	38%	11%
5.	Strongly Recommend	20%	42%	44%	52%	87%

Notes:

- 1) Questions, responses and labelling based on Catholic Leadership Institute (CLI) Portal survey database 2025 of 35,000 responses of U.S. Catholic parishioners. Numbers may not total to 100% due to rounding. Vertical axis: I would recommend my parish to a friend by what level? Horizontal axis: My parish helps me connect with the local Catholic community by providing transparency information to me about the finances of the parish.





MC#3: BENCHMARKING ANALYSIS

U.S. RELIGIOUS INSTITUTION MANAGEMENT EXCELLENCE BENCHMARK (2024–2025)

MEASURING PRACTICAL CHURCH MANAGEMENT CAPABILITY THAT DRIVES PARISH IMPACT



TRANSPARENCY • ACCOUNTABILITY • PERFORMANCE

BENCHMARK CRITERIA (100 POINTS TOTAL) Benchmark Period: Jan 1, 2024 – Dec 31, 2025	MAX POINTS	CHABAD- LUBAVITCH (Shluchim Network)	ORTHODOX MINISTRY SERVICES (OMS)	CLI ⁺ CATHOLIC LEADERSHIP INSTITUTE (CLI)	ECFA (Evangelical Council for Financial Accountability)	ST. NERSESS SEMINARY*
1. Dedicated Management Organization (20 points)	20	20	20	20	20	1 Some management initiatives offered, but no dedicated management organization or infrastructure.
2. Comprehensive Management Curriculum (20 points)	20	18	18	18	16	1 One management course (Essentials of Church Management). Curriculum is limited in scope and depth.
3. Ongoing Annual Practical Training (15 points)	15	15	15	14	12	1 Limited frequency and reach. No ongoing annual program for parishes documented.
4. Leadership Coaching & Mentoring (15 points)	15	14	13	13	10	1 No formal coaching or mentoring program for clergy/lay leaders identified.
5. Governance & Financial Stewardship (10 points)	10	9	9	8	10	0 No structured governance or financial stewardship training program identified.
6. Best-Practice Sharing Network (10 points)	10	10	9	8	8	0 No formal network to share best practices among parishes.
7. Public Performance Measurement & Continuous Improvement (10 points)	10	8	3	1	3	0 No public evidence of measuring program impact on attendance, stewardship, engagement, or other parish outcomes.
TOTAL (OUT OF 100)	100	94 (9.4 / 10)	87 (8.7 / 10)	82 (8.2 / 10)	79 (7.9 / 10)	4 (0.4 / 10)
MANAGEMENT EXCELLENCE BENCHMARK SCORE (OUT OF 10)		9.4	8.7	8.2	7.9	1.0 BEST POSSIBLE = 10.0

KEY TAKEAWAYS

- ✓ Leading organizations invest heavily and consistently in management training, leadership development, and best-practice support.
- ✓ St. Nersess Seminary* offers only limited management-focused education and has minimal systems in place for broader parish support.
- ✓ We found no public evidence that St. Nersess measures the impact of its programs on parish performance.
- ✓ This benchmark establishes a clear baseline to measure future improvement and impact.

BENCHMARK SCALE (OUT OF 10)

★★★★☆	9.0 – 10.0	World-Class
★★★★☆	7.5 – 8.9	Very Strong
★★★☆☆	5.0 – 7.4	Moderate
★★☆☆☆	2.0 – 4.9	Limited
★☆☆☆☆	0 – 1.9	Minimal / None

NOTES ON ST. NERSESS SEMINARY*

- One management course offered: Essentials of Church Management.
- Limited additional offerings identified in 2024–2025.
- Lilly Endowment–supported preaching initiative is focused on homiletics and is not management-training-focused.
- We found no public evidence of measuring outcomes such as attendance change, engagement, stewardship, satisfaction, or other parish metrics.

CURRENT MANAGEMENT EXCELLENCE BENCHMARK:

1.0 / 10

ABOUT THE BENCHMARK



Focus: Practical church management capability that strengthens local parishes.



Basis: Publicly available information, websites, published programs, and reports (2024–2025).



Purpose: Establish a baseline, drive improvement, and increase Kingdom impact.





BENCHMARK: ACTIVITY-BASED vs. PERFORMANCE-BASED MINISTRY

The difference between doing programs and changing lives.

TRADITIONAL PROGRAM DESIGN

(Measures Activities)

EXAMPLE: LILLY ENDOWMENT
COMPELLING PREACHING INITIATIVE



Workshops



Webinars



Retreats



Peer Learning



Resource Libraries



Guest Speakers



Collaboration Initiatives



MEASURES ACTIVITIES

Focus on what we do.

FROM GOOD INTENTIONS
TO MEASURABLE IMPACT

KHACHKAR STUDIOS T·A·P DESIGN

(Measures Outcomes)



Baseline KPIs (Attendance & Engagement)



Annual Performance Targets



Weekly KPI Measurement



Transparent Public Reporting



Continuous Improvement



I-SROI / ROI Evaluation



Evidence-Based Management



MEASURES OUTCOMES

Focus on the difference we make.

“ Good management does not ask,
“What activities did we provide?”
It asks, ‘What *measurable difference* did we make?’ ”



PETER DRUCKER

“What gets
measured gets managed.”





ESTIMATED HOURS WORKED BY U.S. JUDEO-CHRISTIAN LOCAL LEADERSHIP

Excludes hours spent on entertainment, recreational, secular education, or political endeavors

RELIGIOUS ORGANIZATION	MEDIAN WEEKLY HOURS WORKED
 Armenian Parishes	15 to 20
 Catholics	50 to 60
 Protestants	50 to 60
 Top Quartile Orthodox <i>(non-Armenian)</i>	60 to 65
 Median Orthodox <i>(non-Armenian)</i>	45 to 50
 Bottom Quartile Orthodox <i>(non-Armenian)</i>	30 to 35
 Chabad-Lubavitch	70 to 90



Notes: Working estimates based on sampling of community not leadership feedback.
As of July 2026.





U.S. Judeo-Christian Off-Site Visits and Training Benchmark Comparison

Benchmarking leadership practices that encourage participation in weekly worship.

 RELIGIOUS ORGANIZATION	 BENCHMARK TYPE	 # OF WEEKLY OFF-SITE VISITS		 ANNUAL HOURS OF OFF-SITE VISIT TRAINING	
		by Religious Leaders	by Lay Leaders	by Religious Leaders	by Lay Leaders
 Armenian 164 Parishes	Current	1	0	0	0
 Catholics	Top Quartile	10	4	40	40
 Protestants	Median	3	3	12	12
 Top Quartile Orthodox (non-Armenian)	Top Quartile	8	8	0	0
 Median Orthodox (non-Armenian)	Median	6	6	0	0
 Bottom Quartile Orthodox (non-Armenian)	Bottom Quartile	4	4	0	0
 Chabad-Lubavitch	World-Class Benchmark	12	5	20	20



Notes: Off-site visits include face-to-face visits whose primary purpose is to encourage participation in weekly worship. Social visits, food bank visits, and other charitable service activities are excluded. Working estimates as of July 2026.

These numbers are illustrative for the first year.
The overall goal of the program is to **double the "Faithful" in 5 years.**





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MASTERCLASS #3

Revitalizing Churches Worldwide

KS Pilots Outreach Visits

Khachkar Studios Pilot Candidates - Weekly Growth Off-Site Outreach Visits:

As of 1 August 2026

			26 July 2026 - 1 August 2026			2026 Year to Date		
#	Pilot Candidate	Location	# of Visits	# of Individuals	Avg. Individuals per Visit	# of Visits	# of Individuals	Avg. Individuals per Visit
1	Chabad A	U.S.A	8	12	2	68	102	2
2	Chabad B	Europe	4	9	2	54	123	2
3	Chabad C	U.S.A	12	14	1	44	86	2
4	St. Mary Orthodox Christian Church	Wichita, KS	14	19	1	22	31	1
5	Armenia Lacrosse Ministries	Longboat Key, FL	12	12	1	12	12	1



TRANSPARENCY • **A**CCOUNTABILITY • **P**ERFORMANCE





Boston Region Armenian Churches: Weekday Hours Open



1 Benchmarking indicates Armenian Boston-region church daily accessibility hours are currently **46%** of comparable Catholic regional church levels.



2 Within the Armenian Boston region, one church currently maintains zero daily open hours; the regional Armenian average is approximately **five hours** daily.

AVERAGE HOURS OPEN

5

HOURS PER WEEKDAY

#	Church	Address	Phone	Open/Closed on weekdays	Appr weekday hours	Hours Open	URL to Schedule
1	St. Stephen's Armenian Apostolic Church (Watertown)	1 Artsakh Street, Watertown, MA 02472	617-924-7562	Open	9am - 3pm	6	https://soorpstepanos.org/contact/
2	Holy Trinity Armenian Apostolic Church (Cambridge)	45 Brattle Street, Cambridge MA 02138	617-354-0632	Open	9am - 4pm	7	https://htaac.org/
3	Holy Archangels Armenian Church (Haverhill)	1280 Boston Road, Haverhill, MA 01835	978-372-9227	Open	9am-2pm	5	https://www.hyepointearmenianchurch.org/
4	Armenian Church of the Holy Translators (Framingham / MetroWest)	38 Franklin Street, Framingham, MA 01702	508-875-0868	Open	9am-3pm	6	https://holytranslators.org/
5	St. James Armenian Church (Watertown)	465 Mt. Auburn St., Watertown, MA 02472	617-923-8860	Open	9am-5pm	8	https://stjameswatertown.org/visit-st-james/
6	St. Gregory Armenian Apostolic Church (North Andover)	158 Main Street, North Andover, MA 01845	978-685-5038	Open	9am-5pm	5	https://www.saintgregory.org/church-hours.html
7	St. Sahag & St. Mesrob Armenian Church (Providence, RI)	70 Jefferson St., Providence, RI 02908	401-272-7712	Open	9.30am-1.30pm	4	—
8	St. Leon Armenian Church (Fair Lawn / Boston-area diaspora community visitors)	12-61 Saddle River Rd #369, Fair Lawn, NJ 07410	201-791-2862	Open	9am-3pm	6	—
9	Armenian Memorial Church (Watertown)	32 Bigelow Ave., Watertown MA 02472	617-923-0498 or 617-923-2981	Open	9am-2pm	5	—
10	Holy Cross Armenian Catholic Church (Belmont)	200 Lexington Street, Belmont, MA 02478	617-489-2280	Closed	None	0	https://discovermass.com/church/holy-cross-armenian-catholic-church-belmont-ma/





Boston Region Catholic Churches: Weekday Hours Open



AVERAGE HOURS OPEN
ex HCACC

11
HOURS

#	CHURCH	ADDRESS	PHONE	OPEN/CLOSED ON WEEKDAYS	APPROXIMATE WEEKDAY HOURS	HOURS OPEN	URL TO SCHEDULE
1	Cathedral of the Holy Cross	75 Union Park Street, Boston, MA 02118	617-542-5682	Open	6am – 9pm	18	https://bostoncathedral.com/mass-times
2	Basilica of Our Lady of Perpetual Help	1545 Tremont Street, Boston, MA 02120	617-445-2600	Open	6am – 7pm	13	https://www.bostonbasilica.com/weeklybulletins
3	St. Anthony Shrine	100 Arch Street, Boston, MA 02110	617-542-6440	Open	5:30am – 5pm	11.5	https://stanthonyshrine.org/mass-confession
4	St. Clement Eucharistic Shrine	1105 Boylston Street, Boston, MA 02215	613 266-5999 ext. 130	Open	6:30am – 7pm	12.5	https://www.clems.org/st-clement-shrine-schedule
5	Shrine of Our Lady of Good Voyage	51 Seaport Blvd, Boston, MA 02210	339-201-1184	Open	10am – 6pm	8	https://seaportshrine.org/holy-lady-of-good-voyage-schedule
6	St. Leonard Church	320 Hanover Street, Boston, MA 02113	617-523-2110	Open	7am – 7pm	12	https://stleonards.bartlettstreet.org/mass-schedule-times
7	St. Cecilia Roman Catholic Church	18 Belvidere Street, Boston, MA 02115	617-536-4548	Open	8am – 5pm	9	https://www.stceciliaboston.org/mass-information/
8	St. Joseph Catholic Church	68 William Cardinal O'Connell Way, Boston, MA 02114	617-523-4342	Open	6am – 6pm	12	https://www.stjosephboston.org/mass-schedule
9	St. Columbkille Parish	321 Market Street, Brighton, MA 02135	617-782-5774	Open	7am – 12pm	5	https://www.brightoncatholic.org/mass-times
10	St. Anthony of Padua Church	12 Peverell Way, Somerville, MA 02143	617-625-4530	Open	9am – 5:30pm	8.5	https://www.saintanthonysomerville.com/mass-times
11	Holy Cross Armenian Catholic Church (HCACC)	200 Lexington Street, Belmont, MA 02478	617-489-2280	Closed	None	0	https://discovermass.com/church/holy-cross-armenian-catholic-church-belmont-ma/



Holy Cross Armenian Catholic Church in Belmont is closed on weekdays and has zero hours open.



TRANSparency

Accountability

Performance



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EMPOWERING GOOD NEWS

Boston Area Sunday Afternoon and Evening Church Services Times -- In Addition to Morning Services

The highest Sunday church attendance among 18 to 29 is the Sunday late afternoon and early evening

Boston Catholic churches / shrines

#	Church	Location	Sunday Afternoon / Evening Mass Time
1	Cathedral of the Holy Cross	75 Union Park Street, Boston, MA 02118	5:30 pm
2	Basilica of Our Lady of Perpetual Help	1545 Tremont Street, Boston, MA 02120	5:00 pm
3	St. Anthony Shrine	100 Arch Street, Boston MA 02110	4:00 pm
4	St. Clement Eucharistic Shrine	1105 Boylston Street, Boston, MA 02215	8:00 pm
5	Shrine of Our Lady of Good Voyage	51 Seaport Blvd, Boston, MA 02210	7:00 pm
6	St. Leonard Church	320 Hanover Street, Boston, MA 02113	5:00 pm
7	St. Cecilia Roman Catholic Church	18 Belvidere Street, Boston, MA 02115	Assessing
8	St. Joseph Catholic Church (Boston)	68 William Cardinal O'Connell Way, 02114	4:00 pm
9	St. Columbkille Parish	321 Market Street, Brighton, MA 02135	5:00 pm
10	St. Anthony of Padua Church	12 Properzi Way, Somerville, MA 02143	4:00 pm
11	Holy Cross Armenian Catholic Church (HCACC)	200 Lexington Street, Belmont, MA 02478	None

Boston-area Armenian churches

#	Church	Location	Sunday Afternoon / Evening Mass Time
1	St. Stephen's Armenian Apostolic Church	1 Artsakh Street, Watertown, MA 02472	None
2	Holy Trinity Armenian Apostolic Church (Cambridge)	45 Brattle Street, Cambridge MA 02138	None
3	Holy Archangels Armenian Church (Haverhill)	1280 Boston Road, Haverhill, MA 01835	None
4	Armenian Church of the Holy Translators (Framingham)	38 Franklin Street, MA 01702	None
5	St. James Armenian Church (Watertown)	465 Mt. Auburn St., Watertown, MA 02472	None
6	St. Gregory Armenian Apostolic Church (North Andover)	158 Main Street, North Andover, MA 01845	None
7	St. Sahag & St. Mesrob Armenian Church (Providence)	70 Jefferson St., Providence, RI 02908	None
8	St. Leon Armenian Church (Fair Lawn)	12-61 Saddle River Rd #369, NJ 07410	None
9	Armenian Memorial Church (Watertown)	32 Bigelow Ave., Watertown MA 02472	None
10	Holy Cross Armenian Catholic Church (Belmont)	200 Lexington Street, Belmont, MA 02478	None

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Revitalizing Churches Worldwide

DIGITAL OUTREACH

PERCENTAGE OF U.S. PARISHES USING
POPULAR DIGITAL SOCIAL MEDIA PLATFORMS



U.S. ARMENIAN PARISHES COMPARED TO U.S. CHRISTIAN BENCHMARKS

DENOMINATION / GROUP	YOUNG ADULT LEADERS NETWORK (WhatsApp / GroupMe)	 TikTok	 Instagram	 YouTube	 Facebook	 X (Twitter)	 Telegram	 Website ⁽¹⁾ Active
Armenians: 164 Parishes	<5%	1%	43%	45%	85%	9%	1%	32%
Protestants	60–80%	28%	76%	81%	88%	22%	6%	94%
Catholics	25–40%	18%	72%	79%	91%	18%	4%	96%
Top Quartile Orthodox (non-Armenian)	30–50%	16%	69%	74%	90%	16%	5%	94%
Median Orthodox (non-Armenian)	10–20%	7%	49%	55%	87%	11%	3%	84%
Bottom Quartile Orthodox (non-Armenian)	5–10%	2%	27%	34%	79%	5%	1%	62%
Chabad-Lubavitch	85–95%	18%	72%	79%	88%	18%	4%	94%
Median Benchmark Comparison	10–20%	18%	72%	79%	88%	18%	4%	94%

NOTES: (1) Non-Armenian figures are preliminary working estimates pending verification. (2) Website updated in past 10 days.



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DIGITAL OUTREACH BENCHMARKS

Mission: Reach 35,000 U.S. Armenian Women Ages 18–29



35,000

TARGET AUDIENCE

U.S. Armenian Women
Ages 18–29



246

ATTEND

Church Every Sunday

7 PER 1,000



34,181

DO NOT ATTEND

Church Every Sunday

993 PER 1,000



OUR MISSION

To inspire U.S. Armenian
Christian women ages 18–29
to deepen their faith,
strengthen our churches,
and transform our faith,
our families, our communities,
and our heritage.



HOW WE COMPARE: U.S. CHRISTIAN GROUPS PER 1,000 PEOPLE



PROTESTANT
CHURCHES

300

ATTEND



CATHOLIC
CHURCHES

280

ATTEND



ORTHODOX
CHURCHES

200

ATTEND



U.S. ARMENIANS
CHURCH WEEKLY

70

ATTEND



U.S. Armenians
rank **22nd** of 23
Christian groups.

(Pew Research 2020)



FOLLOWERS / SUBSCRIBERS

PLATFORM	% OF DIGITAL AUDIENCE (ESTIMATE)	LEADING PARISH (TOP 10%)	TYPICAL PARISH (MEDIAN)	EMERGING PARISH (BOTTOM 25%)
TikTok – Followers	25%	1,250	625	250
Instagram – Followers	23%	1,150	575	225
YouTube – Subscribers	18%	900	450	175
Facebook – Followers	17%	850	425	175
Telegram – Subscribers	7%	350	175	75
X – Followers	10%	500	250	100
TOTAL	100%	5,000	2,500	1,000



WEEKLY VIEWS

PLATFORM	% OF DIGITAL AUDIENCE (ESTIMATE)	LEADING PARISH (TOP 10%)	TYPICAL PARISH (MEDIAN)	EMERGING PARISH (BOTTOM 25%)
TikTok – Weekly Views	35%	5,250	2,625	1,050
Instagram – Weekly Views	25%	3,750	1,875	750
YouTube – Weekly Views	18%	2,700	1,350	540
Facebook – Weekly Views	12%	1,800	900	360
Telegram – Weekly Views	6%	900	450	180
X – Weekly Views	4%	600	300	120
TOTAL	100%	15,000	7,500	3,000



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Revitalizing Churches Worldwide

DIGITAL OUTREACH BEST PRACTICES

Mission: Reach 35,000 U.S. Armenian Women Ages 18-29

Benchmark Church: Top Decile U.S. Armenian Parish



PLATFORM	TikTok	Instagram	YouTube	Facebook	X (Twitter)	Telegram	Website
ESTIMATED SHARE OF DIGITAL ATTENTION ¹ (18-29 Armenian Women in U.S.)	VERY HIGH 	VERY HIGH 	HIGH 	MODERATE 	LOW 	LOW 	ESSENTIAL
BEST PRACTICES	• 3-second hook • Authentic videos • Post weekly	• Reels & Stories • High-quality visuals • Build community	• Bible teaching • Leadership lessons • Evergreen content	• Promote events • Engage families • Share updates	• Timely news • Share insights • Join conversations	• Prayer groups • Ministry updates • Member comms	• Central information • Visitor-friendly • Update weekly
MUST-USE FEATURES	• Vertical video • Captions • Trending audio	• Reels • Stories • Collaboration	• Shorts • Playlists • Thumbnails	• Events • Groups • Facebook Live	• Images • Polls • Threads	• Channels • Pinned posts • File sharing	• Mobile-first • Fast loading • Easy to navigate
COMMON MISTAKES TO AVOID	Only for dancing	Posting is enough	Videos must be long	Young adults aren't here	More posts = more impact	Only a private messaging app	Build it and they will come

¹ Source: [Pew Research](#), [DataReportal](#), [Statista](#), and internal analysis of top decile church benchmarks.



Social media has the potential to significantly increase Sunday church attendance while generating an **Infinite Social Return on Investment (I-SROI)**.



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PERFORMANCE





Khachkar Studios Pilot Candidates Social Media Views: Cumulative 19 July 2026

#	Church	City	State/Country	Affiliation	Total Views	% of Total	Cumulative % of Total
1	San Gregorio Iluminador Armenian Apostolic Church	Caracas	Venezuela	Armenian Prelacy	97,655	21%	21%
2	Saint Sarkis Armenian Apostolic Church	Charlotte	NC	Eastern Diocese	87,059	19%	39%
3	St. Sarkis Armenian Apostolic Church	Douglaston	NY	Eastern Prelacy	61,155	13%	52%
4	The Church of Holy Mother of God	Akhtala	Armenia	Armenian Apostolic Church	39,746	8%	61%
5	St. Mary Orthodox Christian Church	Wichita	KS	Orthodox (Non-Armenian)	38,339	8%	69%
6	St. Nicholas Greek Orthodox Church	Lexington	MA	Orthodox (Non-Armenian)	32,379	7%	76%
7	Christ the Saviour Orthodox Church	Harrisburg	PA	Orthodox (Non-Armenian)	29,235	6%	82%
8	Holy Cross Armenian Catholic Church	Belmont	MA	Catholic	27,697	6%	88%
9	Armenia Lacrosse	Longboat Key	FL	Armenian Ministry	23,346	5%	93%
10	Armenian Presbyterian Church	Paramus	NJ	Protestant	18,530	4%	97%
11	Glendale Armenian Church of Nazarene	Glendale	CA	Protestant	5,784	1%	98%
12	St. Thekla Orthodox Church	Richmond	TX	Orthodox (Non-Armenian)	5,121	1%	99%
13	St. Mary Armenian Apostolic Orthodox	Hollywood	FL	Eastern Diocese	3,384	1%	100%
	Total				469,430	100%	





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U.S. WEEKLY RELIGIOUS BULLETINS: CONTENT TRAIT COMPARISON

*Working draft estimates for comparative modeling only.**

Religious Group	 PDF Bulletins on Website and Social Media	 e-Bulletins on Website and Social Media	 Outreach Training Content	 Trust and Confidence Building Content	 Personal Stories / Testimonies	 Weekly Reading	 Event Notices	 Commemoration Notices
 Armenian	0% to 10%	40% to 70%	5% to 15%	5% to 15%	5% to 15%	20% to 40%	90% to 100%	90% to 100%
 Chabad-Lubavitch	75% to 95%	90% to 100%	85% to 100%	80% to 95%	60% to 80%	100%	80% to 95%	40% to 60%
 Protestants	70% to 90%	85% to 95%	80% to 95%	70% to 90%	70% to 90%	90% to 100%	85% to 95%	30% to 50%
 Catholics	60% to 80%	80% to 95%	60% to 80%	60% to 80%	40% to 60%	95% to 100%	90% to 100%	60% to 80%
 Non-Armenian Orthodox	40% to 70%	70% to 90%	40% to 60%	50% to 70%	30% to 50%	95% to 100%	90% to 100%	80% to 95%

* On going working estimates as of 01 August 2026. Not based on a systematic survey or statistically representative research. Percentages should be treated as directional and subject to validation.



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Church Related Income, Building Preservation Reserve, and Audits: *U.S. Pilot Plot Candidates and Benchmarks*



KEY TAKEAWAY

Armenian churches lag significantly behind peer benchmarks in generating church related income, establishing building preservation reserves, and obtaining independent financial reviews.

Transparency is the foundation for building trust and driving lasting impact.

#	Church / Church Group	 Church Related Income % to Total Spending	 Building Preservation Reserve % of Group That Have	 Professional Third-Party Reviewed Financials
1.	U.S. Catholic Median	90%	60 – 75%	70 – 90%
2.	U.S. Protestant Median	80%	60 – 75%	100%
3.	U.S. Non-Armenian Orthodox:			
	3.1. Top Quartile	106%	70 – 90%	75 – 95%
	3.2. Median	92%	40 – 60%	40 – 70%
	3.3. Bottom Quartile	79%	10 – 25%	10 – 30%
4.	U.S. Armenian Median:	41%	0 – 5%	0 – 5%
4.1.	Holy Cross Armenian Catholic Church	114%	No	No
4.2.	Sts. Vartanantz Armenian Apostolic Church (RI)	47%	No	Yes
4.3.	Armenian Presbyterian Church (NJ)	54%	No	No
4.4.	St. Sarkis Armenian Church (NY)	44%	No	No
4.5.	St. John Armenian Church (MI)	37%	No	No
4.6.	Sts. Sahag & Mesrob Armenian Church (RI)	32%	No	No
4.7.	Soorp Khatch Armenian Church (MD)	27%	No	No
4.8.	St. Sarkis Armenian Apostolic Church (NC)	25%	No	No



TRANSPARENCY



ACCOUNTABILITY



PERFORMANCE





U.S. Armenian Parishes: Correlation Between Total Spending per "Faithful" and "Faithful" % of Capacity

1. The correlation between Total Spending per "Faithful" and "Faithful" % of Capacity for U.S. Armenian Parishes is moderately negative at **-0.45**.
2. Sample of 23% (37) of the 164 U.S. Armenian churches.

#	Church	State	City	Affiliation	Total Spending per "Faithful" (\$)	"Faithful" % of Capacity
1	All Saints Armenian Apostolic Church	IL	Glenview	Eastern Prelacy	\$9,732	48%
2	Armenian Presbyterian Church	NJ	Paramus	Protestant	\$7,688	48%
3	Holy Apostles Armenian Church of La Crescenta	CA	Crescenta Valley	Western Diocese	\$2,188	62%
4	Holy Cross Armenian Catholic Church	MA	Belmont	Catholic	\$3,620	60%
5	Holy Resurrection Armenian Church	MA	Needham	Western Diocese	\$3,579	17%
6	Holy Trinity Armenian Church	MA	Worcester	Eastern Prelacy	\$6,322	35%
7	Soorp Asdvadzadzin Armenian Church	MA	Bethesda	Eastern Prelacy	\$5,529	30%
8	St. Andrew Armenian Church	CA	Cupertino	Western Diocese	\$4,084	45%
9	St. Apkar Armenian Apostolic Church	AZ	Scottsdale	Western Diocese	\$17,177	43%
10	St. Asdvadzadzin Armenian Church	MA	Whitinsville	Eastern Prelacy	\$3,132	67%
11	St. George Armenian Apostolic Church of the Desert	CA	Rancho Mirage	Western Diocese	\$5,858	40%
12	St. Gregory Armenian Church	NV	Las Vegas	Western Diocese	\$7,137	14%
13	St. Gregory Armenian Church	CA	Pasadena	Western Diocese	\$8,263	20%
14	St. Gregory the Illuminator	PA	Philadelphia	Eastern Prelacy	\$4,919	20%
15	St. Gregory the Illuminator Armenian Church	IL	Granite City	Eastern Prelacy	\$4,801	25%
16	St. Gregory the Illuminator Armenian Church	MA	Indian Orchard	Eastern Prelacy	\$5,388	15%
17	St. Gregory the Illuminator Church	MA	North Andover	Eastern Prelacy	\$3,635	37%
18	St. Hagop Armenian Church	NY	Ridna	Eastern Prelacy	\$9,470	11%
19	St. Illuminator's Armenian Cathedral	NY	New York	Eastern Prelacy	\$5,348	53%

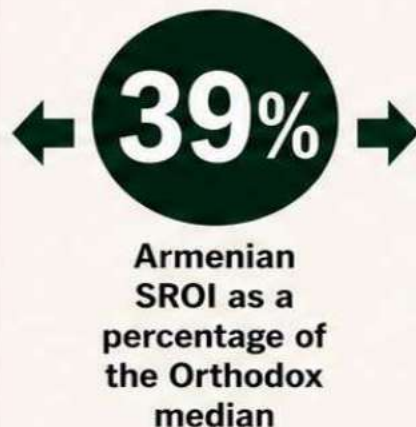
#	Church	State	City	Affiliation	Total Spending per "Faithful" (\$)	"Faithful" % of Capacity
20	St. James Armenian Apostolic Church	CA	Los Angeles	Western Diocese	\$12,257	10%
21	St. James Armenian Church	CA	Sacramento	Western Diocese	\$2,728	47%
22	St. John Armenian Church	CA	San Francisco	Western Diocese	\$15,420	33%
23	St. John Armenian Church	MI	Southfield	Eastern Diocese	\$6,679	96%
24	St. Leon Armenian Church	CA	Burbank	Western Diocese	\$2,625	74%
25	St. Paul Armenian Church	CA	Fresno	Western Diocese	\$4,055	29%
26	St. Peter Armenian Church	CA	Van Nuys	Western Diocese	\$4,560	66%
27	St. Sahag & Mesrob Armenian Church	RI	Providence	Eastern Diocese	\$6,549	19%
28	St. Sarkis Armenian Apostolic Church	CA	Del Mar	Western Diocese	\$6,129	17%
29	St. Susie Armenian Apostolic Church of Charlotte	NC	Charlotte	Eastern Diocese	\$7,271	42%
30	St. Thaddee Armenian Apostolic Church of Santa Clara	CA	Norwalk	Western Diocese	\$8,299	54%
31	St. Sarkis Armenian Church	NY	Douglaston	Eastern Prelacy	\$10,831	54%
32	St. Sarkis Armenian Church	MA	Dearborn	Eastern Prelacy	\$8,209	38%
33	St. Stephen Armenian Church	MA	Watertown	Eastern Prelacy	\$4,527	56%
34	St. Stephen Armenian Church	CT	New Britain	Eastern Prelacy	\$12,455	13%
35	St. Vartan Armenian Church	CA	Oakland	Western Diocese	\$11,016	28%
36	St. Vartanantz Armenian Apostolic Church	RI	Providence	Eastern Prelacy	\$5,249	58%
37	Sts. Vartanantz Armenian Church	NJ	Ridgefield	Eastern Prelacy	\$7,006	60%





How Does Armenian Church SROI Compare—and What Is Our Pilot Goal?

The median U.S. Armenian church generates only **39%** of the Social Return on Investment of the median non-Armenian Orthodox church.



THE TAKEAWAY



Increase the number of "Faithful."



Reduce spending per "Faithful."



Double SROI.



KHACHKAR STUDIOS PILOT GOAL

7.4x SROI WITHIN FIVE YEARS

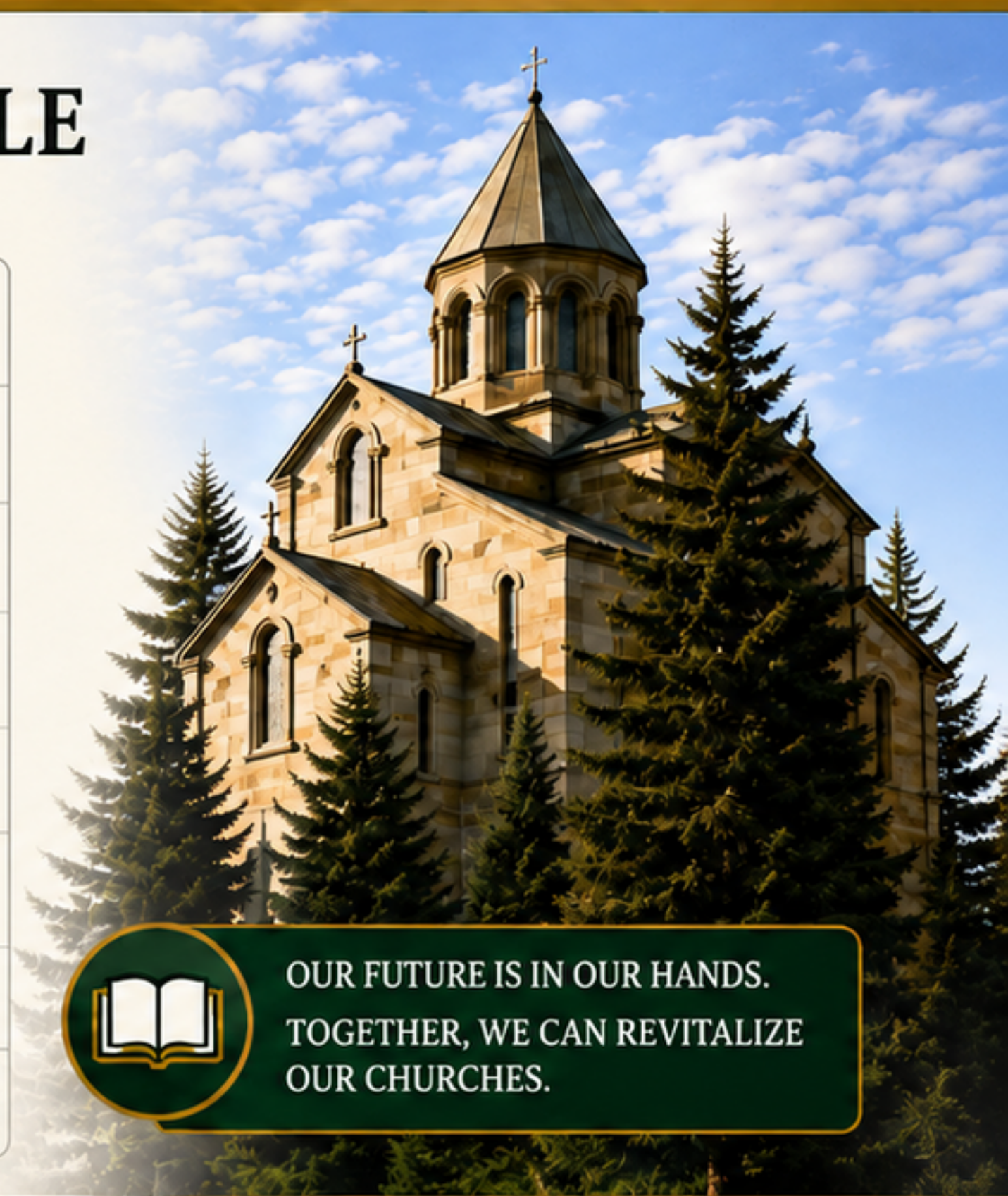
An ambitious doubling of Armenian church performance—yet still slightly below the **7.6x** Orthodox bottom-quartile benchmark.





SROI QUICK & SIMPLE MIND MATH EXAMPLE

	Khachkar Studios 2026 Financial Support for a pilot church	\$50,000	<i>Actual</i>
	SROI Expected (approx)	7.0x	<i>Goal</i>
	Social Value Expected	\$350,000	<i>math - multiply</i>
	Social Value for each increase in non-holiday Sunday attendee ("Faithful")	\$20,000	<i>algorithm model</i>
	Increase in "Faithful" - <i>Expected</i>	18	<i>math - divide</i>
	Increase in Number of families if average family size is 3.0 people	6	<i>math - divide</i>
	Cost per Family	\$8,571	<i>math - divide</i>
	Cost per "Faithful"	\$2,857	<i>math - divide</i>



OUR FUTURE IS IN OUR HANDS.
TOGETHER, WE CAN REVITALIZE
OUR CHURCHES.





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8 BIBLICAL WISDOMS

— WISDOM #3 – PLUMB LINE —



“Behold, I am
setting a plumb line
in the midst of
my people.”

– AMOS 7:8

— WISDOM #8 – TITHING —

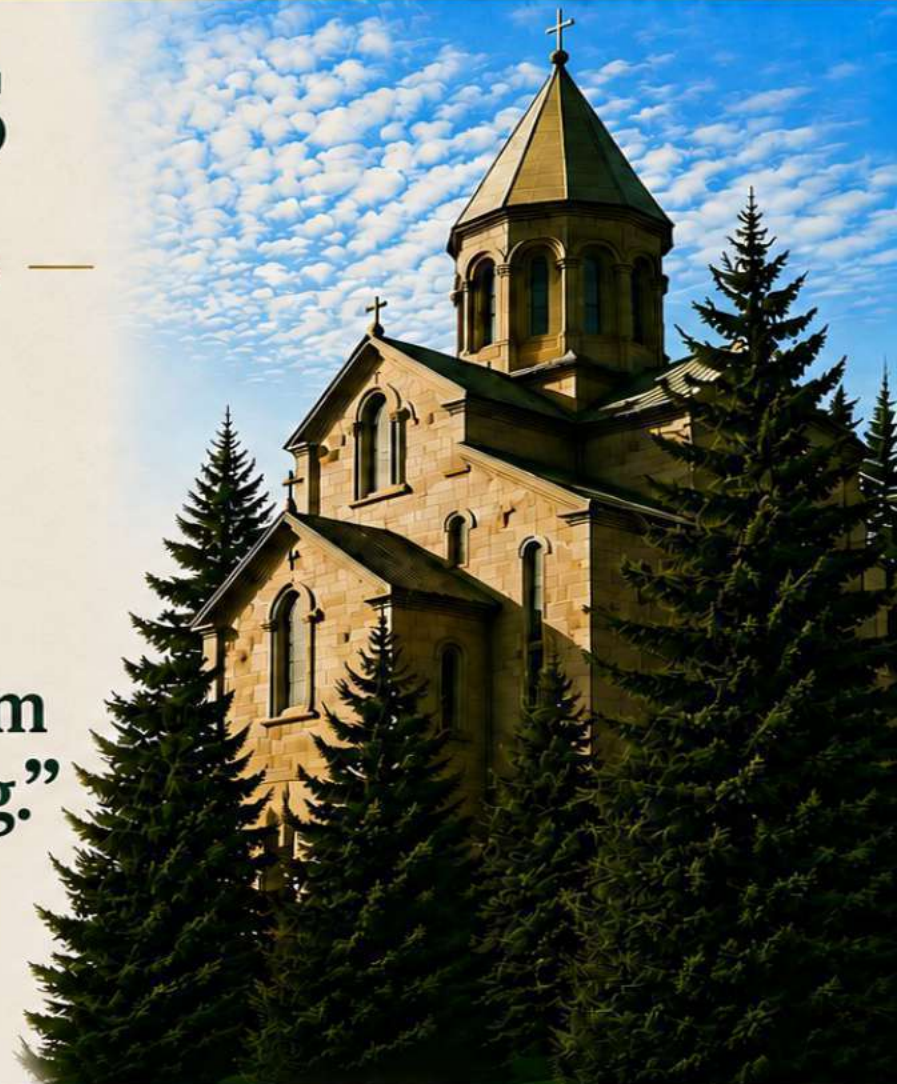


“Blessed be G-d
Most High ...
And Abram gave him
a tenth of everything.”

– GENESIS 14: 19 – 20



OUR FUTURE IS **IN OUR HANDS**.
TOGETHER, WE CAN REVITALIZE OUR CHURCHES.



TRANSPARENCY



ACCOUNTABILITY



PERFORMANCE



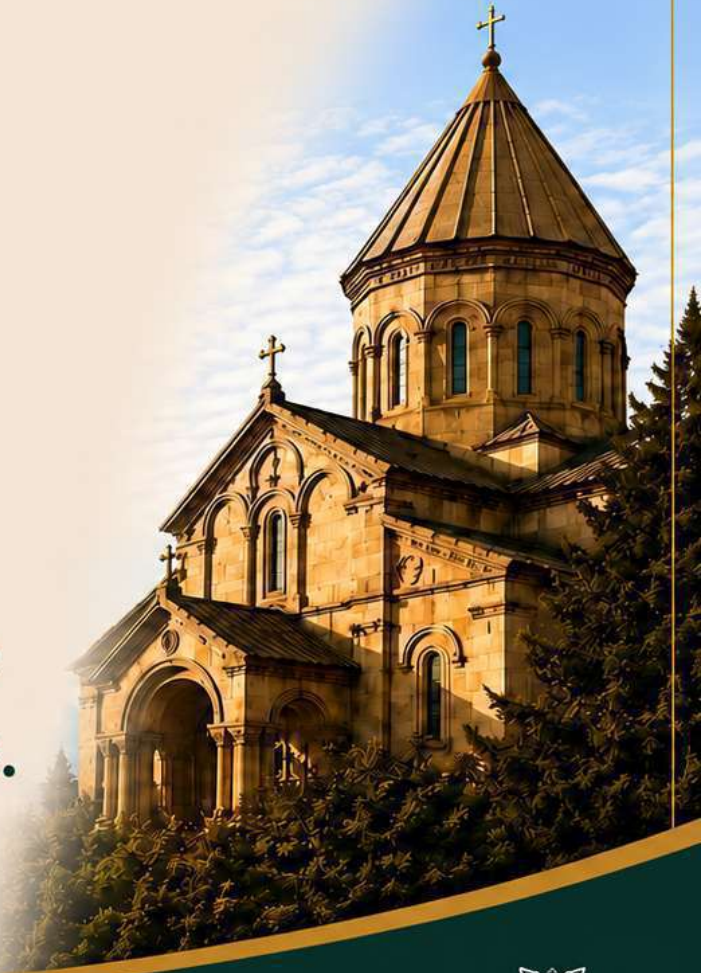


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Part 2.

The **major changes** have
4 goals and 7 steps
with management excellence
built on the Biblical wisdoms.



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Priest Time Allocation Diagnostic: **Two Church Operating Models**

Illustrative benchmark framework designed to stimulate strategic discussion and leadership development.

Declining Church Attendance

- 75 – 85% = basic obligations
- 10 – 15% = reactive crisis management
- 0 – 10% = outreach for new “Faithful”
- 0% = benchmarking and management excellence training

Growing Church Attendance

- 45 – 50% = basic obligations
- 5 – 10% = reactive crisis management
- 25 – 30% = outreach for new “Faithful”
- 15 – 20% = benchmarking and management excellence training





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8 BIBLICAL WISDOMS

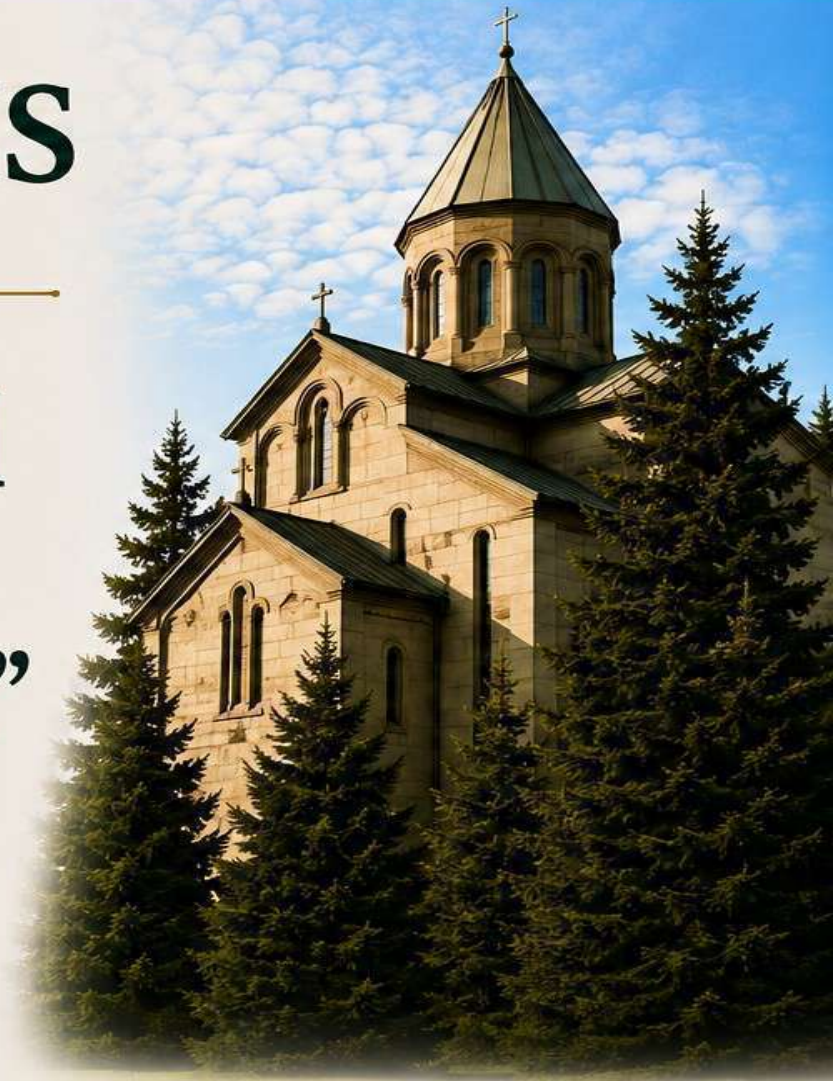
— WISDOM #2 – TALENTS —

“To those who use well
what they are given,
even more will be given.”

– MATTHEW 25:29



OUR FUTURE IS **IN OUR HANDS**.
TOGETHER, WE CAN REVITALIZE OUR CHURCHES.



TRANSPARENCY • **A**CCOUNTABILITY • **P**ERFORMANCE



AMAZING ARMENIAN Women

FAITH • FRIENDSHIP • PURPOSE

For more than 1,700 years, Armenian women have helped preserve one of the world's oldest Christian traditions.

Today, that story continues with you.

“

Let your light shine before others, so that they may see your good works and give glory to your Father in heaven.

MATTHEW 5:16



GROW IN FAITH

- Discover the wisdom of the Bible.
- Deepen your relationship with Jesus Christ.
- Find strength and guidance for life's challenges.



BUILD FRIENDSHIPS

- Connect with other Armenian Christian women.
- Share experiences, encouragement, and support.
- Become part of a welcoming community.



MAKE A DIFFERENCE

- Use your talents and passions to serve others.
- Help strengthen the Armenian Church.
- Inspire future generations through your example.



Your Presence Matters

Every Sunday, every prayer, every act of kindness, and every invitation to a friend helps build a stronger Armenian Christian future.

The Armenian Church needs your faith, your gifts, your ideas, and your leadership.



*Take the
Next Step!*



ATTEND BADARAK
this Sunday.



BRING A FRIEND.
Everyone is welcome!



BRING A FAMILY MEMBER.
Share the joy of faith and community.

*Together,
we can strengthen
faith, friendship,
and the future of
Armenian Christianity.*

FAITH. FRIENDSHIP. PURPOSE. ✝ TOGETHER WE BUILD OUR CHURCH AND OUR FUTURE.



KHACHKAR STUDIOS

— EMPOWERING GOOD NEWS —

**AWARE.
CARE.
DARE.**

EXTRAORDINARY BENEFITS

from Financial Discipline of World-Class Benchmarking and
Management Excellence – the “Framework”

• FAITHFUL STEWARDSHIP. STRONGER COMMUNITIES. LASTING IMPACT. •

1



BIBLICAL WISDOM

Practice Biblically inspired financial wisdom.

2



EDUCATION

Educate communities never taught financial discipline.

3



NEW “FAITHFUL”

Attract high value-add new “Faithful”.

4



ENVIRONMENT

Build environments of trust & confidence, not dysfunction.

5



FINANCIAL STRENGTH

Strengthen financial position and performance.

6



IDENTITY

Anchor community identity in intellectual integrity.

7



TRACK RECORD

Base decisions on track records and evidence.

8



STEWARDS

Develop high-value, lead-by-example stewards.



TRANSPARENCY



ACCOUNTABILITY



PERFORMANCE



KHACHKAR STUDIOS

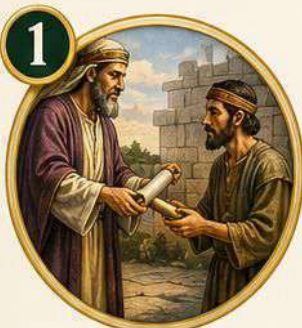
EMPOWERING GOOD NEWS

AWARE.
CARE.
DARE.

8 BIBLICAL WISDOMS

EMPOWERING THE EXTRAORDINARY BENEFITS

The Biblical Foundation of World-Class Benchmarking
and Management Excellence – the “Framework”



1 FAITHFUL STEWARD

Luke 12:48

“Much will be required of the person entrusted with much.”



2 TALENTS

Matthew 25:29

“To those who use well what they are given, even more will be given.”



3 PLUMB LINE

Amos 7:8

“Behold, I am setting a plumb line in the midst of my people.”



4 JUST MEASUREMENTS

Leviticus 19:35–36

“You shall have just balances and just weights.”



5 TRUSTWORTHY

1 Corinthians 4:1–2

“It is required of stewards that they be found trustworthy.”



6 ALL MUST BE OPEN

Mark 4:22

“There is nothing hidden except to be made manifest.”



7 WISDOM

Wisdom 6:12

“Wisdom is readily perceived by those who love her and found by those who seek her.”



8 TITHING

Genesis 14:19–20

“Blessed be God Most High... And Abram gave him a tenth of everything.”



TRANSPARENCY

Truth builds trust.



ACCOUNTABILITY

Faithful stewards accept responsibility.



PERFORMANCE

God expects us to multiply what has been entrusted to us.



**KHACHKAR
STUDIOS**

EMPOWERING GOOD NEWS

OVERVIEW

7 WORKSTREAMS:

1. SHORT-CLIPS
2. PODCASTS
3. ANALYSES
4. WRITTEN CONTENT
5. EVENTS
6. NEWS
7. "FAITHFUL" APPS



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EMPOWERING GOOD NEWS

TRANSPARENCY • ACCOUNTABILITY • PERFORMANCE

HELP REVITALIZE Armenian Churches

 **Free 4-Minute Video**

TRANSPARENCY • ACCOUNTABILITY • PERFORMANCE



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KHACHKAR STUDIOS TO INVEST \$100 MILLION TO ADVANCE JUDEO-CHRISTIAN FAITH

GET EDUCATED WITH BRIEFING PACKET #5



**KHACHKAR
STUDIOS**
EMPOWERING GOOD NEWS

Khachkar Studios is a multimedia studio empowering Judeo-Christian faithful through a Good News Biblically inspired world-class benchmarking and management excellence "Framework".

Khachkar Studios is an affiliate of the Charles & Agnes Kazarian Foundation, JI-Analytics, and Japonica Partners.

CONTACT US

Khachkar Studios

The Charles & Agnes Kazarian Foundation

T/ +1 202 449 9600

E/ goodnews@khachkarstudios.com



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Khachkar Studios Overview — Highlights

A simple operating framework to empower Good News and measurable church revitalization.

OUR MISSION

Empower Judeo-Christian Faithful through Good News, Biblically inspired world-class benchmarking, and management excellence.

*"Much will be required of the person entrusted with much."
— Luke 12:48*

THE FRAMEWORK

12

KPIs

Measure attendance, daily Bible reading, transparency and SROI.

7

WORKSTREAMS

Short-clips • Podcasts • Analyses
• Content • Events • News • Apps

3

PROCESSES

Education • Training • Retention



MEASURABLE CHANGE

HOW WE OPERATE

- **T•A•P**
Transparency • Accountability • Performance
- **3 SROI vectors**
Reduce costs • Shorten timelines • Increase quality
- **Production + promotion**
Micro-targeted, real-time analytics
- **Benchmark continuously**
Search for best practices across leading faith communities

The goal: allocate more resources to what works — and openly disclose performance.



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Khachkar Studios Resource Library – 7 Workstreams

A simple path for leaders and Faithful to watch, listen, study, participate, stay informed, and practice daily.

THE WORKSTREAMS

OUR PURPOSE

*Make the full
Khachkar Studios
library easy to find,
easy to share, and
easy to use for church
revitalization.*

*“Much will be required of the
person entrusted with much.”
— Luke 12:48*

1

Short-Clips

One-minute, shareable videos that inspire faith, outreach, and measurable action.

2

Podcasts

Listen-anywhere teaching on benchmarks, Good News, and church revitalization.

3

Analyses

Data-driven research helps leaders see gaps, priorities, and performance.

4

Written Content

Masterclasses, I-SROI memos, and practical resources for long-term learning.

5

Events

Awards, Bible studies, and initiatives that turn ideas into community action.

6

News

Press releases and updates document progress, partnerships, and new initiatives.

7

“Faithful” Apps

Daily tools encourage Scripture reading, worship, and lifelong discipleship.

FROM LIBRARY TO ACTION

*watch • listen • study • participate • stay informed •
practice daily*



MEASURABLE CHANGE

*The goal: allocate more attention to resources that help the
Faithful grow — and openly disclose performance.*



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**KHACHKAR
STUDIOS**

EMPOWERING GOOD NEWS

LIBRARY OF 29 I-SROI MEMOS

I-SROI = Infinite Social Return on Investment.

The term describes best practices where the return potential is high impact while the required time and money are almost insignificant — hence the infinite term.

29 memos organized across four best-practice areas

- 3 — Weekly Attendance I-SROI Memos
- 8 — Weekly Invite I-SROI Memos
- 5 — Outreach I-SROI Memos
- 10 — T•A•P I-SROI Memos
- 3 — External Benchmark Memos

**I-SROI
MEMO
LIBRARY**

29

high-impact
low-cost
best practices

High-impact potential. Almost insignificant cost. An effectively infinite social return.



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KHACHKAR STUDIOS

EMPOWERING GOOD NEWS

4 Growth Performance Goals for U.S. Armenian Parishes and 4 Evidence-Based Benchmarks

1. **Young female (ages 18 to 29) percentage** of total U.S. “Faithful” improves from a far distant last place baseline to the Republic of Armenia benchmark. 2% to 20%.
2. **Non-holiday attendance** – “Faithful” – improves from U.S. Orthodox bottom decile baseline to bottom quartile benchmark. 2.8% to 5.6%.
3. **Financial transparency** improves from only 5% of U.S. Armenian churches rated Good or Excellent today to 15%. 8 churches to 24 churches.
4. **Social Return on Investment (SROI)** improves from U.S. Orthodox bottom decile baseline to bottom quartile benchmark. 3.7x to 7.6x.



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KHACHKAR STUDIOS

EMPOWERING GOOD NEWS



5-YEAR PILOT PROGRAM

A single pilot has the potential to receive up to \$650,000.



Khachkar Studios 7-Steps Annual Payments per Church and Comparisons

Note: "First to finish" EMPOW Award payments may require the completion of Step #6: Financial Audit Transparency.

Based on 7 U.S. Armenian parishes (4% of 164): median income of \$1,119,789 and median income per member of \$4,161.

FINANCIAL TRANSPARENCY STEPS

	Annual EMPOW Awards  Awards / First 3 to Complete Steps #4 to #7*	STEP #7  Monthly Financial Transparency	STEP #6  Financial Audit Transparency	STEP #5  Historical and Projected Financial Transparency	STEP #4  Outreach Plan and Implementation Weekly	STEP #3  Sunday Invites Weekly	STEP #1 and STEP #2  Use Attendance App and Publish Numbers Widely
PAYMENT	\$40,000	\$20,000	\$20,000	\$20,000	\$10,000	\$10,000	\$10,000
CUMULATIVE PAYMENTS	\$130,000	\$90,000	\$70,000	\$50,000	\$30,000	\$20,000	\$10,000
WEEKS OF CHURCH-RELATED MEDIAN INCOME	26	18	14	10	6	4	2
NUMBER OF NEW MEMBERS ASSUMING CHURCH-RELATED MEDIAN INCOME PER MEMBER	170	118	92	65	39	26	13
ENDOWMENT EQUIVALENT	\$3,250,000	\$2,250,000	\$1,750,000	\$1,250,000	\$750,000	\$500,000	\$250,000
NUMBER OF HOURS OF WORK	260	180	140	100	60	40	20

NOTES:

- Median weekly church related income: \$4,949
- Median church-related income per member: \$765

- Endowment annual net distribution %: 4%
- Value per hour of work: \$500

* \$10,000 per EMPOW.



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KHACHKAR STUDIOS

EMPOWERING GOOD NEWS



HIGH IMPACT INCENTIVE

3 best performing pilots can receive \$130,000 annually and \$650,000 over 5 years for completing the 7-Steps, including \$90,000 for the 3 Financial Transparency Steps



Khachkar Studios 3 Financial Transparency Steps – Additional Details

3 best performing pilots can receive \$130,000 annually and \$650,000 over 5 years for completing the 7-Steps, including \$90,000 for the 3 Financial Transparency Steps

Step	Pilot Criteria	Annual Payments
 Step 5: Historical and Projected (5 Years) Financial Transparency	Annual, timely, and best practice disclosure and announcement on Pilot website and social media of the historical 5 years and projected 5 years Financial Overview, slides, and audio-video clips with significant community education.	\$20,000
 Step 6: Financial Audit Transparency	Annual, timely, and best practice disclosure and announcement on Pilot website and social media of independently audited financial statements, Financial Overview, slides, and audio-video clips with significant community education.	Additional \$20,000
 Step 7: Monthly Financial Transparency and Accountability	Annual, timely, and best practice disclosure and announcement on Pilot website and social media of monthly Church-Related Income, Non-Church-Related Income, Total Income, and Total Spending.	Additional \$20,000
Steps #5 - #7: Total		\$60,000

Annual EMPOW Awards		Award Amount
1	One of the first 3 pilots to finish Step #5	\$10,000
2	One of the first 3 pilots to finish Step #6	\$10,000
3	One of the first 3 pilots to finish Step #7	\$10,000
 Potential Annual Payment for Completing Financial Transparency Steps		\$90,000



Equivalent to a \$2,250,000 endowment (4% distribution)



TRANSPARENCY



ACCOUNTABILITY



PERFORMANCE





KHACHKAR STUDIOS

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BEFORE STARTING AND DURING THE 7 STEPS:

MASTERCLASS STIPEND EDUCATION



RECEIVE BETWEEN \$100 TO \$1,000 PER PERSON.

1



MASTERCLASS #1:

BIBLICALLY INSPIRED WORLD-CLASS BENCHMARKING
AND MANAGEMENT EXCELLENCE.



50 MINUTES

PLUS 6 SPECIAL SESSION

2



MASTERCLASS #2:

FINANCIAL TRANSPARENCY



38 MINUTES

3



MASTERCLASS #3:

7 STEPS

4



READ BENCHMARK AND
BEST PRACTICE MEMOS

5



REVIEW KHACHKAR STUDIOS
WORK STREAM MEDIA ASSETS

6



PRODUCE "GOOD NEWS"
MEDIA ASSETS



INVESTING IN KNOWLEDGE. EMPOWERING LEADERS. REVITALIZING CHURCHES.
TOGETHER, WE BUILD A STRONGER FUTURE FOR OUR CHURCHES AND COMMUNITIES.



TRANSPARENCY



ACCOUNTABILITY



PERFORMANCE





KHACHKAR STUDIOS

EMPOWERING GOOD NEWS

Khachkar Studios US\$10,000 EMPOW Awards

ENCOURAGING • MOTIVATIONAL • POWERFUL • ORIGINAL • WISDOM



MISSION

Khachkar Studios US\$10,000 EMPOW Awards recognize individuals and organizations who create high-impact assets empowering Armenian Christians—especially young women **ages 18 to 29**—to bring a friend, bring a family member to church every week.



THE FRAMEWORK

Successful award winners focus on transparency, accountability, and performance (T•A•P) and world-class benchmarking, best practices, and management excellence.



There is no limit to the number of EMPOW Awards an individual or organization may earn.

EXAMPLES OF ELIGIBLE PROJECTS



Sermons, speeches, and letters



AI and natural short-clips, films, commercials, and podcasts



Social media, websites, and communications



Masterclasses, analyses, presentations, and strategic plans



Posters, T-Shirts, and arts & crafts



Weekly off-site visits plans, implementation, and numbers



Open to individuals, churches, ministries, schools, nonprofits, and businesses worldwide.



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KHACHKAR STUDIOS

EMPOWERING GOOD NEWS

32 Pilot Candidates Payments - Total to July 2026

At a 4% net distribution rate, the annualized payments are equivalent to a \$28+ million endowment.



Total for July 2026
\$100,267

Total to July 2026
\$1,162,465

% of Total
100%

#	Pilot Church/Ministry	7-Steps Status	Number of EMPOWs	Hours allocated to KS Activities	Location	Affiliation	July 2026 Payments	Total to July 2026	% of Total
1	St. Mary Orthodox Christian Church	1, 2, 3, 4, 5, 7	8	320	Wichita, KS	Orthodox Non-Armenian	\$3,267	\$192,933	17%
2	Armenia Lacrosse Ministries	ministry	5	1,075	Longboat Key, FL	Armenian Ministry	\$600	\$104,745	9%
3	St. Nicholas Orthodox Church	1, 2, 3, 5	1	—	Lexington, MA	Orthodox Non-Armenian	\$24,800	\$79,400	7%
4	St. Sarkis Armenian Apostolic Church	1, 2, 3, 5	3	105	Douglaston, NY	Armenian Prelacy	\$1,600	\$79,400	7%
5	Orthodox Studies Institute and Orthodox Ministry Services	Advisor	n.a.	—	Houston, TX	Orthodox Non-Armenian	\$0	\$78,000	7%
6	Holy Cross Armenian Catholic Church	1, 2, 3, 5	3	—	Belmont, MA	Armenian Catholic	\$3,600	\$77,800	7%
7	Sts. Sahag and Mesrob	None	None	—	Providence, RI	Armenian Diocese	\$0	\$72,833	6%
8	St. Sarkis Armenian Church	1, 2, 3, 5	1	—	Charlotte, NC	Armenian Diocese	\$0	\$58,400	5%
9	Armenian Presbyterian Church	1, 2, 3, 5	2	—	Paramus, NJ	Armenian Evangelical	\$800	\$56,200	5%
<i>Timely audit expected for those at \$50,000 and above</i>									
10	Catholic Leadership Institute (CLI)	Advisor	1	—	Malvern, PA	Catholic	\$20,000	\$41,000	4%
11	Chabad Portugal	Advisor	1	—	Cascais POR	Jewish	\$11,667	\$38,500	3%
12	Iglesia de San Gregorio el Iluminador	1, 2, 3	2	—	Caracas, Venezuela	Armenian Prelacy	\$800	\$28,600	2%
Total			26	1,500	—	—	\$100,267	\$1,162,465	100%



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KHACHKAR STUDIOS

EMPOWERING GOOD NEWS

Khachkar Studios T•A•P Pilot Candidate Scorecard: Mid-Year June 2026

Total Funding / Total Hours Allocated to Khachkar Studios
Related Activities in 2026

Top Quartile
Benchmark Pilot

\$594

Total Funding / Increase in Non-Holiday Attendance from
Baseline

\$4,516

#	KPI #	Step #	KPI / Metric	Top Quartile Benchmark Pilot
1.			Total Funding	\$189,667
2.			2026 Half year Funding	\$88,667
3.			2025 Funding	\$101,000
4.	KPI #2		% Change in Weekly Non-Holiday Attendance 18 to 29 female from Baseline	367%
5.	KPI #2		% Change in Weekly Non-Holiday Attendance 18 to 29 from Baseline	525%
6.	KPI #1		% Change in Weekly Non-Holiday Attendance from Baseline	53%
7.	KPI #4	Step #5	Number of Members who Viewed Financial Presentation	60
8.	KPI #4	Step #7	# of Published Monthly Financials	5
9.	KPI #6		# of Church Leadership Hours Allocated to Khachkar Studios Related Activities in 2026	128
10.	KPI #7		# of Church Role Model Hours Allocated to Khachkar Studios Related Activities in 2026	192
11.	KPI #5	Step #4	Number of Offline Outreach Visits in 2026 (excluding funerals, weddings, sick visits, and festivities, etc.)	256
12.	KPIs #6 & #7		# of Individuals that Attended MC#1 Session	21
13.	KPIs #6 & #7		# of Individuals that Attended MC#2 Session	6
14.	KPIs #6 & #7		# of Individuals that Attended MC#3 Session	0
15.			# of EMPOW Award or Other Stipends	8

#	KPI #	Step #	KPI / Metric	Top Quartile Benchmark Pilot
16.	KPIs #6 & #7		# of Individuals Who Have Reviewed BP#6	1
17.	KPIs #6 & #7		# of Individuals Who Have Reviewed BP#5	1
18.	KPIs #6 & #7		# of hours studying I-SROI benchmark and best practice demos	40
19.			Communications Activity on Extraordinary Benefits and 8 Biblical Wisdoms - New for July 2026	New
20.	KPI #6		# of Hours of Leadership Training, including classes and website materials	85
21.	KPI #7		# of Hours of Role Model Training, including classes and website materials	128
22.	KPIs #1 & #2	Step #1	# of Weeks Using Attendance Counter App	27
23.	KPI #3	Step #2	# of Weeks Publishing Attendance Numbers	28
24.		Step #3	# of Weeks Posting Sunday Invite Videos	38
25.		Step #3	# of Weeks Posting Sunday Invite Videos on All 6 Social Media Platforms	15
26.	KPI #4	Step #5	2025 Financial Materials on Website	Yes
27.	KPI #4	Step #6	Third Party Review of Financials	In progress
28.	KPI #4		Published Transparency Letter	Yes
29.			Distributed BFBF T-shirts	Yes
30.			TBD	



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EMPOWERING GOOD NEWS

Masterclass #3 Revitalizing Churches Worldwide

Khachkar Studios 8 Leading Benchmark Pilot Candidates: *Learn from their best practices*



ARMENIAN
PRESBYTERIAN
CHURCH

Armenian Presbyterian Church -
Paramus, NJ



Holy Cross Armenian Catholic
Church - Belmont, MA



St. Sarkis Armenian Church -
Charlotte, NC



St. Sarkis Armenian Apostolic
Church - Douglaston, NY



Christ the Saviour Orthodox Church
- Harrisburg, PA



ST. MARY
ORTHODOX
CHRISTIAN CHURCH

St. Mary Orthodox Christian Church -
Wichita, KS



St. Nicholas Greek Orthodox Church
- Lexington, MA



St. Thekla Orthodox Church -
Richmond, TX



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Khachkar Studios 8 Leading Benchmark Pilot Candidates: *Deliverables*

Selected sample page to MC#3

#	Deliverables	1. NJ Paramus Armenian Presbyterian Church	2. PA Harrisburg Christ the Saviour Orthodox Church	3. MA Belmont Holy Cross Armenian Catholic Church	4. KS Wichita St. Mary Orthodox Christian Church	5. MA Lexington St. Nicholas Greek Orthodox Church	6. NY Douglaston St. Sarkis Armenian Apostolic Church	7. NC Charlotte St. Sarkis Armenian Church	8. TX Richmond St. Thekla Orthodox Church
1	FY 2026 Financial Overview	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2	FY 2026 Financial Overview - Slides	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
3	FY 2025 Financial Overview - Presentation	Yes	No	Yes	Yes	Yes	Yes	No	Yes
4	FY 2025 5-Year Projections	No	No	No	Yes	Yes	No	No	No
5	Budgeting Accuracy	Yes	No	Yes	No	No	Yes	Yes	No
6	FY 2026 Monthly Financials	No	Yes	No	Yes	No	No	No	No
7	FY 2026 Quarterly Financials	No	No	No	Yes	No	No	No	No
8	Monthly Transparency Letter	No	Yes	No	Yes	No	Yes	No	Yes
9	Church Attendance Counter App	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
10	BFBF Weekly invite videos	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
11	BFBF T-shirts	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress
12	June 2026 Scorecard	Partial	Yes	Partial	Yes	Yes	Yes	No	Yes
13	Website home-page with "Financial"	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
14	Website "Financial" page	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes





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#4H. Holy Cross Armenian Catholic Church: Khachkar Studios Counter App – Weekly Numbers



Count Records

[View all saved count records](#)



#	Date	Time	Count	18-29 Count	18-29 Female Count	Photo
1	May 3, 2026	10:21 PM	70	10	3	N/A
2	Apr 30, 2026	9:55 PM	150	15	7	N/A
3	Apr 22, 2026	11:56 PM	70	8	3	N/A
4	Apr 3, 2026	3:37 PM	150	25	12	N/A
5	Mar 22, 2026	7:25 PM	50	3	1	N/A
6	Mar 15, 2026	9:41 PM	200	25	10	N/A
7	Mar 14, 2026	1:02 AM	57	2	2	N/A
8	Mar 10, 2026	2:42 PM	60	3	2	N/A
9	Feb 25, 2026	3:47 PM	70	5	2	N/A



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#41. Holy Cross Armenian Catholic Church: Sunday Invite Videos Record



#	Sunday Date	URL
1	09/11/2025	https://www.youtube.com/watch?v=6SMYJoRu_Wg
2	16/11/2025	https://www.youtube.com/watch?v=hsr7tt5iqms
3	23/11/2025	https://www.youtube.com/watch?v=40XJsMISlvQ
4	30/11/2025	https://www.youtube.com/watch?v=6pWPKBv_gpg
5	07/12/2025	https://www.youtube.com/watch?v=iT47Ro06kVI
6	14/12/2025	https://www.youtube.com/watch?v=qnYyYh-yTVM
7	21/12/2025	https://www.youtube.com/watch?v=mN3clO6loFM
8	28/12/2025	https://www.youtube.com/watch?v=L_DSx0G4z5o
9	11/01/2026	https://www.youtube.com/watch?v=Bvw0iwPRka8
10	18/01/2026	https://www.youtube.com/watch?v=MTRUXDZDYNc
11	25/01/2026	https://www.youtube.com/watch?v=nSk8ZttmzQA
12	01/02/2026	https://khachkarstudios.com/invit-fr-lazarus-01-feb-2026/

#	Sunday Date	URL
13	08/02/2026	https://www.youtube.com/watch?v=6A_7XS-jG4I
14	15/02/2026	https://www.youtube.com/watch?v=84RM1X4EHX8
15	22/02/2026	https://www.youtube.com/shorts/26rWPQuLr2I
16	01/03/2026	https://www.youtube.com/watch?v=fWYfe6LFZHE
17	08/03/2026	https://khachkarstudios.com/invite-holy-cross-belmont-7-mar-2026/ https://www.youtube.com/watch?v=GrC4kdncZGI
18	15/03/2026	https://www.youtube.com/watch?v=NvQve6bea4Y
19	22/03/2026	https://www.youtube.com/watch?v=QaHe9yf62ms
20	29/03/2026	https://www.youtube.com/watch?v=wNR5irwxw5M
21	05/04/2026	https://www.youtube.com/watch?v=2nkm10OzBbq
22	19/04/2026	https://www.youtube.com/watch?v=GDRHrUYKkhl
23	26/04/2026	https://www.youtube.com/watch?v=3b-YqXfKpZU
24	03/05/2026	https://www.youtube.com/watch?v=7jn1-q6ZXso





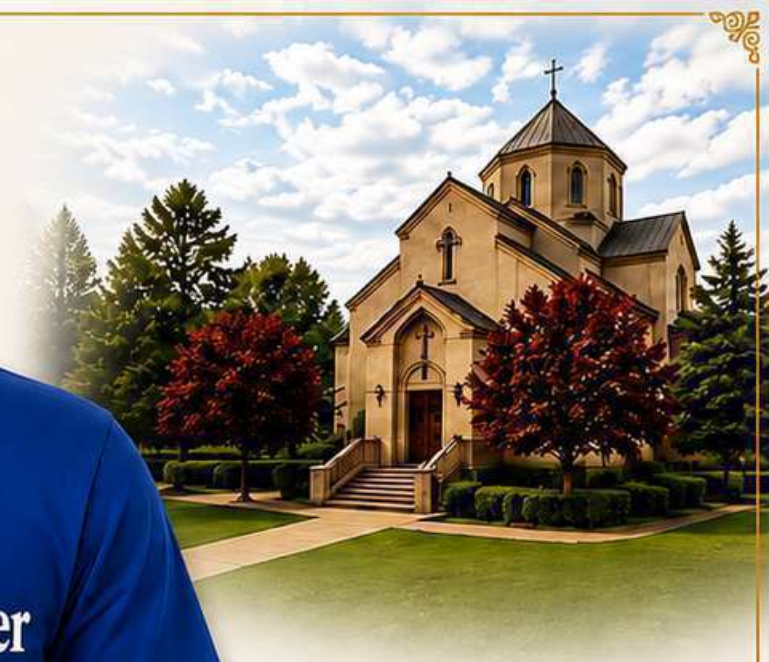
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FRONT



BACK



TRANSPARENCY



ACCOUNTABILITY



PERFORMANCE





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#4L. Holy Cross Armenian Catholic Church: Website Home Page

[Home](#)[History](#)[Organization](#)[Events](#)[Bulletins](#)[Religious Education](#)[Financial](#)[Contact Us](#)

HOLY CROSS ARMENIAN CATHOLIC CHURCH

Official website for Holy Cross Armenian Catholic Church located at 200 Lexington St, Belmont, Massachusetts



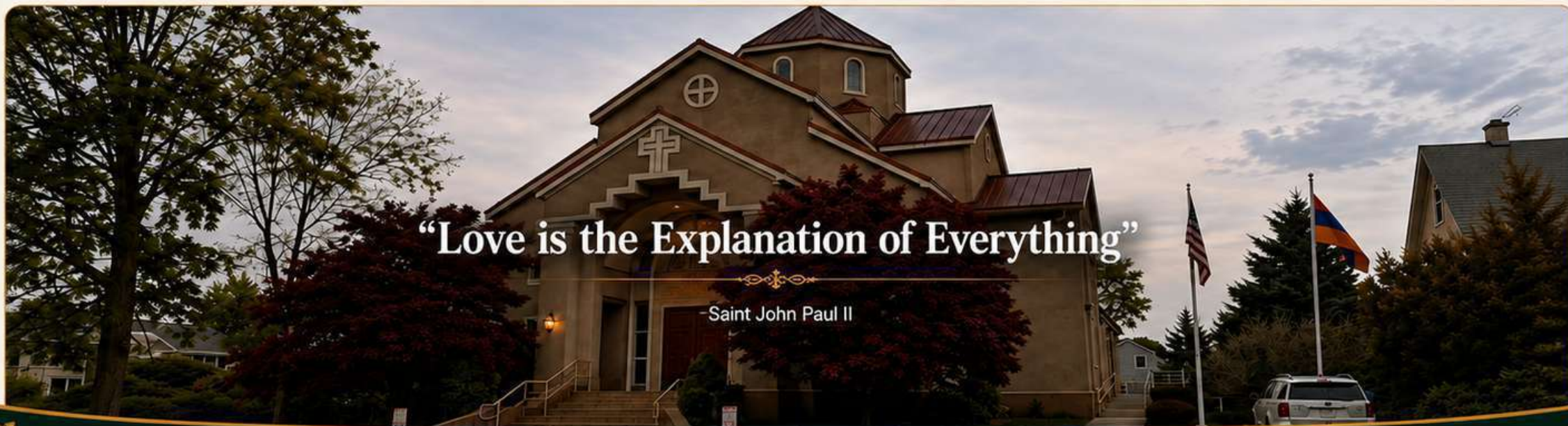
Email

holycrossbostonma@gmail.com



Phone

(617) 489 2280

[DONATE NOW!](#)

“Love is the Explanation of Everything”

—Saint John Paul II



TRANSPARENCY



ACCOUNTABILITY



PERFORMANCE





Historical Five-Year Church Performance Dashboard

St. Mary Orthodox Christian Church (Wichita, KS) • 2020 to 2025 actual results

Real results only — no projection assumptions

FAITHFUL

125 → 147

+22 / +18%

More non-holiday faithful in the pews

CHURCH-RELATED INCOME

\$230k →
\$344k

+\$114k / +49%

Core giving and church-related revenue strengthened

TOTAL SPENDING

\$268k →
\$374k

+\$106k / +40%

Costs rose materially, but slower than income

% OF CAPACITY

66% → 77%

+11 pp

More of the sanctuary filled on non-holiday Sundays

SROI

9.3× → 7.7×

−1.6×

Social value remained high, but efficiency declined

Management readout

The historical record shows a credible improvement story: more faithful, stronger church-related income, higher capacity utilization, and continued high SROI.

Best-practice question

Can leadership convert this momentum into disciplined, repeatable performance?

Why this works better than the Excel page

The full schedule remains the evidence. The slide teaches the leadership lesson.

1 Start with actual results, not hopes

2 Use a few KPIs leaders can remember

3 Benchmark the weak points separately

4 Keep the detailed sheet as appendix evidence

Source: user-provided St. Mary Orthodox Christian Church five-year financial overview screenshot; values rounded for presentation.





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#2A. Holy Cross Armenian Catholic Church: 2025 Financial Transparency Profile



#	Metric	Holy Cross	Orthodox Benchmark
1.	Financial Assets (FA)	\$877,899	\$1,114,028
2.	Financial Assets per "Faithful"	\$11,705	\$4,207
3.	Total Income % of Total Spending	139%	110%
4.	Church-Related Income 2020 to 2025 - Annual rate of change	29%	8%
5.	Total Spending 2020 to 2025 - Annual rate of change	20%	7%
6.	Church-Related Income (CRI) % of Spending	114%	89%

#	Metric	Holy Cross	Orthodox Benchmark
7.	Spending per "Faithful"	\$4,547	\$2,133
8.	Number of "Faithful" - KPI #1	75	137
9.	2024 to 2025 Change in "Faithful"	0	24
10.	Number of 18 to 29 years old Female "Faithful" - KPI #2	3	12
11.	"Faithful" % of Capacity	60%	69%
12.	Social Return on Investment (SROI)	4.4x	9.4x



TRANSPARENCY • **A**CCOUNTABILITY • **P**ERFORMANCE





#2C. Holy Cross Armenian Catholic Church: Budgeting Accuracy



	2025 Actual vs. Budget			
	2025 Budget	2025 Actual	\$ Difference	% Difference
Church-Related Income	\$350,000	\$390,306	\$40,306	12%
Non Church-Related Income	\$80,000	\$83,100	\$3,100	4%
Total Income	\$430,000	\$473,406	\$43,406	10%
Total Spending	\$350,000	\$341,037	-\$8,963	-3%
Net Income / Loss	\$80,000	\$132,369	\$52,369	65%

	Actual				2026 Budget	2026 Budget vs. 23-25 Median	
	2023	2024	2025	2023-2025 Median	2026	\$ Difference	% Difference
Church-Related Income	\$185,666	\$257,345	\$390,306	\$257,345	\$300,000	\$42,655	17%
Non Church-Related Income	\$68,230	\$75,154	\$83,100	\$75,154	\$85,000	\$9,846	13%
Total Income	\$253,896	\$332,499	\$473,406	\$332,499	\$385,000	\$52,501	16%
Total Spending	\$227,847	\$271,487	\$341,037	\$271,487	\$350,000	\$78,513	29%
Net Income / Loss	\$26,048	\$61,012	\$132,369	\$61,012	\$35,000	-\$26,012	-43%





5-Year Projections for Pilot Candidates: Best Practices

1



Integrity

Every number should withstand internal review and external benchmarking. Projections must be based on sound logic, evidence, and integrity.

2



Early Progress

The largest gains should occur in Year 1, with progressively smaller improvements in later years as performance approaches best practice.

3



Achieve Performance Goals

Reach attendance, KPI, and I-SROI performance targets as early as reasonably possible rather than delaying improvement.

4



100% Complete

Every cell should be populated. Every assumption should have a logical explanation. Avoid blank cells and unsupported estimates.

5



Growth Model

Use a growing-church attendance operating model—not a declining-church attendance model.





Saint Sarkis Armenian Apostolic Church: Commitment to Full Monthly Transparency

Dear Parishioners and Friends,

July 31, 2026

One of the guiding principles of our Church must be a clear and unwavering commitment to transparency, particularly regarding our finances and parish attendance. From this point forward, we want this commitment to be clearly understood and shared by our entire parish community.

Beginning with this month's financial statements, the Church's income and expenses, together with our weekly Sunday attendance, will be made publicly available each month. This information will be prominently posted in Pagoumian Hall and included in our weekly e-bulletin so that every member of our community may remain fully informed.

Transparency is not only a practical necessity; it is also a moral and spiritual responsibility. It builds trust, strengthens unity, and reflects our commitment to integrity and faithful stewardship of all that has been entrusted to our care.

Our Lord teaches us: *"Whoever is faithful in a very little is faithful also in much; and whoever is dishonest in a very little is dishonest also in much. If then you have not been faithful with worldly wealth, who will entrust to you the true riches?"* (Luke 16:10–11). These words remind us that faithfulness in financial and administrative matters is an expression of our faithfulness to God. We are called to handle even the smallest responsibilities with honesty, accountability, and care.

With fraternal love and a deep sense of responsibility, we invite all of you to walk together in this spirit of openness, trust, and faithful stewardship.

Prayerfully,

Archpriest Fr. Nareg Terterian, Pastor &
The Board of Trustees of St. Sarkis Armenian Apostolic Church





Major Changes Begin with Weekly Accomplishments

Four visible signs that a pilot is working to change the **shocking reality**
*Especially by increasing **non-holiday** Sunday attendance among **young women ages 18 to 29***

*If you visited a church for just one week... would you know they were part of the **movement**?*

1. SUNDAY ATTENDANCE & GROWTH OUTREACH

PAGE
One

Top of Page One?

Does Sunday attendance and weekly growth outreach visits make the top of page one of the weekly bulletin?

Visible performance priority

2. BFBF WEEKLY INVITES

BFBF

“Bring a Friend. Bring a Family Member.”

Did weekly invites follow the I-SROI best practices memos to increase attendance: both creative and promotional?

Signature movement language to change behavior

3. EXTRAORDINARY BENEFITS

B + B

Benefits + Biblical Wisdom

What was your weekly reach (hours & people) in teaching the extraordinary benefits and Biblical wisdoms?

Names. Dates. Cultivate.

4. T•A•P

T•A•P

Discussed. Measured. Practiced.

During the week where did you discuss and how did you disclose Transparency, Accountability, and Performance?

Management excellence

*Major changes are first seen in weekly priorities leaders **make visible**.*





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MASTERCLASS #3

Revitalizing Churches Worldwide

8 BIBLICAL WISDOMS

WISDOM #5 – TRUSTWORTHY

“It’s required of stewards that they be found trustworthy.”

– 1 CORINTHIANS 4:1-2



OUR FUTURE IS IN OUR HANDS.
TOGETHER, WE CAN REVITALIZE OUR CHURCHES.



TRANSPARENCY



ACCOUNTABILITY



PERFORMANCE





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Appendix 1.



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STARTING THE JOURNEY TO CHURCH REVITALIZATION

CASE STUDY:

THE 7 STEPS FOR U.K. ARMENIAN CHURCHES



STEPS #1 AND #2

WEEKLY ATTENDANCE NUMBERS USING APP
AND POST ON BULLETIN



STEP #3

WEEKLY INVITES FOLLOWING BENCHMARKS



STEP #4

OUTREACH – WEEKLY VISITS

- WEEKLY HOURS WORKED
- CHURCH OPENING HOURS



STEPS #5 TO #7

FINANCIAL TRANSPARENCY



TRANSPARENCY



ACCOUNTABILITY



PERFORMANCE





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UK ARMENIAN CHURCHES → COMPARISON TO U.S. ←

UK ARMENIAN CHURCHES: # OF "FAITHFUL"

	Armenian Church of St. Sarkis	70
	St. Yeghiche Armenian Church	80
	Rotating	20
	# of "Faithful"	170
	Social Value per "Faithful"	£20,000
	Total Social Value	£3,400,000
	2025 Combined Spending	£430,653
	SROI	7.9x
	Spending per "Faithful"	£2,533
	Holiday Attendance	1,275
	Holiday minus "Faithful"	1,105
	Capacity	870

U.S. ARMENIAN CHURCHES

	TQ	MEDIAN	BQ
# of "Faithful"	112	80	42
SROI	5.5x	3.7x	2.4x
Spending per "Faithful"	\$4,055	\$5,588	\$8,203



NOTES:

- UK sample includes 2 churches and 1 rotating priest.
- U.S. benchmarks based on 34 churches (working estimates as of July 2026).

TQ: Top Quartile (best performing)

BQ: Bottom Quartile (lowest performing)

SROI: Social Return on Investment



**THE UK ARMENIAN CHURCHES DELIVER A HIGHER SROI (7.9x)
COMPARED TO U.S. QUARTILE BENCHMARKS.**



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YEAR 1 OF A FIVE-YEAR GROWTH PLAN

UK ARMENIAN CHURCHES

REQUIRED INCREASE TO MAINTAIN CURRENT SROI

Illustrative Year 1 impact of additional Khachkar Studios funding on attendance and SROI.



CURRENT BASELINE
(2024)

170

Average Weekly
"Faithful"



YEAR 1 TARGET
(2027)

209

Average Weekly
"Faithful"



YEAR 1 INCREASE

+39

(+23% vs. Baseline)



ADDITIONAL FUNDING
(ANNUAL)

£100,000

from Khachkar Studios



TARGET SROI

7.9x

(Maintain
Current Level)

FIVE-YEAR OBJECTIVE

170 → 340
(+100%)

Double attendance
over five years

ILLUSTRATIVE YEAR 1 RESULTS: IMPACT OF AN ADDITIONAL £100,000 OF ANNUAL FUNDING FROM KHACHKAR STUDIOS

METRIC	CURRENT (Without Additional Funding)	WITH ADDITIONAL FUNDING (£100,000 from Khachkar Studios)	CHANGE (With vs. Current)	% CHANGE
 Average Weekly Non-Holiday Sunday "Faithful"	170	209	+39	(+23%) 
 Total Social Value ("Faithful" x £20,000)	£3,400,000	£4,180,000	£780,000	(+23%) 
 Total Spending	£430,653	£530,653	£100,000	(+23%) 
 SROI (Social Return on Investment)	7.9x	7.9x	=	(No Change) 
 Spending per "Faithful"	£2,533	£2,533	=	(No Change) 



KEY INSIGHT: An additional **£100,000** annual investment enables Year 1 attendance growth from **170 to 209** Average Weekly Non-Holiday Sunday "Faithful" (**+39 people; +23%**) while maintaining the current **7.9x** SROI.

LONG-TERM OBJECTIVE:

Double attendance from **170 to 340** over five years.



NOTES:

- UK sample includes 2 churches and 1 rotating priest.
- Based on working estimates. Figures are illustrative.

SROI: Social Return on Investment

Increase %: Additional "Faithful" relative to current level





KHACHKAR STUDIOS

— EMPOWERING GOOD NEWS —

UK ARMENIAN CHURCH: COMBINED FINANCIAL OVERVIEW 2019–2024

Armenian Church Trust UK; Armenian Church of St. Sarkis;
Trust Fund of the Holy Trinity Armenian Church; St. Yeghiche Armenian Church



BALANCE SHEET

	Actual						2019 to 2024		
	31/12/2019	31/12/2020	31/12/2021	31/12/2022	31/12/2023	31/12/2024	£ Change	% Change	CAGR
Financial Assets	£1,183,595	£1,250,397	£1,395,257	£1,216,758	£337,316	£422,969	-£760,626	-64%	-19%
Non-Financial Assets	£2,963,648	£4,104,853	£5,427,464	£5,445,124	£6,280,814	£6,592,554	£3,628,906	122%	17%
TOTAL ASSETS	£4,147,243	£5,355,250	£6,822,721	£6,661,882	£6,618,130	£7,015,523	£2,868,280	69%	11%
Financial Debts	£0	£0	£0	£0	£0	£0	£0	n.m.	n.m.
Non-Financial Debts	£32,112	£14,410	£1,041,510	£938,340	£929,551	£894,154	£862,042	2684%	95%
TOTAL DEBTS	£32,112	£14,410	£1,041,510	£938,340	£929,551	£894,154	£862,042	2684%	95%
NET WORTH	£4,115,131	£5,340,840	£5,781,211	£5,723,542	£5,688,579	£6,121,369	£2,006,238	49%	8%



INCOME STATEMENT

	Actual						2019 to 2024		
	31/12/2019	31/12/2020	31/12/2021	31/12/2022	31/12/2023	31/12/2024	£ Change	% Change	CAGR
Church Related - CR (a)	£254,247	£163,673	£500,474	£400,571	£284,623	£249,792	-£4,455	-2%	0%
Non-Church Related (b)	£225,064	£245,946	£331,111	£75,327	£278,941	£293,702	£68,638	30%	5%
TOTAL INCOME	£479,311	£409,619	£831,585	£475,898	£563,564	£543,494	£64,183	13%	3%
Total Spending	£450,519	£409,970	£391,214	£533,567	£598,527	£430,653	-£19,866	-4%	-1%
NET INCOME / LOSS	£28,792	-£351	£440,371	-£57,669	-£34,963	£112,841	£84,049	n.m.	31%
CR % of Total Spending	56%	40%	128%	75%	48%	58%	Ratio of Church Related Income CAGR to Expenses CAGR: 0x		



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.

(e) Armenian Church Trust UK has a fiscal year ending in March; hence the comparable period for these combined financial statements is 31/03/2020 to 31/03/2025.



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8 BIBLICAL WISDOMS

WISDOM #7 – WISDOM

“Wisdom is readily perceived
by those who love her
and found by those
who seek her.”

– WISDOM 6:12



OUR FUTURE IS **IN OUR HANDS**.
TOGETHER, WE CAN REVITALIZE OUR CHURCHES.





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JOIN THE MOVEMENT.



BRING **A FRIEND** TO CHURCH.



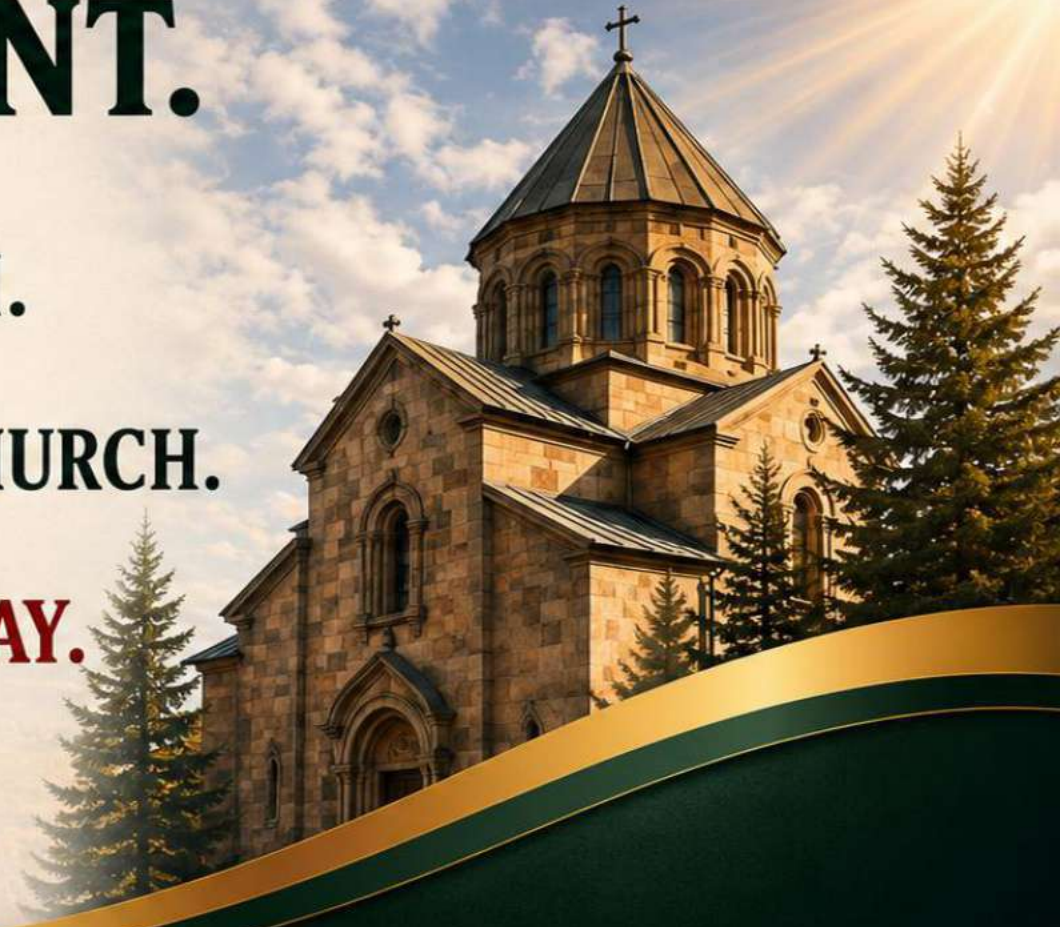
BRING **A FAMILY MEMBER** TO CHURCH.



THIS **SUNDAY** AND **EVERY SUNDAY.**



OUR FUTURE IS **IN OUR HANDS.**
TOGETHER, WE CAN REVITALIZE OUR CHURCHES.



TRANSPARENCY

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