



**KHACHKAR  
STUDIOS**

EMPOWERING GOOD NEWS

# MASTERCLASS #3:

## 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



**T**

TRANSPARENCY

•

**A**

ACCOUNTABILITY

•

**P**

PERFORMANCE

**T**

**A**

**P**





# KHACHKAR STUDIOS

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## 5-YEAR PILOT PROGRAM

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



DRAFT  
02.06.2026  
1400GMT+1

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

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T A P



**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.**



**T**

TRANSPARENCY

**A**

ACCOUNTABILITY

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PERFORMANCE

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**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.**

**TRANSPARENCY • ACCOUNTABILITY • PERFORMANCE**



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## OVERVIEW

### 7 WORKSTREAMS:

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

# BENCHMARK AND BEST PRACTICE MEMOS

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## A. WEEKLY ATTENDEES NUMBER DISCLOSURE (Steps #1 and #2)

1. Infinite SROI Memo: Weekly Attendees Number Disclosure – Version A – **(Read Memo & Listen to Podcast 12 Here)**
2. Infinite SROI Memo: Weekly Attendees Number Disclosure – Version B – **(Read Memo & Listen to Podcast 13 Here)**
3. Infinite SROI Memo: 2026 Weekly Faithful Attendance Count – Instructions

## B. WEEKLY SUNDAY INVITATIONS BEST PRACTICES (Step #3)

4. Infinite SROI Memo: Sunday Invite Video Checklist
5. Infinite SROI Memo: World-Class Short-Form Invitation Strategy – **(Read Memo & Listen to Podcast 14 Here)**
6. Infinite SROI Memo: "Bring a Friend on Sunday" – An Infinite SROI Strategy to Increase "Faithful" – **(Read Memo & Listen to Podcast 15 Here)**
7. Infinite SROI Memo: Motivating U.S. Females Aged 18-29 to Attend or Invite a Friend to Church
8. Infinite SROI Memo: Behaviorally Optimized Messaging: Why "Bring A Friend, Bring A Family Member"
9. Infinite SROI Memo: Subtitling Best and Worst Practices in "Bringing A Friend, Bring a Family Member" (BFBF) Videos

## C. OUTREACH (Step #4)

10. Infinite SROI Memo: Increasing the Number of "Faithful" through Outreach – **(Read Memo & Listen to Podcast 16 Here)**
11. Infinite SROI Memo: Why Ages 18–29 (Especially Females) Are a First Priority Focus for Increasing the Number of "Faithful"
12. Infinite SROI Memo: Unlocking the Faith Potential of 18-29 Year-Old Armenians in Greater Boston Area

## D. BENEFITS OF TRANSPARENCY, ACCOUNTABILITY AND PERFORMANCE (T•A•P) (Steps #5, #6 and #7)

13. Infinite SROI Memo: Extraordinary BENEFITS "Framework" – **(Read Memo & Listen to Podcast 17 Here)**
14. Infinite SROI Memo: Why 68 Years (1957 to 2024) of Zero Transparency By Any U.S. Armenian Church Related Organization of the Most Important Indicator of Church Performance – Sunday Attendance?
15. Infinite SROI Memo: Moving from Conflicted Self-Interest to the Slope of KPI Improvement
16. Infinite SROI Memo: The True Cost of Concealment Transparency as a Benchmark of Faithful Governance
17. Infinite SROI Memo: 25 of the Many Examples of Self-Conflict of Interest in U.S. Armenian Church Decision Making
18. Infinite SROI Memo: Why a Budget Must Be Very Close to Actual
19. Memo: Church Financial Literacy [Under Construction]

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## CONTACT US

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<https://khachkarstudios.com/benchmark-and-best-practice-memos/>

# 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    |
|  | <b>SROI</b>                 | <b>7.9x</b> |
|  | 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          |
|  <b>SROI</b>             | <b>5.5x</b> | <b>3.7x</b> | <b>2.4x</b> |
|  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.**

Note: TQ = Top Quartile | Median = Median | BQ = Bottom Quartile | **SROI:** Social Return on Investment



UK ARMENIAN CHURCHES

REQUIRED INCREASE TO MAINTAIN CURRENT SROI

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





# Welcome to St Sarkis Church Parish Counter App

Sign in to continue

Email

 you@example.com

Password

 .....

**Sign in**

[Forgot password?](#)

[Need an account? Sign up](#)



# Welcome to St Yeghiche Armenian Church Parish Counter App

Sign in to continue

Email

 you@example.com

Password

 .....

Sign in

[Forgot password?](#)

[Need an account? Sign up](#)

# 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                       | <br>TikTok | <br>Instagram | <br>YouTube | <br>Facebook | <br>X<br>(Twitter) | <br>Telegram | <br>Website <sup>(3)</sup><br>Active |
|--------------------------------------------|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| Armenians: 164 Parishes <sup>(2)</sup>     | 1%                                                                                          | 43%                                                                                            | 45%                                                                                           | 85%                                                                                             | 9%                                                                                                    | 1%                                                                                              | 32%                                                                                                                     |
| Protestants                                | 28%                                                                                         | 76%                                                                                            | 81%                                                                                           | 88%                                                                                             | 22%                                                                                                   | 6%                                                                                              | 94%                                                                                                                     |
| Catholics                                  | 18%                                                                                         | 72%                                                                                            | 79%                                                                                           | 91%                                                                                             | 18%                                                                                                   | 4%                                                                                              | 96%                                                                                                                     |
| Top Quartile Orthodox<br>(non-Armenian)    | 16%                                                                                         | 69%                                                                                            | 74%                                                                                           | 90%                                                                                             | 16%                                                                                                   | 5%                                                                                              | 94%                                                                                                                     |
| Median Orthodox<br>(non-Armenian)          | 7%                                                                                          | 49%                                                                                            | 55%                                                                                           | 87%                                                                                             | 11%                                                                                                   | 3%                                                                                              | 84%                                                                                                                     |
| Bottom Quartile Orthodox<br>(non-Armenian) | 2%                                                                                          | 27%                                                                                            | 34%                                                                                           | 79%                                                                                             | 5%                                                                                                    | 1%                                                                                              | 62%                                                                                                                     |
| Median Benchmark<br>Comparison             | 18%                                                                                         | 72%                                                                                            | 79%                                                                                           | 88%                                                                                             | 18%                                                                                                   | 4%                                                                                              | 94%                                                                                                                     |

**Notes:**

(1) Non-Armenian figures are preliminary working estimates pending verification.

(2) Data gathered on 30 June 2026.

(3) Website updated in past 10 days.



DATA AS OF: 30 JUNE 2026  
DRAFT 01.07.2026.1434GMT+1

# 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                        |

# DIGITAL OUTREACH BEST PRACTICES

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

Benchmark Church: Top Decile U.S. Armenian Parish



| PLATFORM                                                                                                                                                            | <br>TikTok                      | <br>Instagram                                 | <br>YouTube                              | <br>Facebook                    | <br>X (Twitter)                  | <br>Telegram                    | <br>Website                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
|  ESTIMATED SHARE OF DIGITAL ATTENTION <sup>1</sup><br>(18–29 Armenian Women in U.S.) | VERY HIGH<br>                   | VERY HIGH<br>                                 | HIGH<br>                                | MODERATE<br>                    | LOW<br>                          | LOW<br>                         | ESSENTIAL<br>                         |
|  BEST PRACTICES                                                                      | <ul style="list-style-type: none"><li>• 3-second hook</li><li>• Authentic videos</li><li>• Post weekly</li></ul> | <ul style="list-style-type: none"><li>• Reels &amp; Stories</li><li>• High-quality visuals</li><li>• Build community</li></ul> | <ul style="list-style-type: none"><li>• Bible teaching</li><li>• Leadership lessons</li><li>• Evergreen content</li></ul> | <ul style="list-style-type: none"><li>• Promote events</li><li>• Engage families</li><li>• Share updates</li></ul> | <ul style="list-style-type: none"><li>• Timely news</li><li>• Share insights</li><li>• Join conversations</li></ul> | <ul style="list-style-type: none"><li>• Prayer groups</li><li>• Ministry updates</li><li>• Member comms</li></ul>  | <ul style="list-style-type: none"><li>• Central information</li><li>• Visitor-friendly</li><li>• Update weekly</li></ul> |
|  MUST-USE FEATURES                                                                  | <ul style="list-style-type: none"><li>• Vertical video</li><li>• Captions</li><li>• Trending audio</li></ul>     | <ul style="list-style-type: none"><li>• Reels</li><li>• Stories</li><li>• Collaboration</li></ul>                              | <ul style="list-style-type: none"><li>• Shorts</li><li>• Playlists</li><li>• Thumbnails</li></ul>                         | <ul style="list-style-type: none"><li>• Events</li><li>• Groups</li><li>• Facebook Live</li></ul>                  | <ul style="list-style-type: none"><li>• Images</li><li>• Polls</li><li>• Threads</li></ul>                          | <ul style="list-style-type: none"><li>• Channels</li><li>• Pinned posts</li><li>• File sharing</li></ul>           | <ul style="list-style-type: none"><li>• Mobile-first</li><li>• Fast loading</li><li>• Easy to navigate</li></ul>         |
|  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        |

<sup>1</sup> 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)**.

**FRONT**



**BACK**



FRONT

**Jesus Lives**



**St. Sarkis  
Armenian Church  
London**

BACK

**Bring a Friend  
Bring a Family Member**



**St. Sarkis  
Armenian Church  
London**

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

Benchmarking leadership practices that encourage participation in weekly worship.

| <br>RELIGIOUS ORGANIZATION                    | <br>BENCHMARK TYPE | <br># OF WEEKLY OFF-SITE VISITS |                | <br>ANNUAL HOURS OF OFF-SITE VISIT TRAINING |                |
|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------|----------------|
|                                                                                                                                |                                                                                                     | by Religious Leaders                                                                                               | by Lay Leaders | by Religious Leaders                                                                                                           | by Lay Leaders |
|  Armenian<br>164 Parishes                     | Current                                                                                             | 1                                                                                                                  | 0              | 0                                                                                                                              | 0              |
|  Catholics                                    | Top Quartile                                                                                        | 10                                                                                                                 | 4              | 40                                                                                                                             | 40             |
|  Protestants                                  | Median                                                                                              | 3                                                                                                                  | 3              | 12                                                                                                                             | 12             |
|  Top Quartile Orthodox<br>(non-Armenian)      | Top Quartile                                                                                        | 8                                                                                                                  | 8              | 0                                                                                                                              | 0              |
|  Median Orthodox<br>(non-Armenian)            | Median                                                                                              | 6                                                                                                                  | 6              | 0                                                                                                                              | 0              |
|  Bottom Quartile Orthodox<br>(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.**

# 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                                      | 35 to 40                   |
|  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-Labavitch                               | 70 to 90                   |

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



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*Empowering Good News*

TRANSPARENCY • ACCOUNTABILITY • PERFORMANCE



# 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          | <a href="https://soorpstepanos.org/contact/">https://soorpstepanos.org/contact/</a>                                                                                           |
| 2  | Holy Trinity Armenian Apostolic Church (Cambridge)                             | 45 Brattle Street, Cambridge MA 02138           | 617-354-0632                 | Open                    | 9am -4pm           | 7          | <a href="https://htaac.org/">https://htaac.org/</a>                                                                                                                           |
| 3  | Holy Archangels Armenian Church (Haverhill)                                    | 1280 Boston Road, Haverhill, MA 01835           | 978-372-9227                 | Open                    | 9am-2pm            | 5          | <a href="https://www.hvepointearmenianchurch.org/">https://www.hvepointearmenianchurch.org/</a>                                                                               |
| 4  | Armenian Church of the Holy Translators (Framingham / MetroWest)               | 38 Franklin Street, Framingham, MA 01702        | 508-875-0868                 | Open                    | 9am-3pm            | 6          | <a href="https://holytranslators.org/">https://holytranslators.org/</a>                                                                                                       |
| 5  | St. James Armenian Church (Watertown)                                          | 465 Mt. Auburn St., Watertown, MA 02472         | 617-923-8860                 | Open                    | 9am-5pm            | 8          | <a href="https://stjameswatertown.org/visit-st-james/">https://stjameswatertown.org/visit-st-james/</a>                                                                       |
| 6  | St. Gregory Armenian Apostolic Church (North Andover)                          | 158 Main Street, North Andover, MA 01845        | 978-685-5038                 | Open                    | 9am-5pm            | 5          | <a href="https://www.saintgregory.org/church-hours.html">https://www.saintgregory.org/church-hours.html</a>                                                                   |
| 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          | <a href="https://discovermass.com/church/holy-cross-armenian-catholic-church-belmont-ma/">https://discovermass.com/church/holy-cross-armenian-catholic-church-belmont-ma/</a> |



# 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         | <a href="https://bostoncathedral.com/mass-times">https://bostoncathedral.com/mass-times</a>                                                                                   |
| 2  | Basilica of Our Lady of Perpetual Help      | 1545 Tremont Street, Boston, MA 02120               | 617-445-2600          | Open                    | 6am – 7pm                 | 13         | <a href="https://www.bostonsbasilica.com/worshipwithus">https://www.bostonsbasilica.com/worshipwithus</a>                                                                     |
| 3  | St. Anthony Shrine                          | 100 Arch Street, Boston, MA 02110                   | 617-542-6440          | Open                    | 5:30am – 5pm              | 11.5       | <a href="https://stanthonyshrine.org/#mass-confession">https://stanthonyshrine.org/#mass-confession</a>                                                                       |
| 4  | St. Clement Eucharistic Shrine              | 1105 Boylston Street, Boston, MA 02215              | 617-266-5999 ext. 130 | Open                    | 6:30am – 7pm              | 12.5       | <a href="https://www.omvusa.org/st-clement-shrine/schedule/">https://www.omvusa.org/st-clement-shrine/schedule/</a>                                                           |
| 5  | Shrine of Our Lady of Good Voyage           | 51 Seaport Blvd, Boston, MA 02210                   | 339-201-1184          | Open                    | 10am – 6pm                | 8          | <a href="https://seaportshrine.org/holy-days-of-obligation-schedule">https://seaportshrine.org/holy-days-of-obligation-schedule</a>                                           |
| 6  | St. Leonard Church                          | 320 Hanover Street, Boston, MA 02113                | 617-523-2110          | Open                    | 7am – 7pm                 | 12         | <a href="https://saintleonardchurchboston.org/mass-confession-times">https://saintleonardchurchboston.org/mass-confession-times</a>                                           |
| 7  | St. Cecilia Roman Catholic Church           | 18 Belvidere Street, Boston, MA 02115               | 617-536-4548          | Open                    | 8am – 5pm                 | 9          | <a href="https://www.stceciliaboston.org/mass-information/">https://www.stceciliaboston.org/mass-information/</a>                                                             |
| 8  | St. Joseph Catholic Church                  | 68 William Cardinal O'Connell Way, Boston, MA 02114 | 617-523-4342          | Open                    | 6am – 6pm                 | 12         | <a href="https://www.stjosephboston.org/mass-schedule">https://www.stjosephboston.org/mass-schedule</a>                                                                       |
| 9  | St. Columbkille Parish                      | 321 Market Street, Brighton, MA 02135               | 617-782-5774          | Open                    | 7am – 12pm                | 5          | <a href="https://www.brightoncatholic.org/masstimes">https://www.brightoncatholic.org/masstimes</a>                                                                           |
| 10 | St. Anthony of Padua Church                 | 12 Properzi Way, Somerville, MA 02143               | 617-625-4530          | Open                    | 9am – 5:30pm              | 8.5        | <a href="https://www.saintanthonysomerville.com/mass-times">https://www.saintanthonysomerville.com/mass-times</a>                                                             |
| 11 | Holy Cross Armenian Catholic Church (HCACC) | 200 Lexington Street, Belmont, MA 02478             | 617-489-2280          | Closed                  | None                      | 0          | <a href="https://discovermass.com/church/holy-cross-armenian-catholic-church-belmont-ma/">https://discovermass.com/church/holy-cross-armenian-catholic-church-belmont-ma/</a> |



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



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



### Annual EMPOW Awards

|                                                                                                                                                          | Award Amount    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 1 One of the first 3 pilots to finish Step #5                                                                                                            | <b>\$10,000</b> |
| 2 One of the first 3 pilots to finish Step #6                                                                                                            | <b>\$10,000</b> |
| 3 One of the first 3 pilots to finish Step #7                                                                                                            | <b>\$10,000</b> |
|  Potential Annual Payment for Completing Financial Transparency Steps | <b>\$90,000</b> |



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





| METRIC                                                                                                                                 | UNITED KINGDOM<br> World-Class Benchmark | CANADA<br> World-Class Benchmark | SINGAPORE<br> World-Class Benchmark | VENEZUELA<br> Emerging | U.S.A.<br> Bottom Quartile | EUROPEAN UNION<br> Bottom Quartile | ARMENIA<br> Bottom Quartile |
|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
|  # of Churches                                         | 4                                                                                                                         | 20                                                                                                                | 1                                                                                                                      | 1                                                                                                         | 164                                                                                                           | 77                                                                                                                    | 160                                                                                                            |
|  % with Public Financial Transparency                  | 100%                                                                                                                      | 100%                                                                                                              | 100%                                                                                                                   | 100%                                                                                                      | 3%                                                                                                            | 0%                                                                                                                    | 0%                                                                                                             |
|  5 year financials - publicly disclosed                | 100%                                                                                                                      | 100%                                                                                                              | 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                                                                                                       | \$152,200                                                                                                              | TBD                                                                                                       | \$78,704,192                                                                                                  | no transparency                                                                                                       | no transparency                                                                                                |
| Total Spending per Church Average                                                                                                      | £107,663                                                                                                                  | \$412,225                                                                                                         | \$152,200                                                                                                              | TBD                                                                                                       | \$479,904                                                                                                     | no transparency                                                                                                       | no transparency                                                                                                |
| Total Income                                                                                                                           | £543,494                                                                                                                  | \$8,722,191                                                                                                       | \$180,017                                                                                                              | TBD                                                                                                       | \$78,704,192                                                                                                  | no transparency                                                                                                       | no transparency                                                                                                |
| Total Income per Church Average                                                                                                        | £135,874                                                                                                                  | \$436,110                                                                                                         | \$180,017                                                                                                              | TBD                                                                                                       | \$479,904                                                                                                     | no transparency                                                                                                       | no transparency                                                                                                |
| Total Financial Assets                                                                                                                 | £422,969                                                                                                                  | \$5,899,690                                                                                                       | \$119,600                                                                                                              | TBD                                                                                                       | \$375,573,612                                                                                                 | no transparency                                                                                                       | no transparency                                                                                                |
| Total Financial Assets per Church Average                                                                                              | £105,742                                                                                                                  | \$655,521                                                                                                         | \$119,600                                                                                                              | TBD                                                                                                       | \$2,290,083                                                                                                   | no transparency                                                                                                       | no transparency                                                                                                |

Notes: U.S.A. model estimate





# 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

18.06.2026  
0850GMT+1



## 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%        |
| <b>TOTAL ASSETS</b>  | <b>£4,147,243</b> | <b>£5,355,250</b> | <b>£6,822,721</b> | <b>£6,661,882</b> | <b>£6,618,130</b> | <b>£7,015,523</b> | <b>£2,868,280</b> | <b>69%</b>   | <b>11%</b> |
| 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%        |
| <b>TOTAL DEBTS</b>   | <b>£32,112</b>    | <b>£14,410</b>    | <b>£1,041,510</b> | <b>£938,340</b>   | <b>£929,551</b>   | <b>£894,154</b>   | <b>£862,042</b>   | <b>2684%</b> | <b>95%</b> |
| <b>NET WORTH</b>     | <b>£4,115,131</b> | <b>£5,340,840</b> | <b>£5,781,211</b> | <b>£5,723,542</b> | <b>£5,688,579</b> | <b>£6,121,369</b> | <b>£2,006,238</b> | <b>49%</b>   | <b>8%</b>  |



## 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%         |
| <b>TOTAL INCOME</b>      | <b>£479,311</b> | <b>£409,619</b> | <b>£831,585</b> | <b>£475,898</b> | <b>£563,564</b> | <b>£543,494</b> | <b>£64,183</b> | <b>13%</b>  | <b>3%</b>  |
| Total Spending           | £450,519        | £409,970        | £391,214        | £533,567        | £598,527        | £430,653        | £19,866        | -4%         | -1%        |
| <b>NET INCOME / LOSS</b> | <b>£28,792</b>  | <b>£351</b>     | <b>£440,371</b> | <b>£57,669</b>  | <b>£34,963</b>  | <b>£112,841</b> | <b>£84,049</b> | <b>n.m.</b> | <b>31%</b> |

CR % of Total Spending

56%

40%

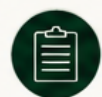
128%

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.



**KHACHKAR STUDIOS**  
EMPOWERING GOOD NEWS

TRANSPARENCY • ACCOUNTABILITY • PERFORMANCE

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**TAP**



**KHACHKAR STUDIOS**  
— EMPOWERING GOOD NEWS —

# EXTRAORDINARY BENEFITS

**AWARE.  
CARE.  
DARE.**

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**

Build trust through openness  
and clear communication.



## **ACCOUNTABILITY**

Take responsibility. Honor commitments.  
Strengthen confidence.



## **PERFORMANCE**

Measure, improve, and  
deliver lasting results.

## 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.



# 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**

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#### OVERVIEW

##### 7 WORKSTREAMS:

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



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TO ADVANCE JUDEO-CHRISTIAN FAITH**

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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.

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