

# St. Mary Orthodox Christian Church

## **2025-2029 5-Year Strategic Plan Overview: 12 Minutes**

- #1.** A quick reminder of the extraordinary BENEFITS from financial discipline with world-class benchmarking and management excellence
- #2.** Learn from benchmarks in best practice Financial Transparency
- #3.** Introducing SROI and 2025 Major Strategic Plan Goals
- #4.** 5-Year Projections: Actual 2024 to 2029 Projected
- #5.** Next steps and Q&A





**ST. MARY**  
**ORTHODOX**  
CHRISTIAN CHURCH

## **#1A. St. Mary Orthodox Christian Church is a Pilot in a 5-Year Initiative to Increase the Number of Regular Sunday Church Parishioners, the “Faithful”**

Our focus is on enthusiastically embracing the best practices of financial discipline from world-class benchmarking and management excellence.

Our potential BENEFITS are extraordinary, see next slide.

And, the incentive award funding is historic.



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## **#1B. Extraordinary BENEFITS from Financial Discipline with** **World-Class Benchmarking and Management Excellence**

- 1. Biblical** Wisdoms
- 2. Educating** others
- 3. New** members for congregations
- 4. Environment**
- 5. Financial** strength
- 6. Identity**
- 7. Track** record
- 8. Stewards**

See our one-page briefing memo and podcast on our website under FINANCIAL.





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## **#2A. Learn from Benchmarks in Best Practice Financial Transparency to Increase Our BENEFITS**



**1. Voice of the Faithful:** World-class benchmark in financial transparency with an online searchable database of detailed 2019 to 2024 balance sheet and income statement financial numbers (mostly third-party audited) of 114 Catholic dioceses with quantitative rankings and best practice educational materials. Financials disclosed publicly.



**2. Orthodox Church in America:** World-class benchmark for financial transparency and accountability among faith-based organizations. Produced excellent on website best practice training materials. Consistently publishes on website third-party audited financial statements — covering the period from 2006 through 2023. Has a long-term commitment to financial transparency, and trustworthiness in managing church finances and donor contributions.



**3. The Evangelical Council for Financial Accountability (ECFA):** is an American financial standards association representing Evangelical Christian organizations and churches, 2,700 accredited members of all sizes and 50 of the largest churches in America are members. Financial transparency is covered in standard #5, which specifies that complete and accurate financial statements prepared by independent CPA publicly available, preferably widely available on the church website. The U.S. Senate requested Commission on Accountability and Policy for Religious Organizations is operated under the authority of the ECFA board of directors. Financials disclosed publicly.



**4. Orthodox Ministry Services:** Increasingly regarded as a world-class benchmark within Orthodox institutional support for its commitment to excellence, financial transparency, and accountability. It assists parishes and organizations with research, training, and operational best practices, aspiring to standards “we expect of for-profits and secular nonprofits.” Financials disclosed publicly.



**5. Catholic Leadership Institute:** Founded in 1991 and grown into a \$10 million annual income organization that provides transformational advisory services to bishops, priests, religious, deacons, and laypersons in the Roman Catholic Church. The Institute’s programs emphasize world-class leadership formation, pastoral accountability, and the role of financial transparency as a cornerstone of responsible stewardship and management excellence. Financials disclosed publicly.

\*Stewardship Calling is an Orthodox Christian consultant who has a broad focus including significant work on church financial performance, KPIs, and peer comparisons.



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## **#2B. Learn from Benchmarks in Best Practice Financial Transparency to Increase Our BENEFITS**

**6. Khachkar Studios Financial Overview Pilot Churches:** Public disclosure of Overview on website includes 5 years of historical summary financial balance sheet and income statement numbers (that balance) and latest budget. The one-page Overview also includes growth rates, percentage changes, church-related income and total spending per “Faithful” and member, comparison to peers, and – importantly – the Social Return on Investments (SROIs). 2019 to 2025.

**7. Greek Orthodox Archdiocese of America.** Publicly disclose audited annual financials 2007 to 2024, quarterly unaudited financials actual and budgets 2019 to 2025.

**8. Sampling of 10 Orthodox parishes with annual financials:** A range of quality from excellent with extensive details dating back to 2009, detailed budgets with update dates and monthly numbers, and internal auditor statements.

**9. Sampling of 10 Orthodox parishes with 990s:** Publicly disclose in highly detailed U.S. 990 Tax Forms for an average of 14 years, minimum of 8 years and maximum of 23 years.

**10. U.S Conference of Catholic Bishops.** Publicly disclose audited financial statements 2010 to 2024.

**11. Armenian Missionary Association of America:** Bi-annual reports audited financial statements on website 2012 to 2024

**12. Armenian Church Eastern Diocese:** Eastern Annual Donor Report on website with summary income statement numbers, 2019 to 2024 and endowment fund Audited Financials on website 2019 to 2023. Eastern 2005 to 2023 U.S. 990 Tax Forms on internet.

**13. Armenian Church Western Diocese:** 2007 to 2024 U.S. 990 Tax Forms on internet.

**14. Armenian Parish Foundations:** St. John Armenian Church Foundation’s U.S. 990 Tax Forms 2001 to 2023 on internet. Holy Trinity Armenian Apostolic Church of Greater Boston U.S. 990 Tax Forms 2001 to 2022 on internet.

**15. 12 U.S. Roman Catholic Diocesan Fiscal Management Conferences:** 2025 was the 54<sup>th</sup> conference year. Financials disclosed publicly.





## **#3A. Introducing SROI – Social Return on Investment**

SROI is a new concept for many, but a cornerstone in best practice financial and faith performance management for churches.

SROI math is the average number of regular Sunday church attendees – our “Faithful” – times \$20,000, divided by our Church’s total annual spending.

SROI measures how effectively our spending strengthens faith, builds community, and enables comparison over time and across peers.

SROI Background – The Social Return on Investment (SROI) metric is: (i) built upon the wisdoms contained in the book “New Philanthropy Benchmarking: Wisdom for the Passionate”, which was published by Khachkar Studios’ parent, the Charles & Agnes Kazarian Foundation, and was a Harvard Business School “Featured Book” in 2002; (ii) a cornerstone of JI-Analytics, the world’s leading government financial performance benchmarking firm; and (iii) reinforced by our affiliate, Japonica Partners’ best-in-class investment as one of the largest private bondholders, transforming the Greek government financial ecosystem.





## **#3B. 2025-2029 5-Year Major Strategic Plan Goals**

1. Annual increase in “Faithful” of 10%
2. Annual increase in Spending of 5%
3. Annual SROI goal above 7x
4. Number of daily Bible readers
5. Average annual hours of leadership training
6. Number of home outreach visits by properly trained parish leadership
7. Number of sessions or sermons Financial IQ (“FIQ”) focused





## **#4A. 5-Year Projections: 2024 Actual to 2029 Projected**

	<u>2024 Actual</u>	<u>2029 Projected</u>	<u>Amount Change</u>	<u>% Change</u>	<u>CAGR*</u>
<b>SROI</b>	<b>7.3x</b>	<b>7.6x</b>	<b>0.3x</b>	<b>4%</b>	<b>1%</b>
Total Assets	\$2,765,424	\$2,901,099	\$135,675	5%	1%
Total Debts	\$1,507	\$55,000	\$53,493	3549%	105%
Church-Related Income	\$308,961	\$459,983	\$151,022	49%	8%
Non Church-Related Income	\$4,392	\$1,600	<b>-\$2,792</b>	<b>-64%</b>	<b>-18%</b>
Total Income	\$313,353	\$461,583	\$148,230	47%	8%
Total Spending	\$336,806	\$428,824	\$92,017	27%	5%
Net Income	<b>-\$23,453</b>	\$32,760	\$56,213	n.m.	n.m.

\*CAGR: Compounded Annual Growth Rate







## **#4B. 5-Year Projections: 2024 Actual to 2029 Projected** **Per Regular Sunday “Faithful” and Per Member**

	<u>2024 Actual</u>	<u>2029 Projected</u>	<u>Amount Change</u>	<u>% Change</u>	<u>CAGR*</u>
<b>SROI</b>	<b>7.3x</b>	<b>7.6x</b>	<b>0.3x</b>	<b>4%</b>	<b>1%</b>
"Faithful"	123	163	40	33%	6%
Members	203	260	57	28%	5%
"Faithful" % Members	61%	63%	2pps	4%	1%
Church-Related Income per Member	\$1,522	\$1,771	\$249	16%	3%
Spending per Member	\$1,659	\$1,651	-\$8	0%	0%
Capacity % ("Faithful" % of Stationary Pew Seats)	65%	86%	21pps	33%	6%

\*CAGR: Compounded Annual Growth Rate





## **#5A. Next Steps**

1. Discuss Q&A – 3 Most Frequent Questions & Answers
2. Educating others in our community
3. Plans to increase regular Sunday church attendance – the “Faithful”
4. Develop and share podcasts and videos on our financial discipline to be a world-class benchmark with management excellence





## **#5B. 3 Most Frequent Questions & Answers**

1. Are there best practice materials on how we can increase the probability of earning the BENEFITS?
2. Will our church qualify as a world-class benchmark if we accomplish the financial transparency goals?
3. Will our performance on SROI impact our level of funding from Khachkar Studios?

