



# **Saint Sarkis Armenian Apostolic Church Charlotte, NC, USA**

## **2025 Financial Transparency Overview**

**April 2026**



**Takeaway #1.** Extraordinary BENEFITS from financial discipline of biblically inspired world-class benchmarking and management excellence – the “Framework”



**Takeaway #2.** World-class benchmarks in financial transparency



**Takeaway #3.** Saint Sarkis Armenian Apostolic Church 2025 Financial Transparency Profile and Social Return on Investment (SROI)



**Takeaway #4.** 7 steps to grow by 100% your “Faithful” in the next 5 years

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**#1A. Saint Sarkis Armenian Apostolic Church Has Been Recommended and is Being Vetted as a Pilot to Increase the Number of U.S Armenian Sunday Church Parishioners – the “Faithful” – by 100%**

- \* All pilots enthusiastically embrace the best practices of financial discipline of Biblically inspired world-class benchmarking and management excellence – the “Framework”.
- \* Pilots will be coached to achieve the extraordinary BENEFITS, which are listed on the next slide.
- \* The performance-based funding is historically unprecedented.

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## **#1B. Extraordinary BENEFITS from Financial Discipline of World-Class Benchmarking and Management Excellence – the “Framework”**

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\*** - Build track record-based, not political, decisions
8. **\*Stewards\*** - Develop high-value, lead-by-example stewards

***"Accountability accelerates Biblical wisdom", ECFA advises  
"Are you aware? Do you care?", CLI asks***

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## #2A. 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

FOR  
RELIGION  
RESEARCH



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 Christians 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**

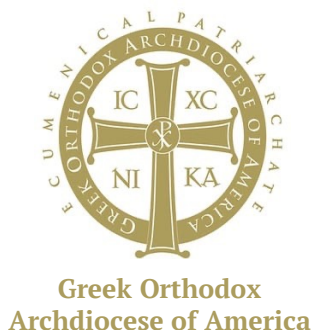
- St. Mary Orthodox Christian Church (Wichita, KS)
- St. Nicholas Greek Orthodox Church (Lexington, MA)
- Christ the Saviour Orthodox Church (Harrisburg, PA)
- St. Sarkis Armenian Apostolic Church (Douglaston, NY)
- Holy Cross Armenian Catholic Church (Belmont, MA)
- Armenian Presbyterian Church (Paramus,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

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# #2B. World-Class Benchmarks in Biblically Inspired Transparency, Accountability, and Performance (T•A•P)



Evangelical Council for  
Financial Accountability



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

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

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## #2C. 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.

#	Recommend Parish to a Friend	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
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%

**Source:** 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.

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## #2D. 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	\$7,626	48%
3	Holy Apostles Armenian Church of La Crescenta	CA	Crescenta Valley	Western Diocese	\$2,189	68%
4	Holy Cross Armenian Catholic Church	MA	Belmont	Catholic	\$3,620	60%
5	Holy Resurrection Armenian Church	WA	Redmond	Western Diocese	\$3,570	118%
6	Holy Trinity Armenian Church	MA	Worcester	Eastern Prelacy	\$6,322	25%
7	Soorp Khatch Armenian Church	MD	Bethesda	Eastern Prelacy	\$5,529	30%
8	St. Andrews Armenian Church	CA	Cupertino	Western Diocese	\$4,084	45%
9	St. Apkar Armenian Apostolic Church	AZ	Scottsdale	Western Diocese	\$1,717	43%
10	St. Asdvadzadzin Armenian Church	MA	Whitinsville	Eastern Prelacy	\$3,132	67%
11	St. Garabed Armenian Apostolic Church of the Desert	CA	Rancho Mirage	Western Diocese	\$5,686	49%
12	St. Geragos Armenian Church	NV	Las Vegas	Western Diocese	\$7,137	14%
13	St. Gregory Armenian Church	CA	Pasadena	Western Diocese	\$8,203	20%
14	St. Gregory the Illuminator	PA	Philadelphia	Eastern Prelacy	\$4,919	36%
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	\$5,588	15%
17	St. Gregory the Illuminator Church	MA	North Andover	Eastern Prelacy	\$3,635	37%
18	St. Hagop Armenian Church	WI	Racine	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	\$9,570	56%
24	St. Leon Armenian Church	CA	Burbank	Western Diocese	\$2,025	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	Sts. Sahag & Mesrob Armenian Church	RI	Providence	Eastern Diocese	\$6,549	18%
28	St. Sarkis Armenian Apostolic Church	CA	Del Mar	Western Diocese	\$6,120	17%
29	<b>St. Sarkis Armenian Apostolic Church of Charlotte</b>	<b>NC</b>	<b>Charlotte</b>	<b>Eastern Diocese</b>	<b>\$7,371</b>	<b>41%</b>
30	St. Sarkis Armenian Apostolic Church of Santa Clarita	CA	Newhall	Western Diocese	\$3,299	54%
31	St. Sarkis Armenian Church	NY	Douglaston	Eastern Prelacy	\$10,831	54%
32	St. Sarkis Armenian Church	MI	Dearborn	Eastern Prelacy	\$9,200	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	\$11,036	28%
36	Sts. Vartanantz Armenian Apostolic Church	RI	Providence	Eastern Prelacy	\$5,249	56%
37	Sts. Vartanantz Armenian Church	NJ	Ridgefield	Eastern Prelacy	\$7,000	69%

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## **#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 for 2026 is the average number of non-holiday Sunday church attendees – the “Faithful” – times \$20,000, divided by the Church’s total annual spending.

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

Social Return on Investment (SROI): Social Value divided by Total Spending. Social Value (SV) for 2026 is the number of “Faithful” KPI#1, Ecosystem Body Part (EBP) (1) times \$20,000. 2027 adds SV of 18 to 29 years old “Faithful” KPI #2, EBP (2). 2028 adds SV of transparency of church Sunday attendance KPI#3, EBP (3). 2029 adds SV of public transparency of financial information KPI#4, EBP (4). 2030 adds SV of outreach plans to increase church Sunday non-holiday attendance KPI #5, EBP (5).

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## #3B. Saint Sarkis Armenian Apostolic Church: 2025 Financial Transparency Profile

#	Metric	St. Sarkis	Orthodox Benchmark	#	Metric	St. Sarkis	Orthodox Benchmark
1.	Financial Assets (FA)	\$723,724	\$1,114,028	7.	Spending per "Faithful"	\$7,371	\$2,133
2.	Financial Assets per "Faithful"	\$11,134	\$4,207	8.	Number of "Faithful" - KPI #1	65	147
3.	Total Income % of Total Spending	90%	110%	9.	2024 to 2025 Change in "Faithful"	-1 decrease	24 increase
4.	Total Spending 2020 to 2025 - Annual rate of change	17%	7%	10.	Number of 18 to 29 years old Female "Faithful" - KPI #2	4	12
5.	Spending: 2025 Actual to 2026 Budget % Change	0%	1%	11.	"Faithful" % of Capacity	41%	69%
6.	Church-Related Income (CRI) % of Spending	25%	89%	12.	Social Return on Investment (SROI)	2.7x	9.4x

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## **#3C. Saint Sarkis Armenian Apostolic Church:** **2025 Budget vs. Actual**

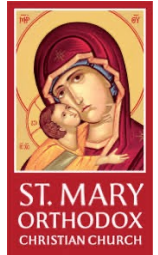
	<b>2025 Budget</b>	<b>2025 Actual</b>	<b>\$ Difference</b>	<b>% Difference</b>
<b>Income:</b>				
Church Related - CR	\$106,100	\$120,647	\$14,547	14%
Non-Church Related	\$387,200	\$309,286	-\$77,914	-20%
<b>Total Income</b>	<b>\$493,300</b>	<b>\$429,932</b>	<b>-\$63,368</b>	<b>-13%</b>
<b>Total Spending</b>	<b>\$481,297</b>	<b>\$479,094</b>	<b>-\$2,203</b>	<b>0%</b>
<b>Net Income / Loss</b>	<b>\$12,003</b>	<b>-\$49,161</b>	<b>-\$61,164</b>	<b>n.m.</b>

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# #4A. The First 4 Steps U.S. Armenian Parishes are Taking to Grow by 100% the "Faithful" in 5 Years



**Step #1:** Parishes are using Khachkar Studios' free Sunday attendance counter app each week.



**Step #2:** Parishes are publishing weekly attendance (KPI #1 and KPI #2) prominently across bulletins and all six social media platforms.



**Step #3:** Parishes are posting weekly Saturday "Bring a friend. Bring a family member." invitation videos across all six social media platforms (52 weeks/year).



**Step #4:** Parishes are building and implementing monthly outreach plans to increase the "Faithful" across two groups: ages 18-29 and 30+.



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# #4B. The 3 Financial Transparency Steps U.S. Armenian Parishes are Taking to Grow by 100% the "Faithful" in 5 Years



**Step #5: Historical and Projected** (5-year look back and forward view). Parishes are transparently sharing 5-year historical and projected financial and attendance data with their community.



**Step #6: Financial Audit Transparency** (independent verification). Parishes are transparently sharing independently audited financial statements and findings with their community.



**Step #7: Quarterly** (ongoing accountability). Parishes are transparently sharing quarterly financial and attendance updates with their community.



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