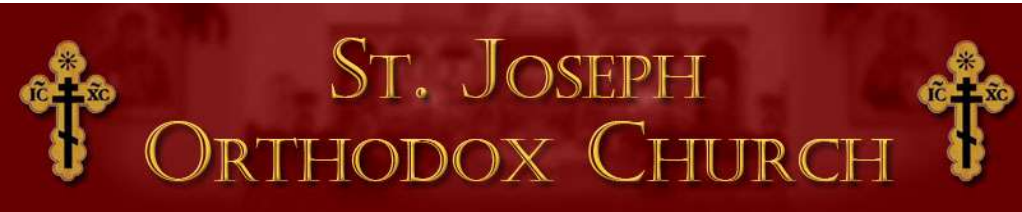


# St. Joseph Orthodox Church

## 2026-2030 5-year Projection 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.** SROI and Major Goals
- #4.** 5-Year Projections: 2025 Actual through 2030 Projected
- #5.** Next steps and Q&A



## **St. Joseph Orthodox 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.

The incentive award funding is historic.

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# Extraordinary **BENEFITS** from Financial Discipline with World-Class Benchmarking and Management Excellence – the “Framework”

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*"Accountability accelerates Biblical wisdoms"*

*"Are you aware? Do you care?"*

Visit the following URL for supporting materials:

<https://khachkarstudios.com/extraordinary-benefits/>

1. **B**iblical Wisdoms
2. **E**ducating others
3. **N**ew “Faithful”
4. **E**nvironment
5. **F**inancial strength
6. **I**ntity
7. **T**rack record
8. **S**tewards

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# World-Class Benchmarks in Biblically Inspired Transparency, Accountability, and Performance



Greek Orthodox Archdiocese  
America



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



Evangelical Council for  
Financial Accountability



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

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# World-Class Sunday Attendance Importance and Transparency

## Premier organizations that track Sunday weekly attendance:



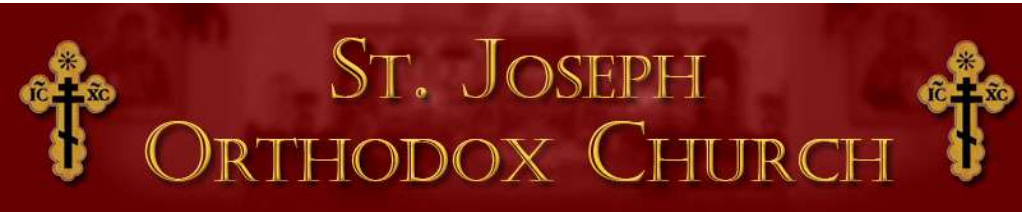
## Why Sunday attendance is the first indicator of church performance?

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)
- St. Joseph Orthodox Church (Houston, TX)
- St. Sarkis Armenian Apostolic Church (Douglaston, NY)
- Holy Cross Armenian Catholic Church (Belmont, MA)
- Armenian Presbyterian Church (Paramus, NJ)

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## SROI and Major 5-Year Goals

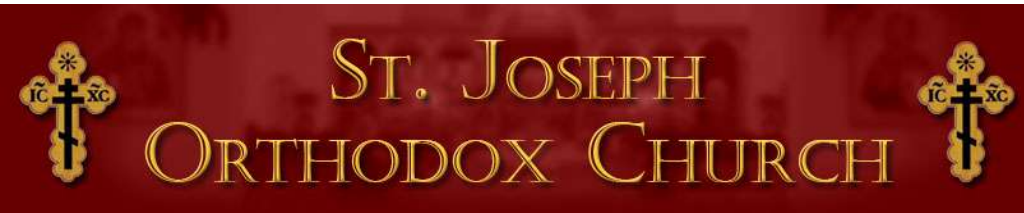
*Reminder: SROI measures how effectively our spending strengthens our community. The measure is the average number of regular Sunday church attendees – times \$20,000 – divided by our Church's total annual spending.*

1. Annual increase in “Faithful” (Divine Liturgy attendance) of **5%**
2. Annual increase in Spending of **4%**
3. 2030 SROI goal of **10.8x – best in class**
4. Enhance our strategy for managing attendance-over-capacity
5. Target to improve Church-related income per faithful to maintain current level

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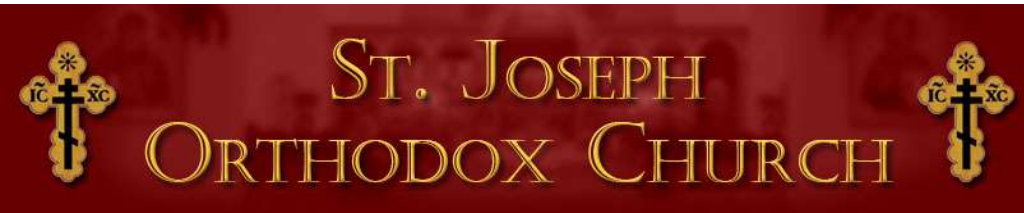


## 5-Year Projections, 2025 Actual to 2030 Projected

		Actual	Projection	2025 to 2030		
		2025	2030	Change	% Change	CAGR*
<b>SROI (Social Return on Investment)</b>		<b>10.1x</b>	<b>10.8x</b>	<b>0.7x</b>	<b>7%</b>	<b>1%</b>
	Financial Assets	\$521,537	\$718,261	\$196,724	38%	7%
	Total Debts	\$736,265	\$585,772	-\$150,493	-20%	-4%
	Church Related Income (CRI)	\$1,067,461	\$1,100,000	\$32,539	3%	1%
	Total Income	\$1,108,997	\$1,225,000	\$116,003	10%	2%
	Total Spending	\$1,007,651	\$1,217,651	\$210,000	21%	4%
	Net Income / Loss	\$101,346	\$7,349	-\$93,997	-93%	-41%
	CRI % of Total Spending	106%	90%	-16pps	-15%	-3%

\*CAGR: Compounded Annual Growth Rate

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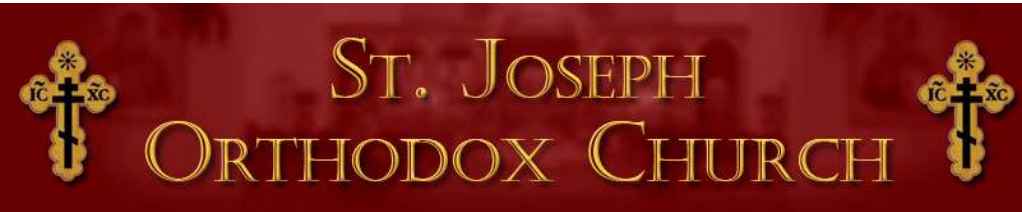


## 5-Year Projections per Sunday “Faithful”

	Actual	Projection	2025 to 2030		
	2025	2030	Change	% Change	CAGR*
<b>SROI (Social Return on Investment)</b>	<b>10.1x</b>	<b>10.8x</b>	<b>0.7x</b>	<b>7%</b>	<b>1%</b>
Church Related Income					
Number of Faithful	510	660	150	29%	5%
Church-Related Income Per Faithful	\$2,093	\$1,667	-\$426	-20%	-4%
Total Spending Per Faithful	\$1,976	\$1,845	-\$131	-7%	-1%
Financial Assets Per Faithful	\$1,023	\$1,088	\$66	6%	1%
Capacity	299	299	0	0%	0%
Faithful % of Capacity	171%	<b>221%</b>	50 pps.	29%	5%

\*CAGR: Compounded Annual Growth Rate

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## Next Steps

1. Answer any questions you have & educate our community
2. Track Sunday attendance and issue invitations to Divine Liturgy
3. Outreach to young adults
4. Update mid-2026 compared to budget; demonstrate world-class transparency

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# 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.

## 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 benchmark, 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.