2025 Financial Transparency Analysis

Pilot Parish:

Christ the Savior Orthodox Church – Harrisburg, PA

July 2026

- **Takeaway #1.** 2025 Financial Transparency Profile
- **Takeaway #2.** Biblically Inspired World-Class Benchmarking and Management Excellence "Framework" – Transparency, Accountability, and Performance (T•A•P)
- **Takeaway #3.** Pilot Candidates Materials and Management Best Practices

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Takeaway #1.
2025 Financial Transparency Profile

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#1A. Christ the Savior Orthodox Church: 2025 Financial Transparency Profile

#	Metric	CTS	Orthodox Benchmark	#	Metric	CTS	Orthodox Benchmark
1.	Financial Assets (FA)	$392,936	$1,114,028	7.	Spending per "Faithful"	$2,864	$2,133
2.	Financial Assets per "Faithful"	$1,995	$4,207	8.	Number of "Faithful" - KPI #1	197	137
3.	Total Income % of Total Spending	105%	110%	9.	2024 to 2025 Change in "Faithful"	18	24
4.	Church-Related Income 2024 to 2025 - Annual rate of change	-17%	8%	10.	Number of 18 to 29 years old Female "Faithful" - KPI #2	15	12
5.	Total Spending 2024 to 2025 - Annual rate of change	-18%	7%	11.	"Faithful" % of Capacity	79%	69%
6.	Church-Related Income (CRI) % of Spending	105%	89%	12.	Social Return on Investment (SROI)	7.0x	9.4x

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#1B. Christ the Savior Orthodox Church: Financial Overview and SROI: 2020-25 and 2026 Budget

Christ the Savior Orthodox Church (Harrisburg. PA) - Financial Overview and SROI: 2020-2025 and 2026 Budget

The Financial Overviews are educational tools for leadership and community learning. **Step #1:** Analyze five years of historical and budget data to extract key lessons learned. **Step #2:** Build an ambitious, achievable five-year Financial Overview with projections, and compare results to both budgets and prior

							Budget	Change		Incremental	2025 Comparison to Benchmark		
		2021	2022	2023	2024	2025	2026	2020-2025	2025-2026	2026	Benchmark	% of Benchmark	Difference
SROI (Social Return on Investment)		**5.5x**	**6.1x**	**6.8x**	**5.2x**	**7.0x**	**7.8x**	**1.5x**	**0.8x**	**-10.0x**	**9.4x**	**74%**	**-2.4x**
Social Value		**$2,840,000**	**$3,140,000**	**$3,440,000**	**$3,580,000**	**$3,940,000**	**$4,200,000**	$1,100,000	**$260,000**		**$2,740,000**	**144%**	**$1,200,000**
							Budget	2020 to 2025			2025 to 2026 Budget		
		2021	2022	2023	2024	2025	2026	$ Change	% Change	CAGR	$ Change	% Change	
Balance Sheet													
	Financial Assets	$343,113	$329,154	$361,394	$397,772	$392,936	$367,301	$49,823	15%	**3%**	-$25,635	-7%	
	Non-Financial Assets	$5,163,900	$5,163,900	$5,163,900	$5,163,900	$5,163,900	$5,163,900	$0	0%	0%	$0	0%	
	Total Assets	**$5,507,013**	**$5,493,054**	**$5,525,294**	**$5,561,672**	**$5,556,836**	**$5,531,201**	**$49,823**	**1%**	**0%**	**-$25,635**	**0%**	
	Financial Debts	$276,335	$243,874	$216,652	$191,682	$166,983	$140,000	-$109,352	-40%	-12%	-$26,983	n.m.	
	Non-Financial Debts	$116,860	$124,171	$130,342	$167,851	$158,652	$160,000	$41,792	36%	8%	$1,348	n.m.	
	Total Debts	**$393,195**	**$368,045**	**$346,994**	**$359,533**	**$325,635**	**$300,000**	**-$67,560**	**-17%**	**-5%**	**-$25,635**	**n.m.**	
	Net Worth	**$5,113,818**	**$5,125,009**	**$5,178,300**	**$5,202,139**	**$5,231,201**	**$5,231,201**	**$117,383**	**2%**	**1%**	**$0**	**0%**	
							Budget	2020 to 2025			2025 to 2026 Budget		
		2021	2022	2023	2024	2025	2026	$ Change	% Change	CAGR	$ Change	% Change	
Income Statement													
	Income:												
	Church Related - CR (a)	$514,450	$528,673	$556,603	$714,128	$591,552	$536,716	$77,102	15%	**4%**	-$54,836	-9%	
	Non-Church Related (b)	$100	$525	$1,400	$1,575	$1,638	$1,400	$1,538	1538%	101%	-$238	-15%	
	Total Income	**$514,550**	**$529,198**	**$558,003**	**$715,703**	**$593,190**	**$538,116**	**$78,640**	**15%**	**4%**	**-$55,074**	**-9%**	
	Total Spending	**$513,357**	**$518,007**	**$504,712**	**$691,864**	**$564,128**	**$538,116**	$50,771	10%	**2%**	**-$26,012**	**-5%**	
	Net Income / Loss	**$1,193**	**$11,191**	**$53,291**	**$23,839**	**$29,062**	**$0**	**$27,869**	**2336%**	**122%**	**-$29,062**	**-100%**	

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Takeaway #2.
Biblically Inspired World-Class Benchmarking and Management Excellence "Framework" – Transparency, Accountability, and Performance (T•A•P)

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

OMS
ORTHODOX MINISTRY SERVICES

Catholic Leadership INSTITUTE

ECFA
Evangelical Council for Financial Accountability

MINISTRYWATCH
Empowering Donors to Christian Ministries

VOICE OF THE FAITHFUL
Keep the Faith, Change the Church

ORTHODOX CHURCH in AMERICA

Greek Orthodox Archdiocese of America

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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#2B. World-Class Sunday Attendance Importance and Transparency

Premier organizations that track Sunday weekly attendance:

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

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

- St. Mary Orthodox Christian Church (Wichita, KS)
- St. Nicholas Greek Orthodox Church (Lexington, MA)
- Christ the Saviour Orthodox Church (Harrisburg, PA)
- Saints Sahag & Mesrob Armenian Church (Providence, RI)
- St. Sarkis Armenian Apostolic Church (Charlotte, NC)
- Holy Cross Armenian Catholic Church (Belmont, MA)

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Takeaway #3.
Pilot Candidates Materials and Management Best Practices

#3A. Christ the Savior Orthodox Church is a Pilot church in Khachkar Studios' initiative to Increase the Number of U.S Sunday Church Parishioners – the "Faithful" – by 100%

* All pilots must 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 in the next slides.

* The performance-based funding is historically unprecedented.

#3B. U.S. Catholic Parish Financial Transparency is One of the Strongest Predictors of Whether Parishioners Recommend Their Parish

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

		My Parish Provides Financial Transparency				
		1.	2.	3.	4.	5.
#	Recommend Parish to a Friend	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.

#3C. 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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#3D. 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).

#3E. The First 4 Steps Pilot 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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#3F. The 3 Financial Transparency Steps U.S. Pilot 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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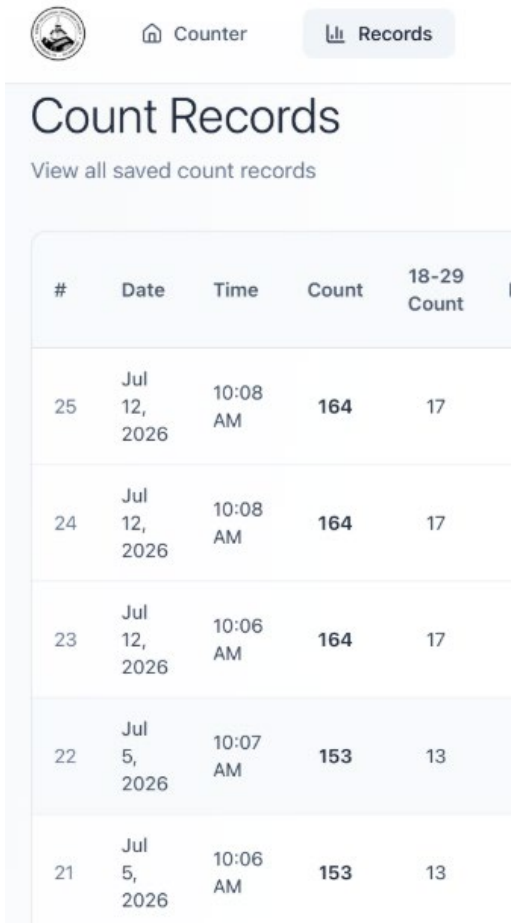
#3G. Christ the Savior Orthodox Church: Khachkar Studios Counter App – Weekly Numbers



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#4H. Christ the Savior Orthodox Church: Commitment to Full Monthly Transparency

CHRIST THE SAVIOUR
ORTHODOX CHURCH - HARRISBURG, PA
Orthodox Church in America • Diocese of Eastern Pennsylvania

April 28, 2026
Apostle Jason of the Seventy

Re: Our commitment to full monthly transparency

Glory to Jesus Christ! Glory forever!

Beloved church family,

One of the core principles of our community is to operate with full transparency – which includes the areas of financial and attendance transparency. Since engaging in a strategic planning process in 2020 our parish council has embraced this principle through its monthly "Notes from the Parish Council" and financial results reporting in the bulletin. In 2024 we engaged an outside auditing firm to review our financial records and processes, and they provided us with recommendations (which we have implemented) to make sure we are operating under best financial practices. Recently we have also resumed reporting our weekly attendance, as well as last year's average attendance in our weekly bulletin. All of these steps are concrete ways we have embraced the principle of transparency.

Beginning in May *(and thereafter on a monthly basis)* the financial results of our Church will also be made publicly available and prominently posted on the bulletin board in the vestibule, and on a dedicated page on our website. Links for this page will be available in our weekly email. We will also continue to report our Sunday attendance in our weekly bulletin. These additional practices will help to ensure that every member of our community remains fully informed.

Transparency is a practical necessity and a moral responsibility. It builds trust, strengthens unity, and reflects our commitment to integrity and faithful stewardship of what has been entrusted to our care – knowing that each of us is ultimately a "steward" of the gifts that God has entrusted to us *(Luke 16:2)*. Of course, if you have any questions, please feel free to reach out to me or any member of our parish council.

With love in Christ,

Fr. Stephen Vernak
Priest

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