







2025 Financial Transparency Analysis

Pilot Church:

St. Sarkis Armenian Apostolic Church - Douglaston, NY

Pilot Candidates can be recommended by individuals or groups.

May 2026

-  **Takeaway #1.** The U.S. and New York Failing Ecosystem – Church Attendance: Actuals, Misconceptions, and Rankings
-  **Takeaway #2.** 2025 Financial Transparency Profile
-  **Takeaway #3.** Biblically Inspired World-Class Benchmarking and Management Excellence "Framework" – Transparency, Accountability, and Performance (T•A•P)
-  **Takeaway #4.** Pilot Candidates Materials and Management Best Practices

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Takeaway #1. The U.S. and New York Failing Ecosystem – Church Attendance: Actuals, Misconceptions, and Rankings

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#1A. 3% of U.S. Armenians are "Faithful" – KPI #1

U.S. Armenian “Faithful” refers to the total number of individuals of all ages present in the sanctuaries of all 164 Armenian churches during sermons on non-holiday Sundays, based on on-site, in-person, and photo verified field research.

Number of Armenian Churches in the U.S.	164
Pew Seat Capacity (fire code)	23,964
Number of Non-Holiday Sunday Attendees ("Faithful") - KPI #1	12,894
Armenians per U.S. Census - 2020	460,254
"Faithful" % of U.S. Census	2.8%
Unofficial Estimate of Armenians in the U.S.	1,000,000
"Faithful" % of Unofficial Estimate	1.3%

Notes:

- "Faithful" definition is the median number of attendees at non-holiday Sunday church (KPI #1). U.S. Armenian "Faithful" 2024: Source, JI-Analytics model of all 164 active parish Armenian churches in the U.S. is based on 243 on-site, in-person, and photo verified field research Sunday visits at 106 of the 164 churches (65%) in 25 U.S. states with 95% of the U.S. Armenian population. Numbers documented included attendance, ages, genders, and capacity. U.S. supporting data from the United States Government Census Bureau: <https://www.census.gov>.
- Other "Faithful" comparable terms are "Regulars," four-or-more-times-per-month attendees, average attendance count, etc. Organizations that report this metric include, but are not limited to: the Association of Statisticians of American Religious Bodies (ASARB); the Census of Orthodox Christian Churches 2010 and 2020 (U.S. Religious Census); the Orthodox Studies Institute; the Hartford Institute for Religious Research; the Pew Research Center; Gallup; the University of Chicago Pope Study of GPS cell phone data; the United States Conference of Catholic Bishops; the European Research Infrastructure Consortium; the Center for Applied Research in the Apostolate at Georgetown University (CARA); Faith Communities Today (FACT); and the Evangelical Council for Financial Accountability (ECFA).

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#1B. A Highly Destructive Massive Systemic Misconception Perpetuated by the Most Widely Cited U.S. Armenian Sampling Surveys and Leaders

1. The most widely cited and most recent U.S. Armenian sampling survey reports regular church attendance rates of 35% for the total population and 35% for the population up to 34 years of age, perpetuating a highly destructive massive systemic misconception.
2. Countless conversations with Armenian senior religious leaders who believe both that the non-holiday attendance is 30%+ of total population, and that the U.S. Census of 460,000 Armenians is understated and the real number is 1,000,000+.

#	Groups	% Weekly Attend Church ⁽¹⁾	Source or Sources	Date
1A.	U.S. Armenians - total population	35%	Armenian Diaspora Survey. Gulbenkian Foundation. Hratch Tchilingirian, Editor	2018
1B.	U.S. Armenians up to 34 years of age	35%	Pasadena 36% and Boston 35% . Up to 34 y.o. Question 61, location adjusted. Survey size: 206 Armenians based in Boston and 151 Armenians based in Pasadena.	
2.	U.S. Armenians	27%	Melikian Center of Russian, Eurasian and East European Studies at Arizona State University. Survey size: 657 Southern California Armenians.	2011
3.	U.S. Armenians	28%	AGBU. Survey size: 294 Central California Armenians.	1998
	U.S. Armenian Church Survey Average	30%		

Notes:

1) Weekly: A universally agreed upon definition of regularly attending church is 4 or more times a month. Khachkar Studios refers to those who attend regularly as the "Faithful".

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#1C. U.S. Armenian Church Attendance: State Rankings

#	State	"Faithful" as % of		# of "Faithful"	U.S. Census Population	Armenian Community		# of "Faithful" % of Total "Faithful"	"Faithful" as % of U.S. Population: Percentile	# of Churches	% of Total Churches
		U.S. Census Population	Armenian Community Unofficial Pop. Number			Unofficial Population Number	% of "Faithful"				
1	Louisiana	19.6%	9.0%	85	434	943	1%	1%	Max	1	1%
2	District of Columbia	7.4%	3.4%	74	999	2,171	1%	1%	TD	1	1%
3	New Jersey	6.6%	3.0%	1,010	15,243	33,119	8%	8%	TD	9	5%
4	Pennsylvania	5.6%	2.6%	484	8,629	18,748	4%	4%	TQ	5	3%
5	Wisconsin	5.5%	2.5%	216	3,915	8,506	2%	2%	TQ	4	2%
6	Connecticut	5.4%	2.5%	271	4,978	10,816	2%	2%	TQ	4	2%
7	Massachusetts	5.3%	2.5%	1,521	28,569	62,072	12%	12%	TQ	16	10%
8	Florida	4.8%	2.2%	667	13,955	30,320	5%	5%	3Q	7	4%
9	Maryland	4.3%	2.0%	187	4,368	9,490	1%	1%	3Q	1	1%
10	Texas	4.2%	1.9%	308	7,286	15,830	2%	2%	3Q	3	2%
11	Rhode Island	4.2%	1.9%	242	5,806	12,615	2%	2%	3Q	3	2%
12	Michigan	3.8%	1.7%	470	12,488	27,133	4%	4%	3Q	4	2%
13	Illinois	3.5%	1.6%	300	8,571	18,622	2%	2%	MD	10	6%
14	Ohio	3.4%	1.6%	164	4,880	10,603	1%	1%	2Q	3	2%
15	New York	3.3%	1.5%	826	25,327	55,028	6%	6%	2Q	16	10%
16	North Carolina	3.0%	1.4%	110	3,692	8,022	1%	1%	2Q	1	1%
17	Arizona	2.8%	1.3%	157	5,660	12,298	1%	1%	2Q	1	1%
18	Washington	2.7%	1.3%	177	6,494	14,110	1%	1%	2Q	1	1%
19	Missouri	2.6%	1.2%	56	2,125	4,617	0%	0%	BQ	1	1%
20	Nevada	2.6%	1.2%	173	6,774	14,718	1%	1%	BQ	3	2%
21	California	2.1%	0.9%	5,147	250,733	544,771	40%	40%	BQ	65	40%
22	Georgia	2.0%	0.9%	70	3,423	7,437	1%	1%	BQ	1	1%
23	Virginia	1.3%	0.6%	87	6,654	14,457	1%	1%	BD	1	1%
24	Colorado	1.2%	0.6%	56	4,562	9,912	0%	0%	BD	2	1%
25	New Hampshire	1.2%	0.5%	37	3,081	6,694	0%	0%	Min	1	1%
All other U.S. States					21,608	46,948					
Total		2.8%	1.3%	12,894	460,254	1,000,000	100%	100%		164	100%

Notes:

- 1) TD: Top Decile; TQ: Top Quartile; MD: Median; BQ: Bottom Quartile; BD: Bottom Decile
- 2) "Faithful" definition is the median number of attendees at non-holiday Sunday church. U.S. Armenian "Faithful" 2024: Source, JI-Analytics model of all 164 active parish Armenian churches in the U.S. is based on 243 on-site, in-person, and photo verified field research Sunday visits at 106 of the 164 churches (65%) in 25 U.S. states with 95% of the U.S. Armenian population. Numbers documented included attendance, ages, genders, and capacity.
- 3) U.S. supporting data from the United States Government Census Bureau: <https://www.census.gov>.

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#1D. New York Armenian Churches "Faithful" Compared to Benchmarks

New York 16 Churches		U.S. Benchmarks	
		Benchmark	"Faithful" Percentage
"Faithful" (median non-holiday attendance)	826		
Number of Armenians in NY (U.S. Census 2020)	25,327	Total Population:	
"Faithful" % of NY U.S. Census	3.3%	U.S. Protestants	30%
Fire Code Capacity	1,342	U.S. Catholics	28%
"Faithful" % of Capacity	62%	U.S. Orthodox Median	15%
18 to 29 Years of Age Female "Faithful"	30	18 to 29 Years of Age Females:	
18 to 29 Years of Age Female Armenians in NY (U.S. Census 2020)	2,026	U.S. Protestants	32%
18 to 29 Years of Age Female "Faithful" % of NY U.S. Census	1.5%	U.S. Catholics	31%

Source: Khachkar Studios on-site visits database 2024.

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#1E. New York and All Other States U.S. Census Armenian Population Change: 1980 to 2020

1. Parish world-class financial transparency is especially essential in NY as Armenian population growth has been minimal 17% since 1980.
2. NY has the fifth slowest-growing Armenian population among all U.S. States, with 17% growth from 1980 to 2020.
3. All other U.S. States combined have experienced a 128% increase in Armenian population from 1980 to 2020, vastly outpacing NY 17% growth.

	<u>1980</u>	<u>2020</u>	<u>% Change</u>	<u># Change</u>
New York	21, 692	25,327	17%	3,635
All Other U.S. States	190,929	434,927	128%	243,988
Total	212,621	460,254	116%	247,633

Notes:

1. Numbers from U.S. Census 1980 and 2020.



Takeaway #2. 2025 Financial Transparency Profile

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#2A. St. Sarkis Armenian Apostolic Church: 2025 Financial Transparency Profile

#	Metric	St. Sarkis Douglaston	Orthodox Benchmark	#	Metric	St. Sarkis Douglaston	Orthodox Benchmark
1.	Financial Assets (FA)	\$2,290,083	\$1,114,028	7.	Spending per "Faithful"	\$10,831	\$2,133
2.	Financial Assets per "Faithful"	\$27,591	\$4,207	8.	Number of "Faithful" - KPI #1	83	137
3.	Total Income % of Total Spending	130%	110%	9.	2024 to 2025 Change in "Faithful"	0	24
4.	Church-Related Income 2020 to 2025 - Annual rate of change	4%	8%	10.	Number of 18 to 29 years old Female "Faithful" - KPI #2	n.m.	12
5.	Total Spending 2020 to 2025 - Annual rate of change	7%	7%	11.	"Faithful" % of Capacity	54%	69%
6.	Church-Related Income (CRI) % of Spending	40%	89%	12.	Social Return on Investment (SROI)	1.8x	9.4x

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#2B. 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.

Rank (37 churches): Total Spending per "Faithful"

Church	State	City	Affiliation	Total Spending per "Faithful"	"Faithful" % of Capacity	Rank
St. John Armenian Church	CA	San Francisco	Western Diocese	\$15,420	33%	Max
St. Gregory the Illuminator Armenian Church	MA	Indian Orchard	Eastern Prelacy	\$5,588	15%	Median
St. Sarkis Armenian Apostolic Church	NY	Douglaston	Eastern Prelacy	\$10,831	54%	5
St. Apkar Armenian Apostolic Church	AZ	Scottsdale	Western Diocese	\$1,717	43%	Min

Rank (37 churches): "Faithful" % of Capacity

Church	State	City	Affiliation	"Faithful" % of Capacity	Total Spending per "Faithful"	Rank
Holy Resurrection Armenian Church	WA	Redmond	Western Diocese	118%	\$3,570	Max
St. Sarkis Armenian Apostolic Church	NY	Douglaston	Eastern Prelacy	54%	\$10,831	Median
St. Apkar Armenian Apostolic Church	AZ	Scottsdale	Western Diocese	43%	\$1,717	Median
St. James Armenian Apostolic Church	CA	Los Angeles	Western Diocese	10%	\$12,257	Min

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#2C. St. Sarkis Armenian Apostolic Church: Budgeting Accuracy



	2025 Budget	2025 Actual	2025 Actual vs. Budget	
			\$ Difference	% Difference
Church-Related Income	\$261,000	\$359,193	\$98,193	38%
Non Church-Related Income	\$362,000	\$809,188	\$447,188	124%
Total Income	\$623,000	\$1,168,381	\$545,381	88%
Total Spending	\$623,000	\$898,935	\$275,935	44%
Net Income / Loss	\$0	\$269,446	\$269,446	n.m.%

	Actual				Budget 2026	2026 Budget vs. 23-25 Median	
	2023	2024	2025	2023-2025 Median		\$ Difference	% Difference
Church-Related Income	\$250,962	\$276,280	\$39,193	\$276,280	\$352,000	\$75,720	27%
Non Church-Related Income	\$616,036	\$647,799	\$809,188	\$647,799	\$338,000	-\$309,799	-48%
Total Income	\$866,998	\$924,079	\$1,168,381	\$942,079	\$690,000	-\$234,079	-25%
Total Spending	\$864,428	\$842,887	\$898,935	\$864,428	\$690,000	-\$174,428	-20%
Net Income / Loss	\$2,570	\$81,193	\$269,446	\$59,651	\$0	-\$59,651	-100%

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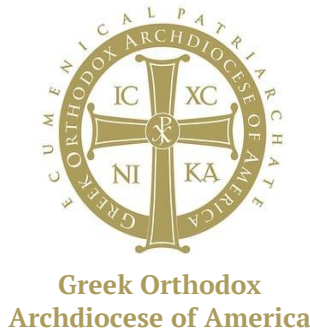
**Takeaway #3.
Biblically Inspired World-
Class Benchmarking and
Management Excellence
"Framework" –
Transparency,
Accountability, and
Performance (T•A•P)**

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#3A. 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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#3B. 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 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 (Douglaston, NY)
- Holy Cross Armenian Catholic Church (Belmont, MA)

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Takeaway #4. Pilot Candidates Materials and Management Best Practices

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#4A. St Sarkis Armenian Apostolic Church is a Pilot church in Khachkar Studios' initiative to Increase the Number of U.S Armenian Sunday Church Parishioners – the “Faithful” – by 100%

- * All pilots enthusiastically must 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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#4B. 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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#4C. 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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#4D. 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.

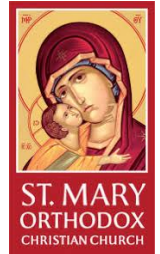
Social Return on Investment (SROI): Social Value divided by Total Spending. Social Value (SV) for 2026 is the number of “Faithful” KPI#1, Ecosystem Body Part (EBP) (1) times \$20,000. 2027 adds SV of 18 to 29 years old “Faithful” KPI #2, EBP (2). 2028 adds SV of transparency of church Sunday attendance 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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#4E. 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+.

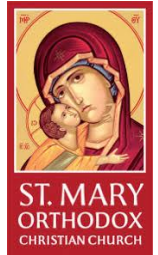


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#4F. The 3 Financial Transparency Steps U.S. Armenian Parishes are Taking to Grow by 100% the "Faithful" in 5 Years



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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#4G. Priest Time Allocation Diagnostic: Two Church Operating Models

Illustrative benchmark framework designed to stimulate strategic discussion and leadership development.

Culture & Reactive Churches

- 75 – 85% = maintenance
- 10 – 15% = reactive crisis management
- 5 – 10% = Retention and minimize decline
- 0% = strategic leadership development

Gospel & Growth Churches

- 45 – 50% = maintenance
- 5 – 10% = reactive crisis management
- 25 – 30% = growth & retention
- 15 – 20% = strategic leadership development

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#4H. St. Sarkis Armenian Apostolic Church: Khachkar Studios Counter App – Weekly Numbers



Count Records

[View all saved count records](#)

#	Date	Time	Count	18-29 Count	18-29 Female Count	Photo
20	May 17, 2026	1:00 PM	100	14	2	N/A
19	May 10, 2026	12:54 PM	109	16	4	
18	May 3, 2026	12:40 PM	122	10	N/A	
17	Apr 26, 2026	12:42 PM	115	13	4	
16	Apr 19, 2026	5:20 PM	70	12	3	N/A
15	Apr 12, 2026	5:19 PM	141	21	8	
14	Apr 5, 2026	2:14 PM	500	92	45	N/A
13	Mar 29, 2026	2:27 PM	319	21	11	N/A
12	Mar 22, 2026	12:56 PM	135	25	7	N/A
11	Mar 15, 2026	1:15 PM	104	14	3	N/A
10	Mar 8, 2026	5:37 PM	165	18	6	N/A

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#4I. St. Sarkis Armenian Apostolic Church: Sunday Invite Videos Record

#	Sunday Date	URL	#	Sunday Date	URL
1	21/12/2025	https://www.facebook.com/share/v/1BSGtrhWKh/	13	15/03/2026	https://www.facebook.com/share/r/1DGdLNUjKZ/
2	28/12/2025	https://www.facebook.com/share/v/1EGF5Mt73K/	14	22/03/2026	https://www.facebook.com/share/r/1EJHzU42yf/
3	04/01/2026	https://www.facebook.com/share/v/18a2BYsjib/	15	29/03/2026	https://www.facebook.com/share/r/14fPayVx31x/
4	11/01/2026	https://www.facebook.com/share/v/14ct74RN1HF/	16	05/04/2026	https://www.facebook.com/share/v/1TZ6X1hWGJ/
5	18/01/2026	https://www.facebook.com/share/v/18W1GLK3sH/	17	12/04/2026	https://www.facebook.com/share/r/1JELWQKdpA/
6	25/01/2026	https://www.facebook.com/share/r/1D5ha51ggS/	18	19/04/2026	https://www.facebook.com/share/r/17UWwwwZ1p/
7	08/02/2026	https://www.facebook.com/share/r/14dh43MnW4P/	19	26/04/2026	https://www.facebook.com/share/r/1GrwT79J2p/
8	15/02/2026	https://www.facebook.com/share/r/18frN4f1bH/	20	03/05/2026	https://www.facebook.com/share/r/18qLWS5cV3/
9	22/02/2026	https://www.facebook.com/share/r/18ryyAyaWe/	21	10/05/2026	https://www.facebook.com/share/r/1Dy3KJJrHh/
10	29/02/2026	https://www.facebook.com/share/r/18frN4f1bH/	22	17/05/2026	https://www.facebook.com/share/r/1HUhgRTJDt/
11	03/01/2026	https://www.facebook.com/share/r/14dh43MnW4P/	23	22/05/2026	https://www.facebook.com/share/r/198ovZsFoU/
12	08/03/2026	https://www.facebook.com/share/r/1Skb3XdgBR/			

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#4J Khachkar Studios Pilot Candidates Social Media Views: CUMULATIVE 24 MAY 2026

#	Church	City	State/Country	Affiliation	Total Views	% of Total	Cumulative % of Total
1	San Gregorio Iluminador Armenian Apostolic Church	Caracas	Venezuela	Eastern Prelacy	43,426	20%	20%
2	St. Sarkis Armenian Apostolic Church	Douglaston	NY	Eastern Prelacy	28,504	13%	33%
3	St. James Armenian Apostolic Church	Watertown	MA	Eastern Diocese	21,470	10%	43%
4	Saint Sarkis Armenian Apostolic Church	Charlotte	NC	Eastern Diocese	20,952	10%	52%
5	St. Mary Orthodox Christian Church	Wichita	KS	Orthodox (Non-Armenian)	20,558	9%	62%
6	St. Nicholas Greek Orthodox Church	Lexington	MA	Orthodox (Non-Armenian)	16,924	8%	69%
7	The Church of Holy Mother of God	Akhtala	Armenia	Armenian Apostolic Church	16,402	7%	77%
8	Christ the Saviour Orthodox Church	Harrisburg	PA	Orthodox (Non-Armenian)	13,846	6%	83%
9	Holy Cross Armenian Catholic Church	Belmont	MA	Catholic	13,627	6%	89%
10	Armenian Presbyterian Church	Paramus	NJ	Protestant	10,060	5%	94%
11	Armenia Lacrosse	Longboat Key	FL	Armenian Ministry	9,965	5%	99%
12	St. Thelka Orthodox Church	Richmond	TX	Orthodox (Non-Armenian)	1,738	1%	99%
13	St. Mary Armenian Apostolic Orthodox	Hollywood	FL	Eastern Diocese	1,364	1%	100%
	Total				218,837	100%	

#4K. St. Sarkis Armenian Apostolic Church:
“Bring a Friend. Bring a Family Member.”

Bring a Friend



Bring a Family Member

TRANSPARENCY • ACCOUNTABILITY • PERFORMANCE

#4L. St. Sarkis Armenian Apostolic Church: Commitment to Full Transparency

- Disclosure and announcement of **Historical Reconciled 5 Year Financial Overview and Budget for 2026** on the St. Sarkis church (pilot) website with corresponding slide presentation
- Posting of audio-video presentation on pilot website of **2025 Financial Transparency Analysis** following Benchmark set by Holy Cross Armenian Church, Belmont MA
- Planned disclosure and announcement of the pilot church **Projected 5 years Financial Overview** with slides and corresponding audio-video presentation

TRANSPARENCY • ACCOUNTABILITY • PERFORMANCE

#4M. St. Sarkis Armenian Apostolic Church: Website Home Page



TRANSPARENCY • ACCOUNTABILITY • PERFORMANCE

#4N. St. Sarkis Armenian Apostolic Church: Website Financial Page



05.12.2025.1700GMT

St. Sarkis Armenian Apostolic Church (Douglaston, NY) - Financial Overview and SROI: 2019 to 2024 and 2024 to 2025 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 projections.

Preliminary Estimates

	Actual					Budget	Change		Incremental	2024 Comparison to Benchmark		
	2019	2020	2021	2022	2023	2024	2019-2024	2024-2025	2025	Benchmark	% of Benchmark	Difference
Social Value	n.a.	n.a.	n.a.	n.a.	n.a.	\$1,660,000	n.a.	\$0	n.a.	\$2,740,000	61%	-\$1,080,000
SROI (Social Return on Investment)	n.a.	n.a.	n.a.	n.a.	n.a.	2.4x	n.a.	0.2x	n.m.	9.4x	26%	-6.9x
SROA (Social Return on Fin. Assets)	n.a.	n.a.	n.a.	n.a.	n.a.	0.8x	n.a.	0.0x	n.m.	4.0x	20%	-3.2x

Balance Sheet	Actual						Budget	2019 to 2024			2024 to 2025 Budget	
	2019	2020	2021	2022	2023	2024	2025	\$ Change	% Change	CAGR	\$ Change	% Change
Financial Assets	\$473,604	\$543,577	\$856,543	\$1,450,543	\$1,823,119	\$2,045,605	\$2,045,605	\$1,572,001	332%	34%	\$0	0%
Non-Financial Assets	\$4,840,695	\$4,968,960	\$4,837,810	\$4,672,232	\$4,593,123	\$4,435,696	\$4,435,696	-\$404,999	-8%	-2%	\$0	0%
Total Assets	\$5,314,299	\$5,512,537	\$5,694,353	\$6,122,775	\$6,416,242	\$6,481,301	\$6,481,301	\$1,167,002	22%	4%	\$0	0%
Financial Debts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n.m.	n.m.	n.m.	n.m.
Non-Financial Debts	\$0	\$0	\$0	\$0	\$103,323	\$97,550	\$97,550	\$97,550	n.m.	n.m.	\$0	0%
Total Debts	\$0	\$0	\$0	\$0	\$103,323	\$97,550	\$97,550	\$97,550	n.m.	n.m.	\$0	0%
Net Worth	\$5,314,299	\$5,512,537	\$5,694,353	\$6,122,775	\$6,312,919	\$6,383,750	\$6,383,750	\$1,069,451	20%	4%	\$0	0%

Income Statement	Actual						Budget	2019 to 2024			2024 to 2025 Budget	
	2019	2020	2021	2022	2023	2024	2025	\$ Change	% Change	CAGR	\$ Change	% Change
Income:												
Church Related - CR (a)	\$231,005	\$306,900	\$275,650	\$272,423	\$243,962	\$239,621	\$228,000	\$8,616	4%	1%	-\$11,621	-5%
Non-Church Related (b)	\$342,122	\$350,616	\$284,669	\$369,818	\$403,356	\$454,049	\$395,000	\$111,928	33%	6%	-\$9,049	-13%
Total Income	\$573,126	\$657,517	\$560,319	\$642,241	\$647,319	\$693,670	\$623,000	\$120,544	21%	4%	-\$70,670	-10%
Total Spending	\$599,947	\$621,061	\$530,489	\$652,983	\$705,245	\$678,797	\$623,000	\$78,849	13%	3%	-\$55,797	-8%
Net Income / Loss	-\$26,821	\$36,456	\$29,830	-\$10,742	-\$57,927	\$14,874	\$0	\$41,695	n.m.	n.m.	-\$14,874	n.m.

Ratio of Church Related Income CAGR to Expenses CAGR: 0x

Per Faithful and Members	Actual							Budget	2019 to 2024			2024 Comparison to Benchmark		
	2019	2020	2021	2022	2023	2024	2025	\$ Change	% Change	CAGR	Benchmark	% of Benchmark	Difference	
CR % of Total Spen.	39%	49%	52%	42%	35%	35%	37%				106%	33%	-70 pps.	
Church Related Income:														
Per Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	\$2,887	\$2,747	n.a.	n.a.	n.a.	\$2,256	128%	\$631	
Per Member	\$872	\$1,158	\$1,306	\$1,285	\$968	\$962	\$916	\$91	10%	2%	\$1,657	58%	-\$695	
Total Spending:														
Per Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	\$8,178	\$7,506	n.a.	n.a.	n.a.	\$2,133	383%	\$6,045	
Per Member	\$2,264	\$2,344	\$2,514	\$3,080	\$2,799	\$2,726	\$2,502	\$462	20%	4%	\$1,567	174%	\$1,159	
Financial Assets:														
Per Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	\$24,646	\$24,646	n.a.	n.a.	n.a.	\$4,959	497%	\$19,687	
Per Member	\$1,787	\$2,051	\$4,059	\$6,842	\$7,235	\$8,215	\$8,215	\$6,428	360%	36%	\$3,642	226%	\$4,573	
Number of Faithful	n.a.	n.a.	n.a.	n.a.	n.a.	83	83	# Change	% Change	CAGR	137	61%	-54	
Number of Members	265	265	211	212	252	249	249	-16	-6%	-1%	187	134%	63	
Capacity	154	154	154	154	154	154	154	0	0%	0%	198	78%	-44	
Faithful % of Members	n.a.	n.a.	n.a.	n.a.	n.a.	33%	33%	n.a.	n.a.	n.a.	73%	45%	-40 pps.	
Faithful % of Capacity	n.a.	n.a.	n.a.	n.a.	n.a.	54%	54%	n.a.	n.a.	n.a.	69%	78%	-15 pps.	

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.

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#40. St Sarkis Armenian Apostolic Church: One of two Armenian churches in Queens, NY

1. Dramatic Armenian population shift in the last three decades from Western Queens (near Manhattan) to Eastern Queens and Long Island.
1. As one of two churches for all of Queens and Long Island, St. Sarkis is well positioned to grow the faithful for the estimated 1000 families of Long Island, NY.
1. St. Sarkis is home to the largest active youth engagement in the Eastern Prelacy with its highly successful Salt and Light Ministry (over 100 active youth participants aged 10-18)
1. St. Sarkis is uniquely positioned to maintain young adult engagement, which is no longer a "nice to have" – it is a “now or never” opportunity to reignite a future for Armenian Christianity in the U.S

TRANSPARENCY • ACCOUNTABILITY • PERFORMANCE

#4P. St Sarkis Armenian Apostolic Church: 9 Colleges within 15 – 25 minutes

#	College	Largest Subscribers on Digital Platforms	Distance to St. Sarkis Armenian Church (Miles)	Estimated travel time by car (Minutes)	Estimated travel time with public transport (Minutes)
1	Adelphi University	n.a.	12	25	100
2	Long Island University Post	n.a.	12	27	71
3	Nassau Community College	n.a.	12	25	90
4	New York Institute of Technology	n.a.	15	25	65
5	Queens College	n.a.	5	20	41
6	Queensborough Community College	n.a.	3	15	32
7	St. John's University	n.a.	9	20	47
8	Vaughn College of Aeronautics & Technology	n.a.	8	15	48
9	York College	n.a.	10	25	58
Total		n.a.			
Median		n.a.	10	25	58
Average		n.a.	10	21	61
Minimum		n.a.	3	15	32
Maximum		n.a.	15	27	100

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#4Q. St. Sarkis Armenian Apostolic Church: Outreach

To complement weekly Social Media invites, St. Sarkis is developing a targeted outreach strategy for young adults studying and working in Queens and Long Island.

TRANSPARENCY • ACCOUNTABILITY • PERFORMANCE

#4R. Khachkar Studios:

30 Pilot Candidates Payments - Total to April 2026

				Total	\$915,801	100%					
#	Pilot Church/Ministry	Location	Affiliation	Total to April 2026	% of Total	#	Pilot Church/Ministry	Location	Affiliation	Total to April 2026	% of Total
1	St. Mary Orthodox Christian Church	Wichita, KS	Orthodox Non-Armenian	\$172,400	19%	16	The Church of the Holy Mother of God (Akhtala Monastery)	Akhtala, Armenia	Armenian Apostolic	\$17,400	2%
2	Orthodox Studies Institute and Orthodox Ministry Services	Houston, TX	Orthodox Non-Armenian	\$78,000	9%	17	Armenian Missionary Parishes - Group A	Atlanta, GA	Eastern Diocese	\$15,000	2%
3	Sts. Sahag and Mesrob	Providence, RI	Armenian Diocese	\$72,833	8%	18	Western Diocese	Burbank, CA	Armenian Diocese	\$14,500	2%
4	Holy Cross Armenian Catholic Church	Belmont, MA	Armenian Catholic	\$67,400	7%	19	Christ the Saviour Orthodox Church	Harrisburg, PA	Orthodox Non-Armenian	\$12,400	1%
5	St. Sarkis Armenian Apostolic Church	Douglaston, NY	Armenian Prelacy	\$66,400	7%	20	Evangelical Council for Financial Accountability (ECFA)	Winchester, VA	Evangelical	\$10,000	1%
6	Armenia Lacrosse	Longboat Key, FL	Armenian Ministry	\$61,545	7%	21	St. Sarkis Armenian Church, London	London, UK	Diocese	\$10,000	1%
7	St. Sarkis Armenian Church	Charlotte, NC	Armenian Diocese	\$58,400	6%	22	St. Thekla Orthodox Church	Richmond, TX	Orthodox Non-Armenian	\$10,000	1%
8	St. Nicholas Orthodox Church	Lexington, MA	Orthodox Non-Armenian	\$52,600	6%	23	Sts. Vartanantz	Providence, RI	Armenian Prelacy	\$8,833	1%
Timely audit expected for those at \$50,000 and above											
9	Armenian Presbyterian Church	Paramus, NJ	Armenian Evangelical	\$44,600	5%	24	Chabad of West Bay	Warwick, RI	Jewish	\$4,000	0%
10	Iglesia de San Gregorio el Iluminador	Caracas, Venezuela	Armenian Apostolic	\$25,800	3%	25	Soorp Khatch	Bethesda, MD	Armenian Prelacy	\$3,000	0%
11	St. Mary Armenian Church	Hollywood, FL (Miami)	Armenian Diocese	\$25,000	3%	26	St. John Armenian Church	Southfield, MI	Armenian Diocese	\$2,000	0%
12	Chabad Portugal	Cascais POR	Jewish	\$22,500	2%	27	Armenian Catholic Eparchy of Our Lady of Nareg	Glendale, CA	Armenian Catholic	\$1,000	0%
13	Catholic Leadership Institute (CLI)	Malvern, PA	Catholic	\$20,000	2%	28	Eastern Prelacy	New York, NY	Armenian Prelacy	\$1,000	0%
14	St. Joseph Antiochian Orthodox Christian Church	Houston, TX	Orthodox Non-Armenian	\$20,000	2%	29	Western Prelacy	Santa Ana, CA	Armenian Prelacy	\$500	0%
15	Eastern Diocese	New York, NY	Armenian Diocese	\$18,290	2%	30	St. James Armenian Apostolic Church	Watertown, MA	Eastern Diocese	\$400	0%

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#4S Khachkar Studios Pilot Non-Holiday Attendance: 2026 Latest vs. Start

#	Church	State / Country	City	As of 24/05/2026		First 4 Weeks Non-Holiday (Start)	Change	% Change
				2026 Latest 4 Weeks Average	2026 # of Non-Holiday Counts			
1	Armenian Lacrosse Ministries *	FL	Longboat Key	397	15	80	317	396%
2	The Church of the Holy Mother of God (Akhtala Monastery)	Armenia	Akhtala	202	2	65	137	211%
3	Armenian Church of the Nazarene	CA	Glendale	122	2	79	43	54%
4	St. Gregory Illuminator Church of Venezuela	Venezuela	Caracas	16	6	11	5	45%
5	St. Sarkis Armenian Apostolic Church	NY	Douglaston	105	18	80	25	31%
6	St. Mary Orthodox Christian Church	KS	Wichita	157	17	142	15	11%
7	St. Sarkis Armenian Church	NC	Charlotte	71	9	65	6	9%
8	Holy Cross Armenian Catholic Church	MA	Belmont	85	15	78	7	9%
9	Armenian Presbyterian Church	NJ	Paramus	62	17	57	5	9%
10	St. Nicholas Greek Orthodox Church	MA	Lexington	120	17	112	8	7%
11	St. Thekla Orthodox Church	TX	Richmond	112	6	107	5	5%
12	Christ the Saviour Orthodox Church	PA	Harrisburg	208	9	209	-1	0%
13	Armenian Missionary Parishes - Group A	Eastern U.S.		New	-	103	-	-
14	St. Josef Church (Sint-Josefkerk)	Belgium	Antwerp	Under consideration	-	-	-	-
15	Church of Our Lady of the Rosary	Belgium	Liège	Under consideration	-	-	-	-
16	Armenian Apostolic Church of the Holy Spirit (Surp Hoki Armeens Apostolische Kerk)	Netherlands	Amsterdam	Under consideration	-	-	-	-

*Armenian Lacrosse Ministries is number reached weekly.



#4T

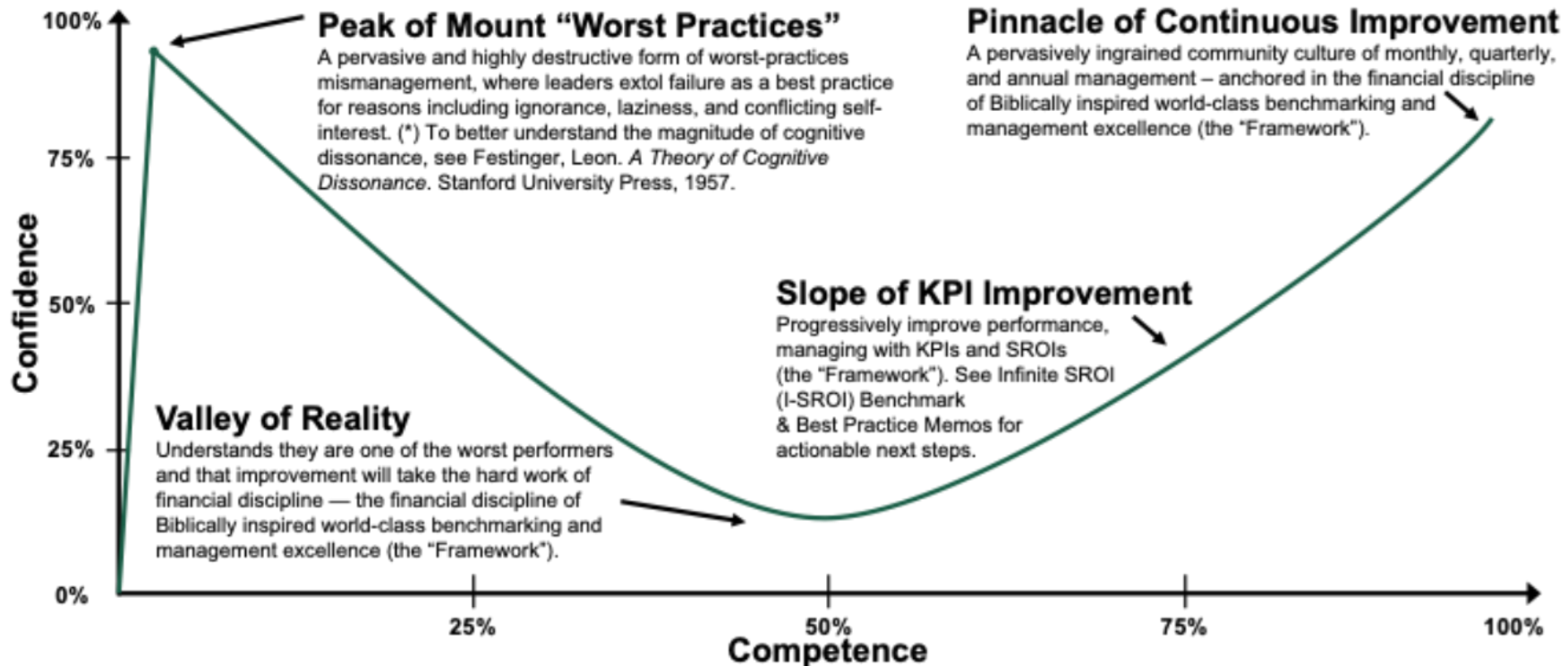
Khachkar Studios Pilot SROI Rank

				\$20,000					
#	Church	State / Country	City	Non-Holiday Latest vs. Start Change	Change Social Value	Khachkar Studios Last 12 Months Support (to April 2026)	SROI (Social Value divided by KS Support)	U.S. Pilots 100% Goal	U.S. Pilots 100% Performance Gap
1	The Church of the Holy Mother of God (Akhtala Monastery)	Armenia	Akhtala	137	\$2,740,000	\$17,400	157x	65	72
2	Armenian Lacrosse Ministries *	FL	Longboat Key	317	\$6,340,000	\$60,220	105x	80	237
3	St. Sarkis Armenian Apostolic Church	NY	Douglaston	25	\$500,000	\$47,400	11x	80	-55
4	St. Thekla Orthodox Church	TX	Richmond	5	\$100,000	\$10,000	10x	107	-102
5	St. Gregory Illuminator Church of Venezuela	Venezuela	Caracas	5	\$100,000	\$25,800	4x	11	-6
6	St. Nicholas Greek Orthodox Church	MA	Lexington	8	\$160,000	\$52,600	3x	112	-104
7	St. Sarkis Armenian Church	NC	Charlotte	6	\$120,000	\$50,000	2x	65	-59
8	Armenian Presbyterian Church	NJ	Paramus	5	\$100,000	\$44,600	2x	57	-52
9	Holy Cross Armenian Catholic Church	MA	Belmont	7	\$140,000	\$66,400	2x	78	-71
10	St. Mary Orthodox Christian Church	KS	Wichita	15	\$300,000	\$172,400	2x	142	-127
11	Christ the Saviour Orthodox Church	PA	Harrisburg	-1	-\$20,000	\$12,400	n.m.	209	-210
12	Armenian Church of the Nazarene	CA	Glendale	43	\$860,000	-	-	79	-36
13	Armenian Missionary Parishes - Group A	Eastern U.S.		-	-	\$15,000	-	103	-
14	St. Josef Church (Sint-Josefkerk)	Belgium	Antwerp	-	-	-	-	-	-
15	Church of Our Lady of the Rosary	Belgium	Liège	-	-	-	-	-	-
16	Armenian Apostolic Church of the Holy Spirit (Surp Hoki Armeens Apostolische Kerk)	Netherlands	Amsterdam	-	-	-	-	-	-

*Armenian Lacrosse Ministries is number reached weekly.

#4U. The Failing U.S. Armenian Christian Ecosystem: 12 Body Parts – A Dunning-Kruger Textbook Example

“The faster an individual or organization reaches the Valley of Reality and Slope of KPI Improvement, the faster the ascension to the Pinnacle of Continuous Improvement”.



(*) Totally confident they are best-in-class, when in fact they are bottom decile performers. Example, a highly destructive massive systemic misconception that 30% of U.S. Armenians regularly attend Sunday services, which is among the best, when in fact it is 1% to 3% and one of the worst performers. Recommend reading the *Journal of Personality and Social Psychology*. 1999, Vol. 77, No.6, 1121-1134. Justin Kruger and David Dunning. This Ecosystem is a customized Dunning-Kruger framework. The actual names of the four stages in the Dunning-Kruger framework are “Peak of ‘Mount Stupid’”, “Valley of Despair”, “Slope of Enlightenment”, and “Plateau of Sustainability”.

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#4V. To Quickly Recognize and Overcome Potentially Hostile Barriers to Change, We Recommend You Study the Following 8 Sources of Knowledge

1. Ecosystem systems map
2. Dunning-Kruger diagram
3. Why 68 years of zero transparency I-SROI memo
4. Conflicted self-interest I-SROI memo
5. The true cost of concealment I-SROI memo
6. 25 examples of self-conflict of interest I-SROI memo
7. FIQ and FTA materials
8. New Philanthropy Benchmarking: Wisdom for the Passionate (2002)

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2025 Financial Transparency Analysis

Pilot Church:

St. Sarkis Armenian Apostolic Church - Douglaston, NY

May 2026



Takeaway #1. The U.S. and New York Failing Ecosystem – Church Attendance: Actuals, Misconceptions, and Rankings



Takeaway #2. 2025 Financial Transparency Profile



Takeaway #3. Biblically Inspired World-Class Benchmarking and Management Excellence "Framework" – Transparency, Accountability, and Performance (T•A•P)



Takeaway #4. Pilot Candidates Materials and Management Best Practices

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Annex 1. St. Sarkis Armenian Apostolic Church, NY:



Financial Overview and SROI: 2020-2025 and 2026 Budget

Preliminary Estimates													
Actual						Budget	Change		Incremental	2025 Comparison to Benchmark			
2020	2021	2022	2023	2024	2025	2026	2020-2025	2025-2026	2026	Benchmark	% of Benchmark	Difference	
SROI (Social Return on Investment)													
Social Value	n.a.	n.a.	n.a.	n.a.	5.5x	4.4x	4.9x	n.a.	0.5x	24.5x	9.4x	47%	-5.0x
	n.a.	n.a.	n.a.	n.a.	\$1,500,000	\$1,500,000	\$1,720,000	n.a.	\$220,000		\$2,740,000	55%	-\$1,240,000
Balance Sheet													
Actual						Budget	2020 to 2025			2025 to 2026 Budget			
2020	2021	2022	2023	2024	2025	2026	\$ Change	% Change	CAGR	\$ Change	% Change		
Financial Assets	\$514,303	\$517,007	\$656,619	\$683,418	\$751,480	\$877,899	\$912,899	\$363,595	71%	11%	\$35,000	4%	
Non-Financial Assets	\$2,101,836	\$2,101,836	\$2,101,836	\$2,101,836	\$2,101,836	\$2,101,836	\$2,101,836	n.m.	n.m.	n.m.	\$0	0%	
Total Assets	\$2,616,140	\$2,618,843	\$2,758,456	\$2,785,254	\$2,853,316	\$2,979,735	\$3,014,735	\$363,595	14%	3%	\$35,000	1%	
Financial Debts	\$8,250	\$9,000	\$9,150	\$9,900	\$16,950	\$11,000	\$11,000	\$2,750	33%	6%	\$0	n.m.	
Non-Financial Debts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n.m.	n.m.	\$0	n.m.	
Total Debts	\$8,250	\$9,000	\$9,150	\$9,900	\$16,950	\$11,000	\$11,000	\$2,750	33%	6%	\$0	n.m.	
Net Worth	\$2,607,890	\$2,609,843	\$2,749,306	\$2,775,354	\$2,836,366	\$2,968,735	\$3,003,735	\$360,845	14%	3%	\$35,000	1%	
Income Statement													
Actual						Budget	2020 to 2025			2025 to 2026 Budget			
2020	2021	2022	2023	2024	2025	2026	\$ Change	% Change	CAGR	\$ Change	% Change		
Income:													
Church Related - CR (a)	\$110,937	\$131,828	\$254,004	\$185,666	\$257,345	\$390,306	\$300,000	\$279,369	252%	29%	-\$90,306	-23%	
Non-Church Related (b)	\$55,643	\$63,089	\$58,888	\$68,230	\$75,154	\$83,100	\$85,000	\$27,457	49%	8%	\$1,900	2%	
Total Income	\$166,580	\$194,916	\$312,892	\$253,896	\$332,499	\$473,406	\$385,000	\$306,826	184%	23%	-\$88,406	-19%	
Total Spending	\$135,310	\$192,963	\$173,429	\$227,847	\$271,487	\$341,037	\$350,000	\$205,727	152%	20%	\$8,963	3%	
Net Income / Loss	\$31,271	\$1,953	\$139,463	\$26,048	\$61,012	\$132,369	\$35,000	\$101,098	323%	33%	-\$97,369	-74%	
Ratio of Church Related Income CAGR to Expenses CAGR:													
										1x	2025 Comparison to Benchmark		
CR % of Total Spen.	82%	n.a.	146%	81%	95%	114%	86%				Benchmark	% of Benchmark	Difference
											89%	129%	26 pps.
Per Faithful and Members													
Church Related Income:													
Per Faithful	n.a.	n.a.	n.a.	n.a.	\$3,431	\$5,204	\$3,488	n.a.	n.a.	n.a.	\$1,896	275%	\$3,308
Per Member	n.a.	n.a.	n.a.	n.a.	\$643	\$976	\$750	n.a.	n.a.	n.a.	\$1,249	78%	-\$273
Total Spending:													
Per Faithful	n.a.	n.a.	n.a.	n.a.	\$3,620	\$4,547	\$4,070	n.a.	n.a.	n.a.	\$2,133	213%	\$2,414
Per Member	n.a.	n.a.	n.a.	n.a.	\$679	\$853	\$875	n.a.	n.a.	n.a.	\$1,405	61%	-\$552
Financial Assets:													
Per Faithful	n.a.	n.a.	n.a.	n.a.	\$10,020	\$11,705	\$10,615	n.a.	n.a.	n.a.	\$4,207	278%	\$7,498
Per Member	n.a.	n.a.	n.a.	n.a.	\$1,879	\$2,195	\$2,282	n.a.	n.a.	n.a.	\$2,771	79%	-\$576
Number of Faithful (d)													
Number of Faithful	n.a.	n.a.	n.a.	n.a.	75	75	86	n.a.	n.a.	n.a.	137	55%	-62
Number of Members	n.a.	n.a.	n.a.	n.a.	400	400	400	n.a.	n.a.	n.a.	208	192%	192
Capacity	125	125	125	125	125	125	125	0	0%	0%	198	63%	-73
Faithful % of Members	n.a.	n.a.	n.a.	n.a.	19%	19%	22%	n.a.	n.a.	n.a.	66%	28%	-47 pps.
Faithful % of Capacity	n.a.	n.a.	n.a.	n.a.	60%	60%	69%	n.a.	n.a.	n.a.	69%	87%	-9 pps.

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