



ST PAUL'S CATHEDRAL
EPISCOPAL

Love Christ • Serve Others • Welcome All

2021 Annual Reports

Presented Sunday January 23, 2022

The Very Reverend Penny Bridges, Dean

St. Paul's Cathedral

2728 Sixth Avenue

San Diego, CA 92103

www.stpaulcathedral.org

St. Paul's Cathedral Annual Meeting Agenda
January 23, 2022

Special thank you to Susan Forsburg for today's slide show.

Opening Prayer	The Rev. Canon Brooks Mason
Call to Order	The Very Rev. Penny Bridges, Dean
Quorum (50 qualified members required)	Joyce Vogel, Chapter Clerk
Approval of 2022 Annual Meeting Agenda	The Very Rev. Penny Bridges
Approval of 2021 Annual Meeting Minutes	The Very Rev. Penny Bridges
2021 Financial Report	Betsey Monsell, Treasurer
2022 Budget	Betsey Monsell, Treasurer
Investments Report	Betsey Monsell, Treasurer
Stewardship Report	The Rev. Richard Hogue
Cathedral Campus Redevelopment Plan	Ken Tranbarger, President, Nutmeg & Olive, LLC
Honor Outgoing Chapter Members	The Very Rev. Penny Bridges
Dean's Remarks	The Very Rev. Penny Bridges
Chapter Election Results	Donna Perdue Dean's Warden
Naming of Dean's Warden	The Very Rev. Penny Bridges
Bishop Robinson Cross Awards	The Very Rev. Penny Bridges
Adjournment	The Very Rev. Penny Bridges

Newly elected and continuing Chapter members will move immediately to a breakout room for election of officers.

Table of Contents

Annual Meeting Minutes.....	5
Dean's Annual Report.....	8
Dean's Warden.....	14
People's Warden.....	16
Financial Reports.....	17
Endowment Committee Report.....	20
Cathedral Music Department Report.....	22
Liturgy & Worship Reports	
Canon Liturgist.....	24
Acolytes and Chalice Bearers.....	26
Altar Guild.....	28
Ushers.....	29
Vergers.....	30
Lectors.....	32
Daily Office Officiants.....	33
Pastoral Care.....	35
Cathedral Arts & Culture Committee	36
Stephen Ministry.....	38
Prayer List Ministry.....	39
Columbarium Committee.....	40
Congregational Life Reports	
Congregational Life.....	41
Women Together.....	43
Stewardship.....	44
Evangelism & Communication Reports	
Cathedral Communications.....	45
Evangelism Incorporation & PR Ministry	46
Cathedral Connections Ministry	47
Audio Visual Report.....	48
Outreach Reports	
Outreach.....	50
Peace and Justice Committee.....	55
Simpler Living.....	56
Showers of Blessings.....	58
Episcopal Relief and Development, Fair Trade and Alternative Gift Expo.....	60
Docent Ministry.....	61

Formation Reports	
Adult Formation.....	62
Education for Ministry.....	64
Family Ministry	66
Centering Prayer.....	69
Administrative Reports	
Director of Administrative Operations Report	70
Buildings & Grounds Committee	74
Landscape Committee	76
Revenue Research Task Force (RRTF)	77
Cathedral Archivist.....	78
Nutmeg & Olive LLC Report	81

Annual Meeting Minutes

Meeting Held via Zoom
Sunday, January 24, 2021 at 12:05pm

Present: The Very Rev. Penny Bridges, Dean, The Rev. Jeff Martinhauk, Director of Congregational Development, The Rev. Canon Brooks Mason, Canon Liturgist, Chapter Members: Clemente Guarneros, Bob Knight, Jairus Kleinert, Donna Perdue, Jerry Motto, Neil Malmquist, Margret Hernandez, Claudia Dixon, John Will, Justin Lewis, Martha Curatolo, Rockette Ewell, David Spencer, The Rev. Canon Andrew Green Officers: Andrew Brooks (Chancellor), Joyce Vogel (Clerk), Betsey Monsell (Treasurer), and a quorum of cathedral members

1. The Very Rev. Penny Bridges called the meeting to order at 12:05pm
2. Opening Prayer – The Rev. Canon Jeff Martinhauk
3. Quorum – Joyce Vogel, Chapter Clerk confirmed a quorum with over 108 cathedral members present.
4. Resolution to Modify Bylaws **to conform to the requirements of the Episcopal Diocese of San Diego in the current pandemic** it was moved, seconded and approved **to amend the bylaws in the form previously made available to the congregation including** to reduce the quorum to 50, to hold the meeting virtually, to amend who is eligible to vote and to allow voting by mail. All changes apply to the 2021 annual meeting **and until the end of the current emergency.**
5. Approval of Agenda – it was moved, seconded, and approved to accept the agenda as published.
6. Approval of the 2020 Annual Meeting Minutes – it was moved, seconded and approved to accept the meeting minutes with minor changes.
7. Discussion of St. Paul's Senior Services relationship to the Cathedral – Dean Penny Bridges
Due to the success of St. Paul's Senior Services, it is now time for the relationship between them and the Cathedral to be dissolved. Their board voted to approve the dissolution and the Cathedral's Chapter will vote on the item during February 2021 meeting.
8. Review of 2020 financial statement and 2021 budget – Betsey Monsell, Treasurer reviewed the 2020 financial report and the 2021 budget. We ended 2020 with a \$17,487 surplus in the Cathedral's Operating Account. A balanced budget for 2021 was presented that included a COVID adjustment assuming that the campus won't be open until June 2021.

9. Endowment Committee Report – Betsey Monsell made a presentation stating that the holdings have more than doubled in 10 years and now exceed \$4 million as of 12/31/2020. The Dean is looking for new members for this Committee. Please contact her if you are interested.
10. Stewardship Committee – The Reverend Jeff Martinhauk stated that the stewardship campaign Rising Together at \$980,000 pledged to date is just short of its goal of \$1,025,000. With the pandemic forcing virtual services for the past year, we truly know that the Church is not the building. The Church of St. Paul is the people!
11. Cathedral Campus Redevelopment Plan – Ken Tranbarger, gave an update on the LLC with the use of a slide show. Tom Delaney, the construction manager, estimated that the project will take until February, 2022 to be completed. Betsey will be joining the LLC as a manager.
12. Honoring Outgoing Chapter Members - The Very Reverend Penny Bridges gave her sincere thanks to John Will, Claudia Dixon, Clemente Guarneros and Jerry Motto for their years of service.
13. Dean's Remarks – The Very Reverend Penny Bridges stated that the report package tells you about 2020 – many new things, amazing witness to our ability to pivot, reinvent and flourish under very different circumstances. She gave a special thank you to Circle of Love leaders and callers for their special ministry. Our plans for 2021 will need to continue to concentrate on providing on-line services and other ministries while making plans for coming together again in person perhaps later in the year. She stated another priority is to make the most of this time to prepare our buildings for multiple uses so that they will support our mission. She recently formed the Revenue Task force will develop a marketing plan for making our beautiful space available to the wider community. She formed the Chancel Task Force in response to an extraordinary offer from a generous donor who said, "I'd like to buy chairs for the nave, but only if we can also remodel the Chancel." Alongside our own facility, we are watching the rise of 525 Olive, the 20-story apartment building that will share our block and give us an additional 16,000 square feet for ministry. As if a pandemic weren't enough, we were also confronted with a nationwide reckoning around systemic racism. St. Paul rose to this challenge with a Lenten series followed by a broad commitment to the Sacred Ground curriculum. We are now looking at what comes next. The Episcopal Church has created a follow-up program which seeks to tackle both the continuing work of dismantling racism and the epidemic of toxic political division. It's called From Many, One: Conversations Across Differences. Stay tuned for further details on this. Penny is looking for a conservative congregation to begin dialog with. If you have a personal connection with such a congregation, please

let her know. Since long term planning is difficult in a pandemic world, Penny is looking at a planning technique called Scenario Planning that aims to lay out the different possible paths ahead and to create a general approach for each. We are also looking at our big dreams for the future. We want to provide adequate housing for our music program. Our music ministry is one of our shining stars. The second big dream is that of building a self-contained center to serve our unsheltered neighbors. The undercroft of the chapel lends itself to this use. Penny expressed her gratitude to Chapter member Rockette Ewell for stepping forward to head up a capital campaign effort. Several possible projects are being researched by various groups of parishioners.

14. Introduction of Capital Campaign – Rockette Ewell stated that this capital campaign will focus on important capital improvements that weren't addressed previously. An example would be the need of furniture and fixtures for the new offices.
15. Chapter Election Results – The Very Rev. Penny Bridges announced that Darien DeLorenzo, Kimberly Hall Fernandez, Gladis Jimenez, and Wanda Porrata were elected as new chapter members. Special thanks were given to Clemente Guarneros and Maureen McNulty who stood for election. There were 157 ballots received and counted.
16. Naming of Dean's Warden – The Very Rev. Penny Bridges announced that Donna Perdue has agreed to serve again as Dean's Warden since consistency during this difficult time seemed important.
17. Bishop Robinson Cross Awards – The Very Rev. Penny Bridges announced that Betsey Monsell and Joanna Airhart are the recipients of the award. Congratulations to all!

The meeting was adjourned at 1:28pm.

Respectfully submitted,
Joyce M. Vogel, Chapter Clerk

THE DEAN'S ANNUAL REPORT FOR 2021

At the 2021 Annual Parish Meeting we were just starting to see people vaccinated against COVID in large numbers. We were optimistic that by the middle of the year we would be back to full operation. Alas, it was not to be. While we were able joyfully to resume in-person worship after Easter, we were hampered in a full return by the reluctance of many Americans to be vaccinated. This meant that the virus persisted, evolved, and diversified, with the result that first the Delta and then the Omicron variants held us hostage, creating many more disappointments as hoped-for reunions, events and ministries were once again cancelled or postponed. As we enter 2022, we are in the midst of the Omicron surge and we continue to roll with the punches, making plans for the best-case scenario but always prepared to be disappointed again, to pivot and adapt as seems best to us and safest for the congregation. Human beings are amazingly adaptable!

I am so grateful for our Regathering Task Force which continues to meet every other week, to learn and discern together, and to determine next steps, whether that means opening up more or pulling back a little. The members of the task force include staff: me, Kathleen Burgess, the Rev. Richard Hogue, the Rev. Canon Brooks Mason, Bob Oslie, Wayne Riehm, and Canon Martin Green; ministry leaders Canon Konnie Dadmun and Jen Jow; wardens Donna Perdue and Justin Lewis; and our medical advisor Dr. Don Pellioni. We are blessed to have a community that trusts science and supports the task force's work. I believe that we have observed best practices throughout the pandemic, with the result that there has been very little contagion within the congregation.

We have become proficient in online ministry and the congregation has supported streamed services and Zoom formation opportunities. Our audiovisual team, led by Mike Thornburgh and Paul Young, has created a seamless hybrid option for Sunday forums. The Thursday evening contemporary service has continued in one form or another, mostly outdoors, giving parishioners an opportunity for an informal worship experience which incorporates the sharing of personal faith journeys.

Across the country small churches have struggled mightily to survive the pandemic, and many have been forced to close. As a large congregation we have been fortunate to have reserves and exceptionally generous members, both of which have helped us to stay afloat. However, our Spanish language ministry has suffered a grievous blow, as the majority of former attendees have

not returned in the eight months since we resumed in-person worship, and various advertising initiatives failed to attract new members. The faithful few who have continued to attend are exhausted. In December the leadership group came reluctantly to the decision to discontinue weekly services in Spanish. Instead, we will offer celebrations of cultural festivals such as Día de las Madres and Día de los Muertos, involving a liturgical observance in Spanish and a festive meal. I hope that many of our Anglo members will support these special events and help to rebuild a sense of community in our multicultural context. I am very grateful for those who have worked so hard to keep our Spanish-language ministry alive, especially Martha Curatolo, Gladis Jimenez, Ricardo Diaz, the Hernandez and Guido-Gutierrez families, and Karla Chavez, along with staff members Salvador Arce-Guerra, Alejandro and Tania Tapia, and Dr. Orlando Espin.

Despite the need for reduced forces, our liturgy and music continue to be beautiful and nourishing to our souls, thanks to the careful planning and dedication of Canon Martin Green, the Rev. Canon Brooks Mason, Canon Konnie Dadmun, Canon Lisa Churchill, David Spencer, and the many lectors, altar guild members, altar servers, and musicians who maintain our high standards, albeit on a smaller scale than before. The cathedral continues to offer a warm and inclusive welcome, with Lucinda Parsons and the ushers, Bob Oslie and the sextons, and Kathleen Burgess and the hospitality team rolling out the red carpet for every occasion.

Formation programs continue to evolve in exciting ways. Stacey Klamman has provided excellent Sunday forums week after week. The Sacred Ground leadership group evolved into a more action-oriented group, Sacred Ground in Action, and initiated a monthly series of Town Hall Meetings. We offered classes for newcomers in Lent and in the fall. My weekly letters provide regular small shots of information about the Episcopal Church and life at St. Paul's. In 2021 I conducted video interviews with a number of longtime leaders to capture their thoughts about St. Paul's in the "old days" and provide newcomers with historical context. Maya Little-Saña is an outstanding leader of our programs for children and youth. She has introduced a number of innovative and popular measures and the ministry is growing.

St. Paul's continues to be a place where people hear and respond to the call to ministry leadership. In 2021 Daniel McMillan completed his journey to ordination as a vocational deacon. Several other parishioners are at various stages of discernment. Susan Jester and Jen Jow were trained and licensed by the Bishop as lay evangelists. Mark Patzman heads up Education for Ministry across the

diocese, and Cathedral members form a significant proportion of EfM students. We were fortunate to have the Rev. Timothy Kroh join us on his arrival in San Diego last summer; he has joined the roster of assisting clergy who help us out at the altar and in the pulpit, along with the Rev. Vesta Kowalski, the Rev. Dr Carol Worthing, the Rev. Canon Richard Lief, the Rev. Canon Michael Kaehr, and the Rev. Canon Anne Chisham. Even in the midst of lockdown we were able to find six candidates for Chapter elections last January, and I am grateful to Maureen McNulty and Clemente Guarneros for being willing to stand for election alongside Darien DeLorenzo, Kimberly Fernandez, Wanda Porrata, and Gladis Jimenez who were elected.

Our outreach activities continue to be somewhat dampened by the pandemic, but thanks to Claudia Dixon's leadership we did revive a restrained version of Showers of Blessings in the fall. We look forward to the day when we will be able to offer actual showers again. I took part in some social justice-oriented events including a vigil in support of Asian Americans and Pacific Islanders and the worship services offered for the migrant children detained in the Convention Center in the spring. Jen Jow maintains connections with various service organizations that we support.

Bill Eadie has continued to cast and direct monthly Zoom play readings with an enthusiastic and widespread group of parishioners. We conduct the readings at 1 pm on Saturdays to accommodate trans-Atlantic participants as well as those in other states and in Mexico. The Friday "Dean's Breakfast" attracts between 5 and 13 attendees each week at Bread & Cie; at the time of writing, we are once again meeting at an outdoor table.

The Rev. Richard Hogue joined us in November as the Associate for Congregational Life. We were well into the annual pledge campaign when he arrived, and I am grateful for stewardship chair Jairus Kleinert and committee members Maureen McNulty, Chris Atwood, Taylor Milam-Samuel, Pat Kreder, and Justin Lewis for their leadership in planning and carrying out a very successful campaign while we were between assisting priests. Communications coordinator Wayne Riehm was a vital part of this team. Richard has quickly come up to speed on his numerous responsibilities and is a valued colleague.

In 2021 St. Paul's Cathedral and St. Paul's Senior Services brought to a close the "sole member" relationship which has been a defining characteristic of SPSS since its founding by St. Paul's members over 60 years ago. The SPSS board and Chapter jointly discerned that it was time to allow SPSS to "grow up and leave home", as the legal connection was creating some obstacles in SPSS's quest for

financial partnerships. The leadership of both entities celebrated this milestone moment for our daughter organization. SPSS's outstanding CEO of 32 years, Cheryl Wilson, will retire in February of this year. Cheryl has grown SPSS beyond anything the founders envisioned, and she will be sorely missed.

Nutmeg & Olive LLC is another related organization, with Chapter as "Sole member". Nutmeg & Olive was created by Chapter in 2004 to shepherd the development of the land adjacent to the Cathedral and manage the resulting liquid assets. The LLC has five managers appointed by Chapter to staggered five-year terms. Currently the managers are founding manager Ken Tranbarger, Mark Lester, Jim Greer, Betsey Monsell, and myself. Kendall Squires continues to attend meetings and advise in an "emeritus" capacity. Bob Knight was the Chapter liaison in 2021 and Kathleen Burgess was brought on board to handle administrative matters especially as they pertain to property management. Throughout the year the LLC monitored the construction progress of 525 Olive, the tower building next to the Cathedral, and negotiated various agreements with the cathedral, the developer Greystar, and potential tenants for the first-floor commercial space. We expect to take possession (as a condo) of the new office, program, and parking space in March 2022. We will share the new Sixth Avenue courtyard with the tenants in the tower.

The heart and soul of our Cathedral is its people, and you can see our strength in the many leaders named in the paragraphs above. However, the "bricks and mortar" aspect of our community is also important and cherished, and 2021 saw some significant changes in that area. After a lengthy period of discernment and thanks to a very generous gift, we were able to select and buy 450 chairs to replace the pews in the nave. These chairs are seen in cathedrals all over the UK and US: they stack 40 high for storage and are both elegant and comfortable. The chairs were delivered in July. We were able to find a home for the very long pews which are too large for a domestic setting: there are organizations which take solid wood furniture and repurpose it into toys and other items. We were able to find buyers for almost all of the shorter, seven-foot pews. The chairs have been well received and they blend very well into the Cathedral's environment. They will permit us to experiment with different configurations, as we did on New Year's Eve with a labyrinth arrangement, and to make the nave available for a wide variety of community events.

Concurrent with the chair project, we worked on a plan to expand the Chancel and make it both accessible and flexible. This project ran into some roadblocks due to the pandemic, but at the time of writing we are poised to begin construction, which is estimated to take 2-3 months. However, there are supply

chain issues with some of the lighting, which may delay the project further. This project will also upgrade the audiovisual features in the nave; and the entire project has been made possible by very generous gifts from parishioners.

In 2021 we began a process of preparation for an ambitious and exciting capital project. We hired capital campaign consultants and embarked on a six-month listening effort, to discern whether there was energy in the congregation around some remodeling that would support our key ministries of music and outreach. Our consultant team, Vandersall Associates, worked with campaign chair Rockette Ewell and the Rev Canon Jeff Martinhawk to bring together the diverse voices of the congregation. As we were wrapping up the exercise, Jeff announced his departure to the office of the Bishop and we decided to pause the project until such time as we had a staff member with the bandwidth to focus on a campaign.

Now that the Rev. Richard Hogue has joined us, and the pledge campaign has come to a successful conclusion, it is time to restart the capital project discernment process. Architects at DomusStudio are developing a stunning and functional masterplan to bring the entire campus together and optimize our space for the future.

We commended to the Lord's keeping a number of beloved parishioners in 2021, including the Rev. Canon Joan Ford, Sidney Hudig, the Rev. Canon Barnabas Hunt, Mick Keller, Peg Marston, Jerry Motto, Mim Sellgren, Chris Schneider, and Bruce Tindall. The columbarium is the final resting place for most of these good people, and we give thanks for their faithfulness, commitment, and generosity. Rest eternal grant unto them, O Lord, and let light perpetual shine upon them.

On a personal note, my "extramural" activities in 2021 included participating in the monthly Zoom play readings, serving as Clerk of the Diocesan Standing Committee, and continuing to serve as convenor of the North American Cathedral Deans' Conference. I am deeply grateful for the technology that has kept us connected through the pandemic, but an old-fashioned hand-written note continues to have a meaningful impact.

I give thanks on a regular basis for all our staff and for all Chapter members. 2021 was another unusually challenging year, and we came through successfully, thanks to the hard work and commitment of many people. Our staff deserve recognition and praise: the Rev. Richard Hogue, the Rev. Canon Brooks Mason, Kathleen Burgess, Canon Martin Green, Wayne Riehm, Maya Little-Saña, Gabriel Arregui, Judy MacDonald, Bob Osie, Molly Green, Erin Sacco Pineda, Chuck

Guillotte: and Alex Kajokeji and the Rev. Canon Jeff Martinhawk, both of whom left for other opportunities during the year.

Our Chapter does a fine job of overseeing and guiding the direction of the Cathedral ministries, and I give thanks for those retiring at this meeting: Dean's Warden Donna Perdue, Margret Hernandez. Bob Knight, and Jairus Kleinert, as well as those continuing on Chapter: Martha Curatolo, Gladis Jimenez, diocesan representatives Neil Malmquist and the Rev. Canon Andrew Green, Bishop's Warden Stephen Turnbull, Darien DeLorenzo, People's Warden Justin Lewis, Rockette Ewell, David Spencer, Kimberly Fernandez, and Wanda Porrata. And of course, we have three outstanding Officers: Clerk Joyce Vogel, Chancellor Andrew Brooks, and Treasurer Betsey Monsell. Jerry Coughlan has also been a faithful vice-chancellor.

As I complete my eighth year as Dean, I give thanks every day for the privilege of serving this extraordinary community, as we strive to Love Christ, Serve Others, and Welcome All.

Your sister in Christ,

Penny Bridges

DEAN'S WARDEN REPORT

Our motto for 2021 was: nimble and resilient. When 2021 began, the congregation was getting vaccinated, and we were ready to get back to something resembling 'normal' life. We had learned to pivot in 2020, developing new ways to provide spiritual nourishment and fellowship while staying apart to minimize potential COVID-19 exposure. We stayed strong and safe in 2020. In 2021, we wanted to start our new journey as a post-pandemic church in a changed world.

However, 2021 did not provide a straightforward path for this new journey. By April, we had resumed in-person worship with precautions that included masking, distancing, ventilation, and touchless communion. By late June, we added back congregational singing and hospitality. We carefully re-opened the campus for events and meetings. Later in 2021, new variants appeared, and cases surged again. We were nimble in responding every time conditions changed (whether for better or for worse), and we were resilient as we kept faith in our long-term vision for the Cathedral.

In 2021, Chapter carried on managing the temporalities of the Cathedral. To steward the resources that have been entrusted to support the Cathedral vision, Chapter: approved a balanced budget for 2021; approved chancel remodel plans to be financed by a parishioner gift; ended the formal (legal) relationship between St. Paul's Cathedral with St. Paul's Senior Services (SPSS) by removing the Cathedral as sole member of SPSS; approved a no-interest loan for Phase I Capital Campaign Costs, primarily for hiring capital campaign consultant to conduct a series of "listening sessions" with the congregation; welcomed the replacement of pews with chairs in the nave; approved decisions related to the new building; discussed scenario planning as a strategy to monitor indicators of church health and identify decision points; approved aspirants/candidates for postulancy, candidacy, and discernment for ordination; approved the appointment of Lay Evangelists and Lay Eucharistic Ministers; bid farewell to Jeff Martinhawk and welcomed Richard Hogue; approved an option for bridge financing of the chancel remodel project (only if needed); supported improvements and repairs to Cathedral facilities; considered changes to insurance coverage, health plans, and salaries, for their impact on Cathedral finances; conducted a Mutual Ministry Review with the Dean; and recruited outstanding candidates to run for Chapter in 2022.

2021 was a difficult year. As the Presiding Bishop remarked in October, this has been a year of in-between times "when not only our meetings are hybrid, but life is hybrid." The PB suggested that we, as witnesses to an ongoing pandemic and social/economic/ecological awakening, can try to be witnesses who manifest the

love of God. “Maybe the world ought to look at this church and actually see, when they see us, people who are willing to face hard truths, willing to do the hard work, and willing to hang in there come what may.” “Maybe when they look for Jesus and look for Christianity, someone will look at this wonderful Episcopal church and look at us and say, ‘That’s what a Christian looks like.’”¹ In this hybrid life, we will continue to be nimble and resilient.

Respectfully submitted by Donna O. Perdue, Dean’s Warden

¹ www.episcopalchurch.org/publicaffairs/presiding-bishop-michael-currys-opening-remarks-for-executive-council-october-25-2021/

PEOPLE'S WARDEN REPORT

The People's Warden sits on all the standing committees. They participate in and report back to Chapter monthly. The People's Warden is the "voice of the congregation" and represents that voice in the various meetings.

This year's People's Warden, Justin Lewis, was able to continue to be the voice of the congregation as we shifted all our meetings to Zoom, until we were able to regather in person beginning around Easter of 2021.

Unfortunately, because of COVID social distancing rules the People's Warden was not able to meet with and socialize among the congregation as he normally would, but did attend what functions were held intermittently throughout the year, such as Stewardship events and other receptions.

Justin organized and managed the Chapter Nomination process and helped get the candidates information together and published for the congregation's review.

Justin expresses his gratitude to those whom he worked with this year and continues to participate in the various committees.

*Respectfully submitted by Kathleen Burgess, DAO on behalf of Justin Lewis,
People's Warden*

Financial Reports (3 pages)

2022 Budget v. 2021 Budget

INCOME	2022 BUDGET	2021 BUDGET	\$ VARIANCE	% VARIANCE
Pledge, Plate & Other Offerings	\$ 1,137,700	\$ 1,087,000	\$ 50,700	4.7%
Program Income	6,000	8,000	(2,000)	-25%
Facility Use Income	69,000	16,800	52,200	311%
Other Income	2,400	7,200	(4,800)	-67%
Transfers from Enduring Gifts Funds & LLC	415,345	379,267	36,078	10%
Transfers from Special Funds (for matching purposes)	110,122	94,282	15,840	17%
TOTAL OPERATING INCOME	\$ 1,740,567	\$ 1,592,549	\$ 148,018	9%

EXPENSES	2022 BUDGET	2021 BUDGET	\$ VARIANCE	% VARIANCE
Clergy Compensation	\$ 425,033	\$ 408,256	\$ (16,777)	-4%
Lay Compensation	729,632	702,764	(26,868)	-4%
Worship & Music	52,020	52,670	650	1%
Outreach & Mission	15,600	8,400	(7,200)	-86%
Hospitality & Fellowship	25,400	11,450	(13,950)	-122%
Christian Formation	7,350	6,600	(750)	-11%
Congregational Life	47,600	31,875	(15,725)	-49%
Buildings & Grounds	128,360	75,520	(52,840)	-70%
Administration	134,622	108,605	(26,017)	-24%
Denominational Obligations	174,368	185,930	11,562	6%
TOTAL OPERATING EXPENSES	\$ 1,739,985	\$ 1,592,070	\$ (147,915)	-9%
NET OPERATING INCOME	\$ 582	\$ 479	\$ 103	

2021 Budget vs. 2021 Actual

INCOME	2021 ACTUAL	2021 BUDGET	\$ VARIANCE	% VARIANCE
Pledge, Plate & Other Offerings	\$ 1,081,215	\$ 1,087,000	\$ (5,785)	-1%
Facility Use Income	19,607	16,800	2,807	17%
Program & Other Income	4,352	15,200	(10,848)	-71%
Transfers from Enduring Gifts & LLC	379,267	379,267	-	0%
Transfers from Special Funds (for matching purposes)	63,254	94,282	(31,028)	-33%
TOTAL OPERATING INCOME	\$ 1,547,695	\$ 1,592,549	\$ (44,854)	-3%
EXPENSES	2021 ACTUAL	2021 BUDGET	\$ VARIANCE	% VARIANCE
Clergy Compensation	\$ 373,289	\$ 408,256	\$ 34,967	9%
Lay Compensation	677,752	702,764	25,012	4%
Worship & Music	32,238	52,670	20,432	39%
Outreach & Mission	3,801	8,400	4,599	55%
Hospitality	5,944	11,450	5,506	48%
Christian Formation	4,372	6,600	2,228	34%
Congregational Life	30,981	31,875	894	3%
Buildings & Grounds	77,173	75,520	(1,653)	-2%
Administration	120,208	108,605	(11,603)	-11%
Denominational Obligations	197,811	185,930	(11,881)	-6%
TOTAL OPERATING EXPENSES	\$ 1,523,569	\$ 1,592,070	\$ 68,501	4%
NET OPERATING INCOME	\$ 24,126	\$ 479	\$ 23,647	

Special Funds Reporting 2021

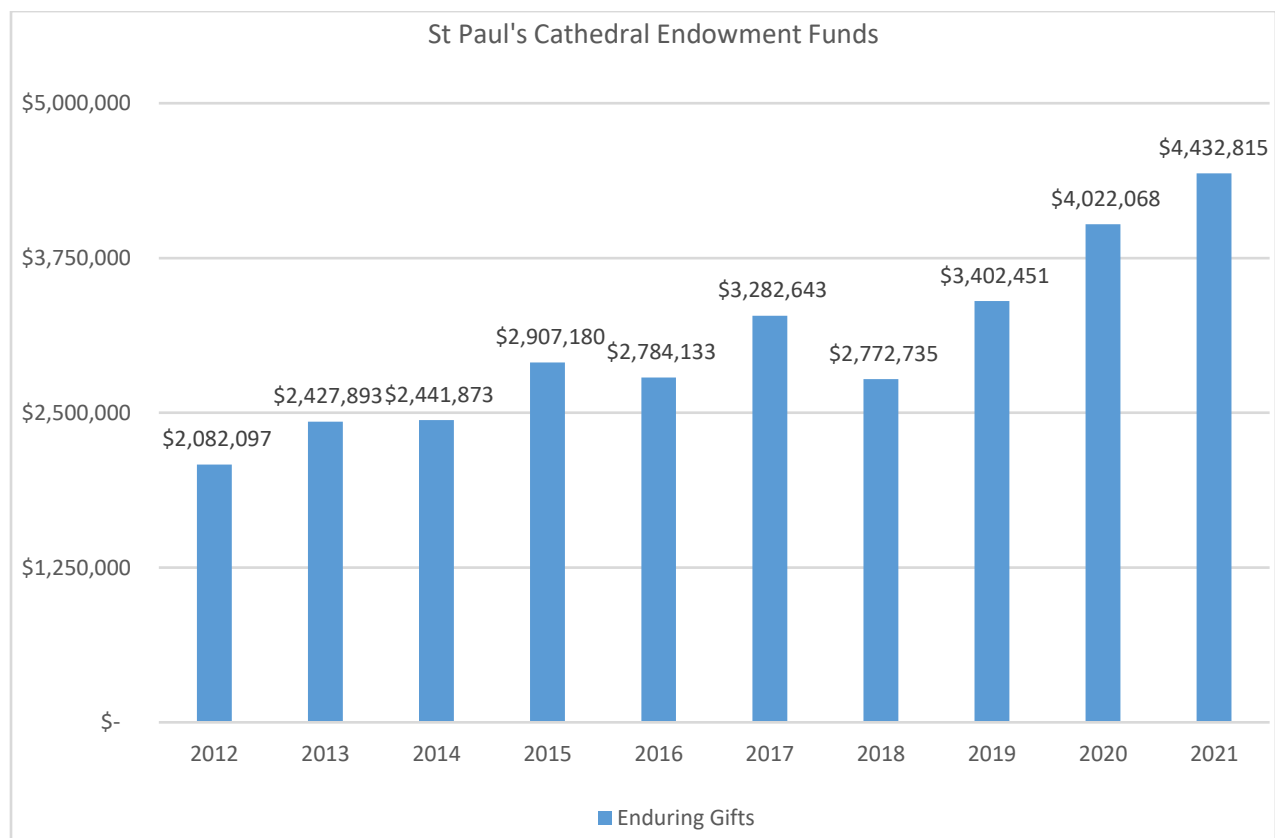
FUND NAME	BALANCE JAN 1, 2021	INCOME	TRANSFER (TO)/FROM OPERATING	TRANSFER (TO)/FROM ENDURING	EXPENSES	BALANCE DEC 31, 2021
Bequests	38,718	271,902	(3,341)	(36,782)	(1,936)	268,561
Memorials	4,739	13,025	(3,000)			14,764
Administrator's Round Table	1,000					1,000
Liturgy & Worship	3,402	4,260			(1,628)	6,034
Albs and Vestments	4,554					4,554
Altar Guild	550					550
Docent Ministries	190					190
Deaf Ministry	6,773					6,773
Stew Dadmun Memorial Flower Fund	3,438					3,438
Verger Ministry	357					357
Latino Ministries	14,973	9,170	(8,750)		(2,099)	13,294
Friends of Cathedral Music	28,647	12,973	(10,240)		(1,286)	30,094
Music - Designated/Restricted	3,625					3,625
Sesquicentennial Music Fund	21,760					21,760
Organ Scholar(s)	7,391				(2,410)	4,981
Music Visitation	4,005					4,005
PACEM Fund Distributions	9,023		(2,640)	12,372		18,755
Music Endowment Fund Distributions	-		(7,224)	7,224		-
Organ Maintenance & Repair	74					74
Music Library	2,342					2,342
Clergy Pastoral Needs Fund	5,208	5,960	3,355	17	(9,085)	5,455
Marcussen Funeral/Inurnment	-	7,044			(2,210)	4,834
North America Deans' Conference Fund	8,623					8,623
Stephen Ministries	3,462	963			(3,133)	1,292
Sabbatical Fund	713	260				973
Fulkerson Benevolent (Alms) Fund	3,392	1,000				4,392
Outreach - General	11,249	40	(26,869)	25,150	(120)	9,450
Outreach - Showers of Blessings	12,539	3,323			(186)	15,676
Outreach - Haiti	487					487
Friends of Military (FOMOS)	4,260					4,260
Fair Trade	-	1,233				1,233
Simpler Living	164	375	(375)		(121)	43
Evangelism (Cathedral for the City)	23,625		(4,170)		(1,963)	17,492
Integrity	633					633
Performing and Visual Arts (CCVPA)	2,271					2,271
Children & Family Ministries	3,939	990			(107)	4,822
Youth Ministry	1,523	32				1,555
Cursillo	573					573
Seminarian Support	3,205	250		320	(866)	2,909
Congregational Development	16,635	195				16,830
Adult Education	5,020	700				5,720
Sesq Event/Outreach Center Seed	27,840					27,840
Women Together	1,142	1,542			(932)	1,752
Buildings and Grounds	28,751	19,229			(8,250)	39,730
Library Fund	10				(10)	-
Audio-Visual Project	3,207				(3,207)	-
Chancel Redesign	-	311,326			(69,563)	241,763
GH Offices HVAC Project	12,307					12,307
Replace Pews with Chairs	-	180,568			(180,568)	-
New Building Furniture & Fixtures	-	255,958			(128,823)	127,135
Columbarium Sales/Maintenance	77,428	21,200	(15,500)	(5,000)	(1,223)	76,905
TOTAL SPECIAL FUNDS	\$ 413,767	\$ 1,123,518	\$ (78,754)	\$ 3,301	\$ (419,726)	\$ 1,042,106

St Paul's Cathedral **Endowment Report Year Ended 12/31/2021**

Committee:

Elizabeth Carey, Chairperson, Dean Penny Bridges, Donna Perdue, Dean's Warden, Justin Lewis, People's Warden, Bill Hammond, Ellen Hargus, John-Rodolphe Luthi, Marshall Moore, Phil Petrie, Roland Tactay

Making Progress Growing Endowment Funds To Support Future Ministries



Summary of 2021 Enduring Gifts (Endowment Funds) Activity:

Beginning Balance 1/1/2021	\$4,029,881	
Contributions	39,781	Bequests, gifts & columbarium niche sales
Income	557,544	Capital appreciation, dividends & interest
Distribution	-124,350	Annual distribution @ 4.4%
Distribution	-50,000	Loan to Capital Campaign Authorized by Chapter
Mgmt Fees	-20,041	
Ending Balance 12/31/2021	\$4,432,815	

Note 1: Balance of endowment funds held by LA Diocese at 12/31/2021 was not available in time for this presentation so 11/30/2021 balance was used.

Note 2: Contributions to the Cathedral Fund during Q1 2021 included undesignated bequests received in 2020 of \$37,264.52 final payment from Jack Lentz's estate and \$1,453 from John Pagenkopp's CA Teacher's life insurance benefit for a total of \$38,717.53 less 5%, or \$1,936, sent to the Episcopal Diocese of San Diego for Common Life Share Plus per Undesignated Bequest Policy and \$2,000 from 2020 Columbarium sales for a net contribution of \$38,781.53. Contributions to the Music Endowment totaling \$1,000 came from restricted gifts for Music Endowment from several parishioners.

Note 3: Enduring Gifts balance at 12/31/2021 includes Vida Joven Funds of \$501,316.

Note 4: The majority of funds are managed by State Street Global Advisors through Episcopal Church Foundation in a 70%/30% Equity/Fixed Income portfolio in accordance with the Endowment Funds' Investment Policy Statement; funds in existence pre-1977 are held by the LA Diocese and managed by Wilshire Associates. S&P 500, International Large Cap and International Emerging Markets investments are now all held in fossil fuel free funds.

CATHEDRAL MUSIC DEPARTMENT REPORT

Martin Green, Canon for Music

Gabriel Arregui, Sub-Organist & Assistant Choirmaster

2021 was another year of reflection and uncertainty. I would like to begin by thanking once again everyone involved in the Cathedral's Music Department for the creativity, flexibility, artistry, and patience. As always, I continue to be inspired by, and have so much gratitude for every individual involved with our Music Department.

Continuing to operate the Music Department under Covid restrictions has been challenging for all involved. There were a few bright spots, though that I would like to highlight:

2021 saw us bring on a new Organ Scholar, Jesse Puglia. Jesse is a wonderfully talented young musician and is a fantastic addition to our music department. While we are not yet able to offer him the full experience of all the usual weekly choral rehearsals and large amounts of accompanying through playing weekly Evensong, this unique situation affords us the opportunity to take a slightly different approach in teaching. Gabriel and I are both enjoying sharing teaching and coaching Jesse in all facets of organ playing. We will spend several of the coming months focusing on improvisation, service playing, and the art of registration.

2021 also saw the return of some of our beloved choral music to live services. What a wonderful feeling to be able to gather together again in our beautiful space (even though in small numbers) and make music together again!

I want to give special thanks to our wonderful re-gathering task force crew who have all been so thoughtful and caring and insightful in continuing to guide the cathedral through another year of the pandemic. The collective wisdom and compassion from this group is just fantastic!

We continue to watch and monitor many factors regarding the re-opening of our boy and girl chorister programs. We hope to re-open these programs as soon as conditions allow us to do so safely in the coming months. This moment can't come too soon!

Many thanks and admiration must be given to our fantastic team that works tirelessly on editing videos and recordings and producing our live-streamed events. Without this wonderful group of extremely dedicated people, we would

not be able to produce the consistently high-quality experiences for people on a regular basis, be it a live-streamed service or one of our weekly organ recitals. THANK YOU!

In closing, I want to stress just how thankful I am for so many things in another difficult year – many I've already mentioned above, and, most of all, a heartfelt thank-you to all of you who have continued to be such ardent supporters of the Cathedral Music Department. I look forward to 2022 with hopeful anticipation.

Respectfully submitted by Martin Green, Canon for Music / Organist and Choirmaster

LITURGY & WORSHIP REPORTS

Canon Liturgist

The Canon for Liturgy is directly responsible for ensuring that our worship services are carried out with reverence, dignity, and in good order. Because of the recent pandemic, these responsibilities fluctuated back-and-forth between in-person with safety protocols to online worship services which require the use of Zoom video communications and YouTube video-sharing platforms, Facebook Live technology, and the expertise of our video production team.

I report directly to the Dean, the Very Rev. Penny Bridges. With the assistance of Cn. Lisa Churchill, Cn. Konnie Dadmun, Lucinda Parsons, David Spencer, Don Mitchell, Mike Thornburgh, Bob Holt, and Jonathan Widener, I oversee the ministries and schedules of those who serve the cathedral community as Vergers, Acolytes, Thurifers, Chalice Bearers, Lectors, Clergy, Ushers, Docents, Altar Guild, wedding liturgical team, Daily Office Officiants, labyrinth ministry, and the extended ministry of the altar to support our Diocesan needs. I collaborate with Cn. Martin Green and Gabriel Arregui to coordinate the music for our worship and prepare the orders of service now used online often with QR scanner by attendees. This past year our cathedral tours with pipe organ demonstrations and labyrinth walks for students and community organizations were streamlined to meet safe health protocols. I also manage the columbarium, coordinate, and ensure pastoral needs are being met, and maintain the prayer lists.

The cathedral gradually opened to public worship beginning with the Thursday evening alternative worship service, Prayers in the Park, March 11th, with the first in-person Eucharist on March 25th. Hybrid online prerecorded and in-person worship began April 11th with the 10:30 Liturgy of the Word in the Great Hall and the Holy Eucharist in the cathedral. We returned to in-person worship in the cathedral nave at 10:30 on May 16th with choral music by section leaders of the cathedral choir. The 1:00 service returned to in-person later in May and the 8:00 in June. On July 14th, we opened our doors wider for "Light up the Cathedral for Pride Interfaith Celebration." November 14th's "Veterans & Armed Forces Evensong" began our series of in-person special Evensong services. Replacing the pews with cathedral chairs has allowed more liturgical flexibility for safely providing settings for services such as the Christmas Eve Las Posadas and the New Year's Eve Labyrinth Walk.

The average attendance for the 2021 calendar year for the 8:00 was 41 Zoom and 42 in-person. For the 10:30 in-person Sunday services, the average

attendance was 133. The 1:00 was 21. The virtual viewers at the 10:30, 1:00, and 5:00 services accessible on Facebook, YouTube, and our website are approximate (subject to the duration of live views) based on available data from our web providers. The video viewer monthly average which includes organ recitals, and all livestreamed services was 1,762. Thanks to Jim Langston for monthly compiling the video viewer numbers and to our video production team for operating all aspects of video making and broadcasting.

We conducted in-person with Zoom liturgies for private columbarium committals, outdoor burials, private and Sunday morning baptisms, and house blessings as per our public health order guidelines. There were eighteen funerals and one wedding in the cathedral.

As Deacon, I also serve the Bishop and the Diocese by assisting with the planning and preparation of diocesan liturgies such as the Ordination of Deacons in August and diaconal meetings.

I'm grateful for our many ministers who support and help to maintain the full worship life of our community and city and for supporting me in my ministry at the cathedral.

Respectfully submitted by The Rev. Canon Brooks Mason, Canon for Liturgy and Worship

ACOLYTES & CHALICE BEARERS REPORT

Acolytes work closely with the Rev. Canon Brooks Mason, Dean Penny Bridges, and other clergy, under the guidance of the Canon Verger Lisa Churchill and the other Vergers, to assist at various liturgical ceremonies held throughout the year. The Rev. Canon Brooks Mason monitors Diocesan lay licensing requirements for our Chalice Bearers.

- At the beginning of 2021, all services were online and there was unfortunately no role for the approximately 16 remaining Acolytes and Chalice Bearers who typically volunteered their time to serve at our various scheduled liturgies. On a "regular" Sunday, there would be 6-10 Acolytes and Chalice Bearers at our Eucharists and Evensong. Our Altar Servers serve on teams, which are scheduled for one Sunday per month. In addition, a number of these Servers make themselves available to assist at weddings, funerals, and other occasional events. With the shutdown associated with the Corona Virus pandemic continuing in 2021, all acolyte functions remained halted until mid-April, when a single acolyte returned to 8 and 10:30, along with a thurifer at the latter. The service opportunities remain limited (as we still do not offer wine at communion and there is no gospel procession), but we look forward to returning to a more robust 10:30 liturgy soon.
- During the year, a training and refresher workshop is typically held for Acolytes and Chalice Bearers. Special training sessions for individuals are arranged at other times to provide more frequent training options to those who express an interest in becoming an Acolyte or Chalice Bearer. Aspiring Acolytes normally have an opportunity to "shadow" other Acolytes, typically during a 10:30 Eucharist. This was not possible until October of this year, at the re-opened 8am service. Nevertheless, we did gain two new acolytes. We continue to develop an on-line training course, designed around manageable subsets of the liturgy, including a Liturgical Dictionary. This was pursued in 2019 with the help of a seminarian, who made a start on a procedural manual; unfortunately, he died, and the work-from-home requirements imposed on others in 2020 halted its progress. We hope to return to working on the curriculum.
- We did collaborate with the Children, Youth, and Family ministry for the Christmas Posada, and we look forward to expanding this collaboration to explore and invoke opportunities to invite EVERYone to join in altar service.

- Several of our Acolytes and Chalice Bearers have also acted in other capacities to help enhance the St. Paul's liturgical experience, including serving as Thurifers, Choir members, Altar Guild members, Eucharistic Visitors, Lectors, Stephen Ministers, Ushers, and Daily Office Officiants.
- In the coming year, we ardently hope to revive the ministry in the context of a full and complete Cathedral re-opening, to recruit additional servers and hold social gatherings, to provide opportunities for team building, camaraderie, and additional/special training.

Respectfully submitted by Canon Lisa Churchill, Canon Verger

ALTAR GUILD REPORT

The Altar Guild has adjusted to the new and changing schedules of the cathedral services.

We had three new members: Ellen Hargus, Susan Williams and Tom Barb. We greatly appreciate their good work in helping prepare the cathedral for worship.

Steve Mater oversees the worksheet changes, and there are many.

Roxanne Perfect -Knight orders the supplies.

Cherie Dean is the scheduler.

At the Christmas Eve service, handheld candles that were battery powered were used. Also, the candles in the stanchions were battery powered. We had a special light display for the service; fewer stanchions were in place because of the pew removal.

Tom Simmons made four new stanchion holders for the cathedral.

The Altar Guild will continue to adjust to the changing schedule and changes in the services.

Respectfully submitted with peace and love by Canon Konnie Dadmun, Canon Sacristan

USHERS REPORT

The St. Paul's Ushers are very dedicated and serve as gatekeepers to welcome all who enter our doors and assist with our beautiful liturgy. I feel honored to serve as Head Usher for the past 25 years for the Sunday services, funerals and special services.

In 2021 with the Covid Pandemic our church doors were closed and then carefully reopened in mid-April 2021 using fewer Ushers on each team. Wearing masks, keeping social distance, etc. are now the norm and several Ushers have yet to return. New Ushers have been recruited to be trained to join this ministry in 2022.

Sunday 8:00 AM

Rich Davis – Christie Batten, Mary Rathbun, Sidney Hudig, Carl Mattina and Norm Friesen.

Sunday 10:30 AM

Roxanne Perfect-Knight, Lucinda Parsons, John Will, Robert Reed – Jim Witte, Bob Oslie, Patrick Sugrue, Linda Parker-Ploeg, Elizabeth Keith, Jim McCabe, Helen Sparks, Susan Jester, Paula Peeling, Darien DeLorenzo, Gil West, Julia Gorman, Rosie Bird, Liz Nutting and Wanda Porrata.

Sunday Evensong 5:00 PM

Lucinda Parsons – Tom Simmons and Jim Witte.

I look forward to 2022 to once again serve in this fulfilling ministry and I am very grateful to all our wonderful and capable Ushers.

Respectfully submitted by Lucinda Parsons, Head Usher

VERGER REPORT

Vergers work and plan closely with the Rev. Canon Brooks Mason, Canon Verger Lisa Churchill, and Dean Penny Bridges to ensure that all ceremonies function smoothly.

- There are seven commissioned, serving Vergers at Saint Paul's: Lisa Churchill, Cherie Dean, Bill Eadie, Almira Fort, Todd Hurrell, Don Mitchell, and Stephanie Pierce (Michael Kilpatrick, currently a seminarian, also joins us as his schedule permits). Prior to the Covid pandemic, some served as "Early Verger" for 8am services, helping to assure the timely setup and table service at that Eucharist.
- The commissioned Cathedral Vergers are multi-talented and dedicated, with responsibilities including coordination and organization of ascribed duties of all other altar servers. Prior to becoming a Verger, each has served as a Cathedral Altar Server, taking on increasing leadership responsibilities. Therefore, a keen sense of liturgy, attention to detail, ultimate flexibility, and the ability to work well with others are standard qualifications of our Vergers.
- Throughout the year, Vergers typically serve not only at regularly scheduled rites and ceremonies, but also at evensong, weddings, funerals, special services (such as baptisms, ordinations, and special feasts), and altar server training sessions. Vergers lead the other servers through rehearsals prior to the 10:30 Eucharist as well as other more complicated special Rites. Periodically, the Vergers are contacted by other parishes for input/participation and guidance on particular liturgical needs and procedures, such as the annual Diocesan Convention or ordinations.
- In 2021, with the continuing all-online prayer services due to the Covid pandemic, the role of the verger shifted to that of "Virtual Verger", welcoming participants into the Zoom room, helping maintain the flow of the liturgy and other parish events in an online world. During this time, we welcomed several additional people to help monitor participants in online Cathedral events, including daily prayer services such as the 8am Sunday prayers, 9am forum, and 11:30am coffee hour. We returned to in-person services beginning in April (with reduced numbers), maintaining the online prayer service at 8, forum, and coffee hour until May/June.

- In the coming year, we hope to return to a more normal schedule by the second quarter, conduct more training sessions for all Vergers and servers, continue to formulate an online training course for altar servers, attend an Altar Guild “Boot Camp” for Vergers, recruit new Vergers, and work with other parishes in the diocese as requested.

Respectfully submitted by Canon Lisa Churchill, Canon Verger

LECTOR MINISTRY REPORT

Overall – Given another year of Covid-19 creating disruption, the Lector Ministry had been conducting online services as the year before, with in-person ministry opening mid-year and operations back to pre-pandemic times. Several Lector Ministers who were not comfortable with online use came back to read in person. We had 42 lector ministers by the end of 2021, down 3 from a year ago, with two of our beloved ministers passing away and one moving. Our ministry has become more diverse, inclusive, and reflective of our congregation this year. There are now 18 women and 24 men. Over the past 12 months we have filled approximately 199 Lector assignments.

Scheduling - We have been using the Ministry Scheduling Program (MSP) for four years with few problems. Average number of times read per lector minister for the year was 5 with a low of 1 and a high of 11. Discussions are ongoing as to how to distribute reading assignments more evenly among the Lector Ministers. Sparse numbers of reads can be attributed to volunteers serving on other ministries concurrently, inability to read online during the pandemic, and a slower rate of response for substitution requests. We are addressing all these issues in 2022.

Recruiting – Recruitment was robust this year with 13 newly added Lector Ministers.

MSP - We have primarily utilized Ministry Scheduler Pro (MSP) as our automated scheduling and communications platform for the lector ministry this year.

Leadership – This was my second full year as Lector Coordinator. Because of our restrictions due to the pandemic, our streamlined methods of collaborating with Lector Ministry were consistently challenged with last minute changes and adaptations occurring frequently. However, the team was incredibly adept at working on short notice and helping whenever needed. I continue to be pleased with the level of participation and everyone's willingness to pitch in when they can.

Respectfully submitted by David Spencer, Lector Coordinator

DAILY OFFICE OFFICIANT REPORT

- The Daily Office, or Morning and Evening Prayer, is the pulse and rhythmic heartbeat of the Church's daily praise of God. Marking the hours of each day with set prayer is a practice that originated in ancient times. As early as A.D. 60, the church encouraged morning and evening prayer and, by the fourth century, many churches held public services where regular attendance was expected. The retention and celebration of corporate daily prayer has been one of the hallmarks of Anglicanism. This practice was carried over from the monastic community into the *Book of Common Prayer* in the Daily Office of Morning and Evening Prayer.
- Morning and Evening Prayer is helpful for those who prefer a structured option to their rule of life. Throughout 2021, 8:30 Morning Prayer was offered Monday through Saturday and 5:00 Evening Prayer Monday through Friday on Zoom. Because of the continuation of coronavirus variants, this venue will continue until further notice.
- The Officiant (the person who leads the Office) may choose to use Rite One or Rite Two.
- The shape of the Office has a threefold emphasis of "Invitatory and Psalter" (praise of God), "The Lessons" (hearing the word of God), and "The Prayers" (responding to and addressing God). The Psalms are central; readings are less important.
- The readings at the Office are serial; therefore, the Office readings are uninterrupted except by Major Feasts and Saints Days in the Office Lectionary, and Holy Week changes.
- During the Daily Office here at St Paul's, our cycle of prayer includes the world-wide church, our companion cathedrals, our diocese, the military, Anglican Religious Orders, and for each individual in our cathedral community who has requested prayer.
- Thanks to our Daily Office Officiants during 2021: the Very Rev. Penny Bridges, the Rev. Cn. Jeff Martinhauk, the Rev. Cn. Brooks Mason, the Rev. Richard Hogue, Jr., Lucinda Parsons, Cherie Dean, Frank Borik, Tonya Chavis, Salvador Arce-Guerra, Ellen Hargus, and frequent volunteer

substitutes Cn. Konnie Dadmun, Diane Lopez-Hughes, Joanna Airhart, Virginia Howlett, and Stacey Klamman. We're thankful and grateful for Bruce Tindall's service until his death in July, 2021. The Virtual Vergers or Hosts for the Daily Office Zooms were Cn. Lisa Churchill, Todd Hurrell, Jen Jow, and Stacey Klamman.

- The average attendance recorded for virtual Morning Prayer is 12. The average attendance recorded for Evening Prayer is 4.

Respectfully submitted by The Rev. Canon Brooks Mason

PASTORAL CARE

Our nine-member Pastoral Care Team consists of clergy and laity who meet once a month on Zoom to review and discuss the status of those in our cathedral family who are grieving, who need pastoral care, anointing, referrals, and support. During the pandemic, our ways of administering Pastoral Offices have included in-person, virtual, and by phone.

Pastoral Care focuses on several areas: The clergy emergency pastoral phone; Eucharistic Ministers and Cathedral Visitors (EMs and CVs); a card ministry of 3 volunteers who write and mail notecards to those confined indoors; our liaison, Wanda Porrata from FOMOS, with our active and retired military; monitoring the pastoral needs (clergy discretionary) fund; and following up on those parishioners over 90 years of age. The Stephen Ministry program is also associated with Pastoral Care as it is important to evaluate and assess how to best respond to each person's situation and care. Pastoral care requests have been received from the former Circle of Love ministry necessitated by the pandemic.

In 2021, once we were able to have in-person visits, there were 6 EM visits to people logged. We had 6 EM's with a regular rota of 2 persons to receive Holy Communion as needed. Our visitees are either living in a facility or confined to their homes with a caregiver, as well as persons who are temporarily incapacitated. Currently, our 1 CV calls on 1 person once a month.

Requirements: To successfully complete all required modules of the "Safeguarding God's People" online training as per our Diocesan Policy and attend a cathedral Eucharistic Minister practicum when offered. Safeguarding God's People training is required by the Episcopal Church every five years.

All of these statistics are offered with many thanks for the hard work and dedication of all the clergy and laity ministering in these programs. We're grateful for the ministry of those no longer with us on the Pastoral Care Team: The Rev. Jason Samuel, The Rev. Canon Milton Collins, the late Rev. Cn. Joan Butler Ford, and the late Very Rev. James Carroll.

Respectfully submitted by The Rev. Canon Brooks Mason

CATHEDRAL ARTS and CULTURE COMMITTEE REPORT:

2021 YEAR OF TEARS and CHEERS

MISSION/GOALS:

1. Arts & Culture are Basic to ALL Knowledge.
2. The Arts provides and encourages an encounter with the Holy and entrance into the Heart of God.
3. To enrich the quality of congregation life through promotion of *Arts and Culture* that supports the mission of St. Paul's Cathedral, the Episcopal Community and Outreach to the City.
4. *Enlighten, Engage and Enhance* the opportunities for ALL members of the congregation and community to participate in cultural and creative activities of St. Paul's and the greater Episcopal Community.

The year of 2021 as the title states was a time of “*Tears and Cheers!*” The committee lost three faithful members: Linda Gilbreath, Mim Sellgren and Brad Lovelace. Linda and Mim were founding members of this long-standing committee and Brad was an untiring supporting participant. Their gifts, strengths, and work in watercolor, photography, music, drama, collections and outreach to many arts organizations in the community served as valued force for St. Paul's and this committee work.

Cheer: we completed one exhibition, and it was tributing the three and the focus of this mixed exhibition was their interests and works they enjoyed. The exhibition was blessed with 25 local artists participating.

More CHEERS: St. Paul's was finally opened for in-person services. Seeing each other again was “Amazing Grace!” We discovered interior changes: chairs replaced pews; a call went out to create a Design Committee for Kneelers and it is OPEN to Experienced & learners. The answer was a resounding positive “JUST DO IT!” This is a long-range project and goal but it is working. The Arts Committee added goals for every exhibition; the “PrayGround” area shall be included with related materials.

Although we're closing again, I leave you with a request for an Upcoming/Future Exhibition:

“Visual & Oral History of St. Paul's Cathedral”

Think about how we can create a family tree, who-what-when-where and how did we get here. Congregational Roots, Cathedral Leadership Roots, and Architecture Roots.

ST. PAUL'S ZOOM PLAYERS

Many thanks to Bill Eadie who organized and directed play readings on Zoom every month throughout 2021. Up to 30 people participated from locations as widely spread as Italy, Scotland and Mexico.

Many thanks to Bill Eadie who organized and directed play readings on Zoom every month throughout 2021. Up to 30 people participated from locations as widely spread as Italy, Scotland and Mexico.

Respectfully submitted by Ric Todd, Chairperson

STEPHEN MINISTRY REPORT

Stephen Ministry is designed to assist someone in crisis (Care Receiver) by walking with that person and God through the difficult time with them. A Stephen Minister typically spends an hour a week with a Care Receiver for a number of weeks. We have functioned well this year, in spite of the pandemic. Switching to telephone conversations from person-to-person contact did not hamper our ministry.

Our monthly continuing education program switched easily to Zoom in March 2020 and stayed on Zoom thru 2021. Topics included Family Health Centers, Dementia, Self-Care and a number of other relevant areas affecting our work.

We have paid special attention to self-care during the pandemic.

We look forward to training additional folks to become Stephen Ministers, again this spring as we did in 2021.

Respectfully submitted by Terry Kelly, Chair

PRAYER LIST REPORT

Prayer requests are directed to Judy MacDonald, Receptionist and Registrar. Once submitted, prayer requests will be on the Sunday list for two weeks, and on the chapel daily prayer list (which includes long term requests) for one month and can be renewed after that.

We receive requests to be on the prayer list practically daily so accurate maintenance of the list is required as well.

Respectfully submitted by Judy MacDonald, Ministry Leader

macdonaldj@stpaulcathedral.org

COLUMBARIUM COMMITTEE REPORT

The Columbarium Committee meets quarterly or as needed via Zoom or emails.

The committee members in 2021 were:

The Rev. Canon Brooks Mason, *Administrator & Dean's clerical designee*
Kathleen Burgess, *Cathedral Administrator*
Betsey Monsell, *Cathedral Treasurer*
Bob Holt, *Cathedral representative*
Ken Tranbarger, *Cathedral representative*
Chapter representative TBD in 2022.
Cathedral representative to replace Doug DeHart in process.

Ongoing responsibilities of the committee:

- Manage the columbarium as per the latest approved columbarium rules and agreements
- Maintain reconciliations of the financial account activities and investments
- Maintain permittee files
- Review any provisional options for the Dean and Chapter approval
- Oversee the long-term maintenance of columbaria
- Coordinate and monitor future expansion plans with campus redevelopment.
- Maintain current information for publications and webpages

Activities:

- The west Columbarium has 140 niches which include 134 sold and 6 vacant.
- The south transept Columbarium contains 84 niches and 60 plaques for memorial inscriptions. Five niches and three plaques have been sold.
- Niche engravings are being done at the engraver's location in Vista as needed for committal services.

For the coming year:

- Due to coronavirus outbreak, the touchup of gold engravings has been postponed until in-house training is possible.

Respectfully submitted by The Rev. Canon Brooks Mason

Congregational Life Reports

CONGREGATIONAL LIFE REPORT

This will be briefer than your average annual report for this role because I am so new! Below are high level reflections of what I have learned about the role to date. It'll have been about three months that I've been around by the time you've read this report. Regardless, thank you for welcoming me!

Stewardship

This committee has done a lot of genuinely amazing work. I want to let you all know that while Stewardship does make sure we have the funds to fulfill our mission, at my first meeting with them they spoke most about pastoral care for all in the congregation. This immediately inspired me, because it showed they care for the whole of a person, and the whole of the congregation, not merely as a function for fundraising, but as individual and collective doers of God's work in this world. That is marvelous, and I am grateful for them!

Formation

Formation is all about how we form disciples, and that can take multiple forms. I believe formation really begins at Eucharist and extends from there into the rest of our lives. I'm very excited about the upcoming adult confirmation classes for this reason, we get to see how and where God is calling each of us. Remember that the first order of the church is the laity, not we clergy. We are here to develop and support your habits as faithful followers of Jesus. It is a joy to be part of that journey with anyone willing to take it!

Sacred Ground in Action (SGIA)

I have been very involved with the San Diego Organizing Project (SDOP) previously at St. Andrew's, and I am beyond excited to see what part St. Paul's through SGIA might play in the future in the wider San Diego municipality and county. Sacred Ground helped to open the eyes of many to the necessity of re-examining our societal myths and how they harm BIPOC communities to this day. The next step is to do something with what we've learned. SDOP can be a network for St. Paul's to develop more relationships outside of our own four walls,

and extend our conversations beyond our own internally. If you are in any way drawn to really changing the world around us, talk to me about this ministry, please!

Communications

It is my pleasure to work with our communications staff here at St. Paul's, and I'm grateful to my predecessor for having a well attuned team for me to come work with. Wayne and Susan continue to work the internal and external pieces for how people discover us and communicate. I'm deeply happy to have both on this team!

Welcome & Incorporation

Susan Jester and I are working together to give the best possible and personable experience to newcomers. I want to thank Susan for how she has applied herself to this, and I look forward to getting even more involved as we move ahead!

*Respectfully submitted by The Rev. Richard Hogue, Associate for
Congregational Life & Development*

WOMEN TOGETHER REPORT

Women Together at St. Paul's is a monthly lecture series open to all women with the theme of **Being a Christian Woman in a Diverse World**. We invite esteemed professors, authors, and clergy to speak on a wide range of topics. Through insights from the speakers, and fellowship with each other, we hope to deepen our faith and inspire our spiritual journeys.

Pre-pandemic, Women Together events consisted of a program, catered dinner, and fellowship. In 2021, we held events on Zoom only, as well as hybrid events, with no meal, where some women gathered in the Great Hall, and many attended on Zoom.

In calendar year 2021, we held six meetings. 256 women attended in total with an average attendance of 43 women per event. We miss the joy of sharing a meal together, but continue to be inspired by our fascinating speakers. In March of 2021, we began recording the Zoom sessions of our events and posting them on the Women Together page on the Cathedral website. This has been a valuable resource for all.

In 2021, our event topics were: *Womanist Ways of Being and Knowing; Gendered Journeys: Women & Migration; Becoming Anti-Racist; Laying Down the Sword in Everyday Dilemmas; Reading Women Writers, Reading Scripture; and Ignatian Spirituality and Mental Wellness.*

For more information, visit www.stpaulcathedral.org/women-together.

Respectfully submitted by Virginia Howlett, Chair

Women Together at St. Paul's

STEWARDSHIP COMMITTEE REPORT

Members: Jairus Kleinert (Chair), Jeff Martinhauk (Clergy), Richard Hogue (Clergy), Christopher Atwood, Pat Kreder, Maureen McNulty, Taylor Milam-Samuel, Jerry Motto, Justin Lewis (People's Warden), Donna Perdue (Dean's Warden), Erin Sacco-Pineda (Director of Finance)

The Stewardship Committee works to guide the congregation in caring for and sharing the resources God has entrusted to all of us.

In the first half of the year, the committee developed a curriculum for a financial literacy formation offering. This class was intended to teach sound personal financial practices to help parishioners steward the gifts they have received from God effectively, practice generosity, and enjoy the blessing of peace in the area of money. Unfortunately, the committee was not able to find a good time to offer the class this year but hopes to do so soon.

In July, the committee sponsored Legacy Society Sunday. Legacy Society members—those who have included the cathedral in their estate plans—were recognized during the worship services and received a gift.

In the fall, the committee organized the annual pledge campaign. The pledge campaign is a time for the congregation to focus on the role of financial giving in enabling the cathedral to carry out its mission and commit to a specific level of giving for the coming year. The theme for this year's pledge campaign was Reunited, Renewed, Ready, emphasizing the joy of being reunited for worship together in person with faith renewed by God's care for us during the pandemic and ready to share God's love with our city and world. The campaign kicked off on October 10 with a bagel buffet in the Queen's Courtyard. In the Sunday worship services during the campaign, eight witnesses from the congregation shared their stories of why pledging is important to them. Parishioners met during three Discernment Events, held in the Queen's courtyard and online, for fellowship and discussion of the significance of giving. The campaign concluded with Ingathering Sunday on November 21 with the congregation bringing their pledges to the altar during the worship services then gathering for a picnic in Balboa Park. Overall, the campaign raised \$990,028.28 (as of 1/19/2021) toward a goal of \$1,000,000. The committee is grateful to the congregation for again making the pledge campaign a success through their continued faithfulness.

Respectfully submitted by Jairus Kleinert, Chair

EVANGELISM AND COMMUNICATIONS REPORTS

COMMUNICATIONS REPORT

Like the previous year most of the communications work has been accomplished remotely. There have only been a handful of times where going into the office was necessary.

Since staff is mostly remote as well as a great deal of ministry work, Zoom continues to be a service offered by the Cathedral. This service is still managed by the communications coordinator, ensuring links are distributed and meetings don't conflict with one another.

Last year the Cathedral switched over to a new calendar software. This project was led by the communications department. Several calendar solutions were reviewed and tested, and we ended up deciding on eSpace. Although there is still much work to be done with eSpace, including populating events for 2022, it is fully integrated with the Cathedral's website. This new product will eventually allow ministry leaders and outside organizations to book events/space through an online interface (replacing the old blue sheet process).

In addition to the above, the communications department continues to update the website, send out the weekly email, create banners/signage and engage in promotion of events.

Respectfully submitted by Wayne Riehm, Communications Coordinator

EVANGELISM

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MEDIA & PUBLIC RELATIONS REPORT

(Sample Monthly Report)

- In December followed up on 20 newcomers from Step On and another 36 in Step 2 with phone call, email and written note. We are currently following 92 newcomers in Step 3 who will be invited to the next Newcomers Brunch. I am following a total of 126 in the 3 steps that are still active.
- Wrote and sent Press releases for the Advent season schedule
- Established weekly meetings with Richard Hogue to plan and update media events, evangelism, and newcomers' progress.
- Met with Jason Evans to help develop and support the Diocesan Evangelism Task Force plan
- Attended Assem. Chris Ward meeting with Community organizations
- Attended the Metro CDC meetings
- Provided logistical support to the Altar guild for the Christmas Eve service
- Met in person with 3 newcomer individuals
- Met at her request with parishioner Kimberly Fernandez.
- Made 8 pledge calls to assigned individuals
- Co-Mentor Tues night weekly EFM sessions
- Staff the Greeter table weekly

Respectfully submitted by Susan Jester, Evangelism & Incorporation Coordinator

CATHEDRAL CONNECTIONS MINISTRY

Cathedral Connections was born out of the Circles of Love Ministry as the “doing” arm of the community. First thought to be a food ministry to help those who might get sick with COVID and be in need, a group of 16 volunteers led by Jen Jow and we formed to gather resources and information.

Community need was continued to be there, but infrequently, so Cathedral Connections has ceased to formally meet but is still administered by Jen Jow and myself under the supervision of The Rev. Canon Brooks Mason and the Pastoral Care team. We continue to handle special needs on a case-by-case basis.

In 2022, we sent out groceries, provided car rides to parishioners who could not make their way to the doctor or church on their own, arranged meals for those going through some difficult times, and more. The confidential nature of the assistance makes it easier for folks who need help to receive it.

If you know of someone in need, please reach out to us and we will help as we are able. burgessk@stpaulcathedral.org

Respectfully submitted by Kathleen Burgess, Director of Administrative Operations

AUDIO/VIDEO MINISTRY REPORT

"I find television very educating. Every time somebody turns on the set, I go into the other room and read a book." — **Groucho Marx**

For the St. Paul's Video Production Team, 2021 began on the same footing as the 2020 pandemic year ended, broadcasting previously recorded services with newly recorded readings, greetings, announcements and sermons. Each Tuesday the Team held a Zoom production meeting where all elements of preparing a broadcast were discussed and responsibilities (i.e. recording, editing etc.) assigned. The remote recording sessions were originally on Zoom and moved ultimately to Vmix, which proved to be a superior platform for our needs: video resolution, color control, switching and audio. Paul Young's control and skillful operation of the Vmix interface produced a professional series of segments which integrated seamlessly into the final edit for broadcast. These segments were edited with graphics slides by a rotating group of editors, including Jeff Martinhauk, Alex Kajokeji, Liam Semple and Paul Young.

The same graphics techniques were, and still are, being applied to the re-broadcasts of the previously recorded Evensong services. These services are selected to follow the liturgical year but do require the Dean's weekly greetings and the identifying titles for the music. The Evensong team takes the efforts of Martin Green, Gabriel Arregui, Paul Young and Kelsey Young. Once the 10:30 AM and Evensong services are edited, they are uploaded to our Team's DropBox folder and then are uploaded to our streaming vendor for scheduling and broadcast.

St. Paul's changed streaming vendors this year, looking for more consistent service and customer support, finally settling MyStreamSpot.com. Their service has proved to be much better and more responsive than the previous vendors. Scheduling live streaming and simulated live streaming (pre-recorded files) is done by Mike Thornburgh.

For the past several months, the Cathedral has reopened its doors to the Adult Forums, the 8:00AM, the 10:30AM, the 1:00PM Misa Eucharist services and the 5:30PM Thursday live Organ Concerts.

The Forums are now headed by Stacey Klamman. In addition to the open attendance for the Forums in the Great Hall, we've maintained the Zoom participation and created a hybrid meeting, thanks to the technical expertise of Paul Young and a new member of the Team, Bob Knight. The 10:30 AM Eucharist has resumed live streaming and we have expanded the pool of operators. The live streamed Organ concerts are now broadcast by the rotating operating Team of Marshall Moore and Jim Wright.

This past year has been one of changes and planning for the renovation of the Chancel and the Capital Campaign. The Team has been actively involved in the development of the AV needs and working with the architects, engineers and designers. We still meet regularly on Tuesdays to discuss and finalize the production needs for the current week of services, plus any advanced planning that needs to be done.

Finally, the Team's mostly silent member, Jim Langston, should be recognized for his years of ongoing unheralded service to the Cathedral. Jim is the post-production supervisor, archivist, editor and statistician. He also holds just about the longest institutional memory of anyone at St. Paul's.

Respectfully submitted by the St. Paul's AV Team: Rev. Richard Hogue, Jr.—Welcome Richard!—, Wayne Riehm, Brooks Mason, Paul Young, Kelsey Young, Jim Langston, Marshall Moore, Jim Wright, Bob Knight, Stacey Klamman—Welcome Stacey!, Martin Green, Gabriel Arregui, Bill Eadie, Tom Merrick, Bo Anacta, Mike Thornburgh.

OUTREACH REPORTS

OUTREACH + MISSION REPORT

A person's most useful asset is not the head full of knowledge, but a heart full of love, an ear ready to listen and a hand willing to help. – Unknown

The Outreach Committee comprises ministry leaders along with an executive staff director. We meet from 4:30pm -6:00pm on the third Tuesday of the month from September – November and January -May (June-August and December no meetings due to busy vacation and holiday months). Due to the continued pandemic restrictions and safety for others our meetings are still virtual and held via Zoom.

The meeting objective is for ministry leaders to share ideas, discuss successes and concerns, brainstorm ideas, provide information on upcoming events and where we can build new partnerships. During Covid it has been difficult to develop new partnerships, but ministry leaders have maintained current relationships and collaborated on a few small events.

While creating synergy with organizations that have similar outreach focuses and goals, it has helped us become more aware and adept to the service offerings needed for unsheltered people. Because of Covid variants we were only able to host three Showers of Blessing events in 2021 in October, November, and December. Even though there were only three, the homeless guests that attended were grateful and we were more elated that we could be together and provide services to them.

Claudia Dixon, Showers of Blessings (SOB) Ministry leader has partnered with Susan Fleming, Executive Director, Third Avenue Charitable Organization (TACO) to attend SOB. Susan has participated these past few months by bringing a crock pot of BBQ meatballs and rice to serve to our homeless guests.

Bob Carney, Immigration and Border Ministry leader, has partnered with Troy Elder, Migration Minister for the diocese. They have partnered together by helping the immigrants who are stuck at the Calexico border awaiting asylum

with various food items, hygiene items, blankets, coats and as needed legal assistance with paperwork (Troy handles the legal portion of the visit).

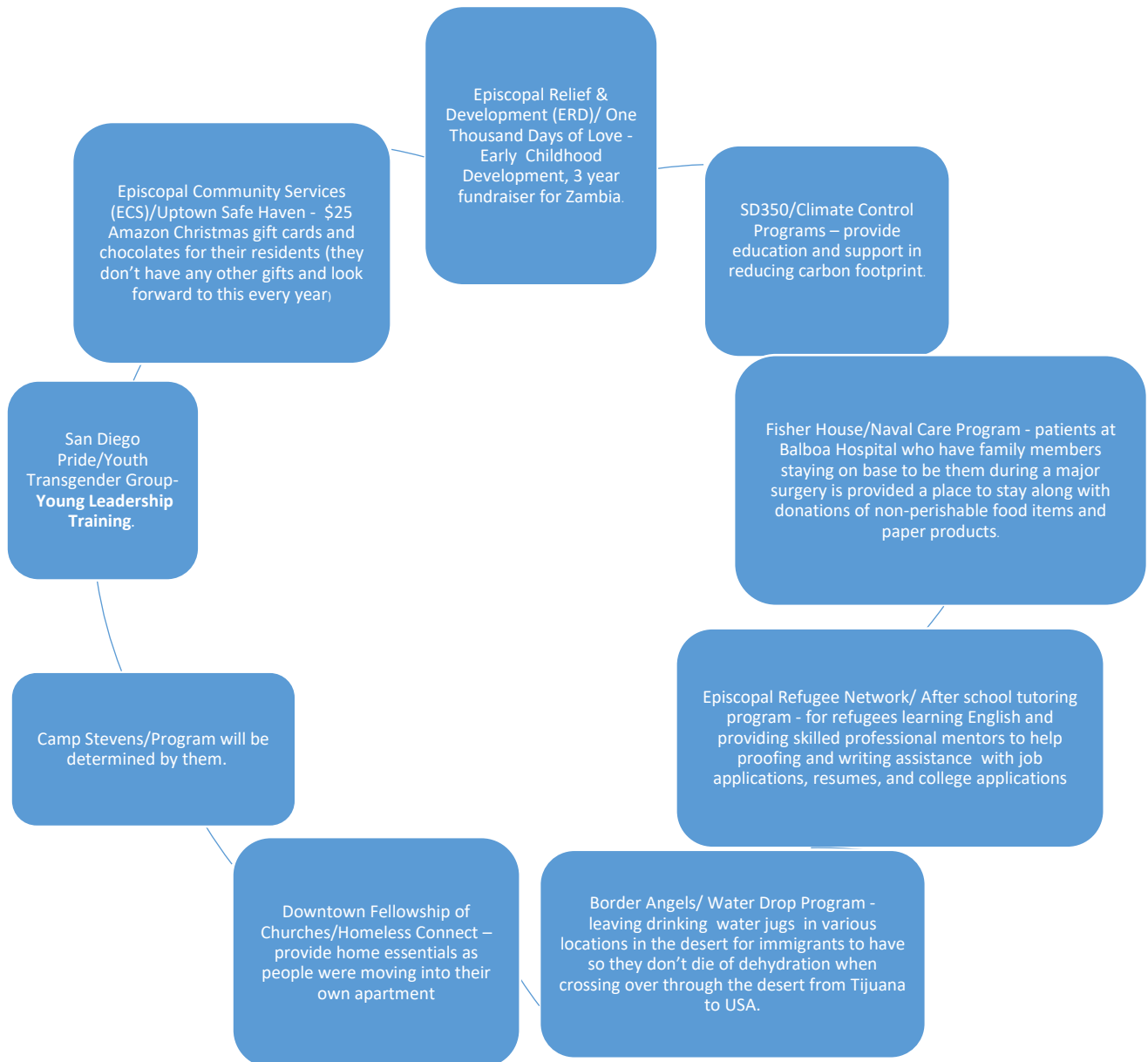
Jen Jow, Outreach Chair has been reaching out to Family Health Centers, Mobile Medical Units (MMU) clinic department administrators in San Ysidro and Gateway sites to see if vaccine and booster shots are available to supply to those that are unsheltered. Also, seeing if the MMU would travel to our site during a showers event and offer primary care, prenatal care, various tests like Covid19, Hep A, Hep C, STD, Diabetes et.al.; all conversation is confidential between the clinician and client.

We strive to make outreach as accessible as possible to all Cathedral members, while still ensuring that out in the world we continue to share the good news of God, provide space for grace, and maintain ethical standards in all we do.

Other categories of importance under Outreach purview are **Charity, Advocacy, Service, Partnership, and Formation and Support**. The description of each category and a sampling of what has been initiated or completed is continued below...

- **Charity** consists of dollars to be donated to organizations that are within the Episcopal family and external organizations that share the same focus of those we serve. Listed below are the local beneficiary organizations in the community and the program or area supported (exception is ERD).

2021 Charity donation was approved for \$6k; money was divided into different grant dollar amounts for listed organizations.



- **Advocacy:** Explored opportunities to involve our faith community and neighbors in programs and activities that would promote peace and justice for all. (Contingent on Chapter's approval).

- Sacred Ground Dialogue Curriculum and Sacred Ground In Action
- Support, Empower and be an ally to Indigenous People
- Stop hate to Asian American & Pacific Islanders
- Support Black Lives Matter Movement
- Latinx
- Conversation on Homelessness with City Council Members
- Social Media
- RISE Community Meetings with City Council
- Victory Garden Workshop
- Creation Care Task Force/ Forums/Workshops
- Racial Justice Task Force
- Gun Control
- Peace Workshops -finding tools for peace
- Call to the Wall – down at San Ysidro Border
- Work with the SDPD Homeless Task Force

On Giving Tuesday, SPC advocated for donations to support Asian Americans & Pacific Islanders. Connected with organizations by phone, email, and participated in virtual events. Otherwise, due to the pandemic and gathering restrictions this area was limited in what we could do in person.

- **Service:** Coordinate all-Cathedral one-day service projects with service day themes tied to the nearest Sunday's worship. Due to pandemic none were held in 2021.

- **Partnership:** Build long-term relationships with a limited number of community and religious organizations and look for ways to strengthen their work through service and fundraising event support, volunteer recruitment, and shared publicity.
- Continue supporting St Mark's and St Luke's Episcopal Churches, Uptown Community Services Center (UCSC), Downtown Fellowship, Episcopal Community Services (ECS), Interfaith Rotational Shelter Network, Vida Joven, Episcopal Refugee Network (ERN), Episcopal Relief & Development (ERD), and St. Paul's Senior Homes and Services (SPSS), Border Angels, San Diego LGBTQ Youth Leadership, Third Avenue Charitable Organizations (TACO), and Family Health Centers.

We continue to expand our knowledge of programs that exist within all these partnerships to keep up with change as organizations are pivoting during Covid times. All partnerships are reviewed annually and discussed amongst the outreach committee ministry leaders.

- **Formation and Support:** Create spaces for reflection, learning, and spiritual growth as our participation in outreach and mission work deepens, and we will support each other as co-partners in ministry as we do this work together.

- Outreach Monthly Communication Meetings (9 monthly meetings)
- St. Luke's Partnership with Food Bank
- Townhall meetings on Racial Justice
- Book study on Creation Care
- Sacred Ground Curriculum

Respectfully submitted by Jennifer "Jen" Jow, Project Manager & Outreach Chair

PEACE AND JUSTICE REPORT

The Peace and Justice Committee, an outreach ministry of the Cathedral, meets once a month on a Monday evening. Its standing concerns are social justice, gun violence, treatment of immigrants, and homelessness. We also support the work of the Simpler Living Ministry to address environmental stewardship. Other concerns are addressed on occasion as they arise.

Needless to say, the work of the Committee has been somewhat hampered by the Covid-19 pandemic, which kept the Cathedral at least partially closed during 2021. Our meetings have all been online. We have felt unable to sponsor or participate in events requiring physical presence. Beyond that we have experienced, perhaps due to "zoom fatigue", sagging energy compared to 2020 for mounting online events.

The Committee-sponsored *Principles for Social Justice* were re-adopted by the Cathedral Chapter in June without revision after discussions between the Chapter and the Committee about several possible revisions.

Specific matters addressed by the Committee in 2021 include:

- Promotion of the *Principles for Social Justice*.
- Requests for Cathedral endorsement or support.
- Voting rights.
- Interfacing with *Sacred Ground in Action*
- Interfacing with the new Diocesan Peace and Justice Mission.
- Communication with the St. Paul's community about peace and justice concerns.
- Beginning a web page for our ministry.
- Concerns about our national life, particularly *discourse* and *truth*.
- Planning for a retreat in 2022 at a point when the weather should suit an outdoor meeting.

The Committee is always looking for new members. Please contact the Dean, Fr. Richard Hogue, Canon Richard Lief, Marshall Moore, Jim Witte, or the chair if you are interested.

Respectfully submitted by Bill Hammond, Peace & Justice Chair

SIMPLER LIVING REPORT

Simpler Living is a ministry of St. Paul's Cathedral dedicated to growing in relationship with God and Creation. We seek a Christian response to the environmental crisis and our excessive consumerism by living more simply and sustainably in home, church, community, and the world. As creation care stewards, we educate and advocate for a healthier and more vibrant environment, now and for future generations. Our areas of interest include faith and simpler living; creation stewardship; creation care education; energy conservation; transportation alternatives; water conservation; food production; fair trade and social justice; sustainable consumption; political advocacy

Since late summer Simpler Living has had a regular presence on the Cathedral Thursday e-bulletin/blog with prayers, education, and suggestions for actions or Advocacy. We have sent out several e-blasts for time-sensitive activities.

We helped to organize a Lenten book study, *Climate Church, Climate World*, and a Fall book study, *Braiding Sweetgrass*, through collaboration with the Diocese and other churches. We held three Creation Care Forums and Creation Care Sunday and showed a summer Zoom movie *Kiss the Ground*; collaborated with St. Bart's and 350 Youth to screen *I Am Greta*; annual planning retreat; organized and worked with the liturgists on a global Season of Creation; supported for a Convention resolution on practicing locally TEC Covenant for Creation. We support of local/global climate action events and helped to organize, participate in, and prepare advocacy pieces for GreenFaith's Faiths 4 Climate Justice global initiative; and purchased a banner that graced the Cathedral building with the words *Destroying the Planet is Against Our Religion*, which hung for several weeks before it was blown apart by a windstorm. We are collaborating with Sacred Ground in Action on exploring a thoughtful way forward in relationship with our Kumeyaay neighbors.

We continue planning with the Cathedral to focus on green resourcing for the new construction and encouragement of solar panel purchase. Our work touched hundreds of individuals – both within the Cathedral, the neighborhood, and city at large - through the activities listed above. In addition to GreenFaith,

EDSD and our sister churches, we also collaborate with the Interfaith Coalition for Earth Justice, San Diego 350, and Interfaith Power and Light.

We have \$62.00 in our Cathedral special fund.

Respectfully submitted by Diane Lopez Hughes, Simpler Living chair

SHOWERS OF BLESSINGS REPORT

2021 turned out to be a very short year for Showers because of Covid, only the last three months, Oct, Nov, Dec.

We had to shut down in March 2020 and starting up again was an on-again, off-again process as we tried to adjust to changing circumstances. At first, we thought we could start again in August, then it was going to be September. Finally, October arrived, and we were back in business. Thanks to the help of volunteers passing word and flyers in the park and Susan Fleming doing the same over at TACO, we welcomed 28 guests in October, and it was great to see old friends, Randy McCoskey and Uriah Pryce, who were always our reliable set up crew back in the years before Covid.

In Oct, still concerned about gathering indoors, we did not serve our usual meal in the Great Hall. Our Methodist partners brought only bag lunches served outside. Luckily Susan Fleming, fearless leader of TACO, joined us and brought a crock pot full of little hot dogs in BBQ sauce.

By November, with some added precautions like disposable/compostable plates and flatware and napkins, careful social distancing and required mask wearing, our Methodist breakfast crew served 40 new and old friends in the Great Hall, and Randy and Uriah were there to set up for us as usual.

And in December they served 40 guests in the Great Hall again. And Susan Fleming was with us again too, this time serving pork sliders on Hawaiian rolls. outside. They were so good Mike ate four of them.

So we are still in business serving breakfasts, haircuts, and clothing and hygiene supplies. With fingers crossed, we will be for the foreseeable future. There will be a few changed dates as there always is during the year as we accommodate unforeseen events like funerals.

Here are the stats for 2021 (last three months)

Oct 28 guests 40 bag lunches

Nov. 50 guests 40 breakfasts

Dec. 34 guests 40 breakfasts

Volunteers 24-27 on all dates, clothing 40 guests received clothing on all dates,
haircuts 13 total.

Respectfully submitted by Claudia Dixon, Chair

EPISCOPAL RELIEF AND DEVELOPMENT & FAIR-TRADE REPORTS

It's been a quiet year. A gift was made through the outreach budget to ERD's Thousand Days of Love program for children. We're hoping for a fund-raising event in 2022. ERD does receive a small percentage from our Fair Trade sales of Equal Exchange products. These sales continued throughout the year even though they weren't in person until October, by contacting Carolyn Lief directly. This is the case for early 2022.

Respectfully submitted by Carolyn Lief, Chair ERD and Fair Trade Committees

DOCENT MINISTRY REPORT

In normal times, St Paul's Docents allow the Cathedral to be open for those seeking a place of refuge -- to pray, to meditate, to find solace in our troubled world; provide information and answers to general questions about the building, services and ministries that St Paul's offers; and to maintain a safe and orderly environment for our guests. But, because of COVID protocols, the campus was closed at the beginning of the year.

For a few weeks beginning in March, we opened the Cathedral to the public for a few hours one afternoon a week. Since there were so few (if any) visitors during that period, we decided to place the Docent Ministry on hiatus until such time when it will become feasible to resume regular hours. We are looking forward to resuming this ministry as soon as COVID protocols permit.

Respectfully submitted by Margaret Sinclair and Bob Holt, Coordinators

FORMATION REPORTS

ADULT FORMATION REPORT

Committee members: Konnie Dadmun, Peter Del Nagro, Stacey Klamman, Calvin Johnson, Maya Little-Saña, Barbara Parry

Forums: In 2021, the St. Paul's Adult Formation Committee hosted 43 Forums and 2 Intergenerational Forums. Sadly, due to COVID-19, the Forums could not be held in the Great Hall for the first half of the year. However, there was a silver lining by holding Forums on Zoom in that attendance was strong with over 50 nearly every Sunday there was a Forum from January through April 11. Once the Cathedral re-opened for in-person worship on April 11, Forum attendance on Zoom greatly diminished. In July, the Forum went to a hybrid model (the Great Hall and on Zoom). From July to December, average Forum attendance was 15 in the Great Hall and 11 on Zoom.

We held a congregation-wide survey in June to better understand our St. Paul Cathedral Community's interests in opportunities for Christian education and spiritual formation. Overall, there were 91 respondents, though not everyone answered all of the questions. Highlights from this survey include:

1. What has hindered your participation in Faith Formation?
 - a. Of 83 respondents, 47% reported a lack of interest, 19% reported Faith Formation offerings are held at inconvenient times, and 34% reported other reasons.
2. Do Faith Formation offerings leave you spiritually fed?
 - a. Of 72 respondents, 60% reported they often or always felt spiritually fed, whereas 23% reported they sometimes or rarely felt spiritually fed, and 17% chose not to answer.
3. What Formation groups would you like to see at the Cathedral?

Respondents could choose more than one group.

 - a. Of 73 respondents, 56% reported they were interested in Pub theology (discussion over a meal or refreshment), 43% in spiritual practices (contemplative prayer, labyrinth walks), 35% in discipleship and faith sharing, 24% in support groups (bereavement, caregiver)
4. Some topics that respondents are interested in:
 - a. Science and faith, theology and the bible, racial reconciliation, healing and justice, peace and social justice, current events and faith, climate change/creation care

We held diverse types of Forums throughout the year, both didactic and experiential. In May, the Forums were focused on Simpler Living/Creation Care, in June, on Outreach organizations, in July, on Pride. Other Forums included Visio Divina, The Gift of Indigenous and African Cosmologies for Social and Environmental Justice, What Can We Learn from Mormons about Healing Divisions, a Q&A with a COVID-19 physician, a discussion of how our spiritual mentors and/or pieces of music, art, or literature helped us to connect more with God, and Christology. We showed two films and had our very first Poetry Slam. The Poetry Slam was a success, and we will look to hold them twice a year. We also had two Intergenerational Forums. The first took place in October in the Great Hall and featured “What is God Like?” with Matthew Paul Turner, co-author of this New York Times best-selling children's book. Portions of a video interview with Turner, conducted by Maya Little-Saña and Joanna Airhart, were shown, the book was read together aloud, and a collaborative art project followed. The second, took place on the First Sunday of Advent and featured an Advent Wreath Workshop. Advent-to-Go packets were also distributed containing an Advent Calendar, devotional, a blank notebook for writing personal reflections, and origami instructions and paper for creating two Christmas ornaments.

Lent Formation Offerings: These included Emergence Christianity (book study), and Climate World, Climate Church (book study), and What is an Episcopalian? (class).

Fall Offerings: These included a Bible class in Spanish, Finding Our Way Again (book study), Braiding Sweetgrass (book study), and What is a Christian? (class).

Respectfully submitted by Stacey Klamann, Adult Formation Committee

EDUCATION FOR MINISTRY REPORT

“Will you continue in the apostles’ teaching and fellowship, in the breaking of bread, and in the prayers” (Baptismal Covenant, BCP 304).

Every baptized Christian is called to ministry. What is yours? Education for Ministry (EfM) provides the foundational education to assist you in discerning and carrying out your ministry. Like the mustard seed (Luke 13:18-19), we need fertile soil in which to grow. EfM is that fertile soil and we are the mustard seeds. Learning scriptures, church history, and theology is the light shining on the soil, warming it so the seed can sprout and flourish.

The EfM program at St. Paul’s Cathedral develops an informed and knowledgeable laity through a series of four, one-year seminars. St. Paul’s sponsors two small group seminars, each with a maximum of 12 participants and a mentor trained and certified by the School of Theology at Sewanee. In year one we study the Hebrew Bible; year two the New Testament; year three is church history; year four wraps it all together with theology. Likened to the original house churches of the first century, our group conducts all four years concurrently in the same seminar, deepening our understanding as we review the foundations of our faith every year.

For thirty-six weeks from mid-September through late-June, groups meet to discuss our studies and to train our hearts and minds to reflect theologically. Sadly, due to COVID we were unable to meet in person in 2021 but we made the best of the situation and flexed into a virtual format on Zoom. Despite that successful flex, we anxiously anticipate a return to in-person meetings with fellowship around a shared meal. At the end of 2021, the Cathedral’s EfM programs represented half of all active EfM programs in the diocese as several churches took a sabbatical due to discomfort with the online format necessary to operate under COVID restrictions. Going into the new program year in September, EfM at the Cathedral has two groups which are led by four Sewanee-qualified co-mentors: Susan Jester, Debbie Kistler, Bela Suavengco, and Mark Patzman. In 2021, we had eighteen active participants spread across the four-year course of study, graduating five participants (Mary Lonsdale Baker, Pat Tedford, Wayne Blizzard, Andrew Brooks, and Marty Olson) in June. At the

start of the new program year in September, we welcomed new participants and have a total of 17 active participants.

Want to know more? Visit the EfM web site at www.efm.sewanee.edu or email us at EFM.StPauls@outlook.com.

Respectfully submitted by Mark Patzman, EFM Coordinator

FAMILY MINISTRY REPORT

Jesus said, "Let the little children come to me, and do not hinder them, for the kingdom of heaven belongs to such as these." - Matthew 19:14

Despite the immense challenges presented by the COVID-19 pandemic, 2021 was a transformational time for St. Paul's Family Ministry, where we hope to minister to and nurture the spirituality of our children, youth, and their families. In response to this call, we offered weekly formation groups and a number of events, many of which were offered for the first time and will be described further below.

Formation Groups

- **Infant/Toddler Playgroup:** In August we initiated our new Infant/Toddler Playgroup for children ages 0-3 and their caregivers, thanks to the leadership of Mykel Resino. Using sensory play activities, our youngest parishioners explore different Bible stories or topics each Sunday for 30 minutes after the 10:30 service in the Great Hall. This offering proved to be formative not only for the children, but their caregivers, as well. Due to the recent surge of COVID cases, the Infant/Toddler Playgroup will not meet for the time being, but we look forward to resuming this offering when it is safe to do so.
- **Kids Crew (Pre-K to 5th Graders):** Our Kids Crew is where we have seen the most growth in engagement and attendance this past year. We welcomed many new and re-engaged families to St. Paul's and our weekly gatherings. I have thoroughly enjoyed collaborating with Joanna Airhart on this offering, where we gather, tell a story, and respond to the story through a series of curated activity stations to accommodate the diverse learning and spiritual needs of participants. My favorite series we did this year was titled "What is God Like?" based on the children's book by the same name by Rachel Held Evans and Matthew Paul Turner. This six-week series culminated in an intergenerational forum where parishioners listened to an interview, we had with one of the authors, Matthew Paul Turner and participated in an art activity that represented what God is like for them.

- **Youth Groups:** In 2021 we continued our partnership with Christ Church Coronado's Youth Group and resumed in-person gatherings in the Spring. After a year of isolation and distance, it has been an immense joy to watch our youth laugh, play, and connect with each other in a way that is simply not possible over Zoom. Due to our growing numbers, we split our youth groups into a middle school youth group for grades 6-8 and a high school youth group for grades 9-12, both of which meet Wednesday nights.

Events: We were able to gather many times both in-person and virtually. Events that were held for the first time in recent Cathedral history included:

- Ash Wednesday Family Service (virtual): This was our first Ash Wednesday service specifically crafted for children and families. We delivered ashes for families to impose on one another. This was a really beautiful way to enter the Holy Season of Lent together.
- Blessing of the Backpacks: Students of all ages brought their backpacks to the 10:30 service to be blessed before the start of the new school year. They received keychains for their backpacks that said, "God's Got Your Back!" to remind them of God's love.
- Baptismal Reception: We hosted a baptismal reception in the Queen's Courtyard in August to celebrate the baptisms that occurred throughout the course of the COVID-19 pandemic.
- Fair Trade Field Trip: In collaboration with our Simpler Living Ministry and in observance of Labor Day, an intergenerational group traveled together to Mission Heights Chocolates to learn about the Fair-Trade Movement and how we can express love for our neighbor by buying consciously.
- "What is God Like?" Intergenerational Forum (described above)
- Intergenerational Advent Wreath Workshop: Parishioners of all ages crafted Advent wreaths and participated in a "Blessing of the Wreaths" liturgy.
- Las Posadas Christmas Eve Family Service: We celebrated our usual Las Posadas service on Christmas Eve, where children dressed as angels carried nativity figures that they painted to the thresholds of prop doors in the Nave, where they asked for shelter on behalf of the Holy Family.

Nursery Renovation Project: In hopes of resuming nursery care on Sunday mornings, our nursery received a "facelift" to make the space and its furnishings cleaner, more functional, and more attractive. We were able to accomplish this goal with the generous support of donors who purchased items off of our

Amazon wish list and contributed funds directly to this project. Due to the surge of the Delta variant during the month of August, we decided to postpone the nursery's re-opening. Thank you to all who donated to this project.

The Prayground: I was extremely excited to re-open the Prayground in August. Conceptualized in 2019 and launched in early 2020, the Prayground is a carpeted soft space in the Nave for children to be included in our corporate worship in their own God-given, wiggly way. We also resumed the practice of accompanying children to the front of the center aisle to watch the Eucharistic prayers. The Prayground reflects St. Paul's commitment to love Christ, who said "bring the little children to me", serve others, and welcome all to worship. Due to the recent spike in COVID-19 cases, we have temporarily closed the Prayground and are offering children's worship bags instead.

Intergenerational Offerings: This year we began offering many more intergenerational opportunities for faith formation. Many studies indicate that intergenerational faith formation can help children, adolescents, and adults effectively identify with and integrate into the faith community because their formation takes place in the context of community. Intergenerational offerings uniquely nurture spiritual growth for all ages and affirms our call to be lifelong disciples of Jesus. I am grateful for the opportunity to collaborate with Stacey Klamann and members of the Adult Formation Committee to offer these events, and I hope we can continue to intentionally integrate intergenerational faith experiences into our community life.

Though the past year has been extremely difficult, I am proud of our Family Ministry and the enduring resilience, creativity, and faith demonstrated by our community. Moving into the new year, I feel abundantly blessed to serve our Cathedral Family and am excited to see what God has in store for our community.

Respectfully submitted by Maya Little-Saña, Family Minister

CENTERING PRAYER REPORT

During Covid our two Centering Prayer Groups have gathered using Zoom each week since mid-March 2020 to feel the presence of the Spirit in our shared sacred space. The Thursday Prayer Group meets from 5:30 pm to 7:00 pm and the Monday Prayer Group meets from 7:00 pm to 8:00 pm. In 2021 our numbers have really grown as we continue to be very faithful in our meditation practice.

The Holy Spirit is truly present with these prayer groups as we deepen our faith by sharing this ancient form of prayer by the Desert Fathers. We follow the teachings of Father Thomas Keating, Thomas Merton, and Henri Nouwen, and offer a safe place to share our relationship with God.

The St. Paul's Centering Prayer Groups are listed in the newsletter of Contemplative Outreach of San Diego. COSD offers Centering Prayer workshops, follow-up sessions, retreats and other contemplative events.

All are welcome who have a hunger to "rest" silently with other contemplatives and are drawn to integrate your body, mind, and spirit into the silence. In our personal practice, we strive to meditate twice daily.

Respectfully submitted by Lucinda Parsons, Prayer Group Facilitator

"Be still and know that I am God" Psalm 46:10

ADMINISTRATION REPORTS

DIRECTOR OF ADMINISTRATIVE OPERATIONS REPORT

2021 became a year of “normalizing” the abnormal during the continuing pandemic. We planned, pivoted, and planned time and again and managed to accomplish a lot despite the challenges of the year.

I regularly attend committee meetings for the following groups: Chapter, Buildings and Grounds, Landscaping, Sacred Ground, Sacred Ground in Action, Finance Committee, Executive Committee, Revenue Research Task Force, Regathering Task Force, Disaster Preparedness Committee, Solar Committee, Circles of Love, Cathedral Connections, Capital Campaign, and various meetings with vendors such as our architects at DommusStudios, or service providers, or potential vendors and campus rental clients. Zoom makes a lot possible that would have been difficult to show up to everything in the past.

I also spent the first quarter of the year finishing my classes for The Church Network Administration Certificate I began working on in the Fall of 2020. With the classes finished, I was tasked with creating and ultimately completing a project then reporting on it. I had planned on creating and hosting a special symposium for administrators in the diocese to come together and network. At first, it was planned as an in-person event. Then, shifted to hybrid and finally changed to strictly Zoom. I had three attendees plus myself, so sadly, not a big turnout. We've decided to meet monthly, and with the help of the new CFO at EDSD The Rev. Canon Jeff Martinhawk's help we've been able to reach out and meet regularly (first Wednesday of the month at 2pm via Zoom) and have grown to 10 people after only 3 meetings. We reach out to anyone who handles any aspect of administration throughout the diocese. I'll be writing up a report and then have several hours of extended learning (watching seminars and lectures) before I can achieve my certificate, but I'm well on my way.

My crack team of staff and volunteers were able to achieve quite a lot of hospitality, using safe and best practices, throughout the year. Thanks to Bob Oslie, Facilities Manager, Judy MacDonald, Registrar and Receptionist, Chuck Guillotte, Sexton and Jen Jow, Project Manager and until April 2021, Sexton Alex Kojakoji, the campus runs smoothly and looks great.

We were able to plan many events and host them on Zoom or in person or both. We were able to extend hospitality via food deliveries or outdoor events and receptions when we were able to gather in person. Events we hosted remotely were early in the year such as Zydeco or St. George's Day. In-person events were able to be hosted later in the summer such as the collaborative outreach event with four other local churches and organizations, Wine to Water.

We hosted quite a lot of funeral receptions throughout the last half of the year with a particularly tough month August 2021 with eleven funerals in one month, a very unusual situation. Many thanks go out to the many volunteers who step forward and help make things possible. Leaders like Jen Jow and Konnie Dadmun have been vital in bringing other volunteers in to help. We're in early days of getting our Hospitality Committee off the ground but hope to do a really big push for volunteers and launch mid-2022 in time for grand openings and such. Also, with Konnie's leadership we have a regular group of people who help produce flower arrangements with me for funeral receptions.

I worked extensively during the first quarter of the year on the pre-work for the Capital Campaign meeting with the small groups and vendors to prepare the project lists and proposals as well as work with the executive team organizing the campaign. There were over 45 meetings in 3 months with various entities. We're in a very prepared place to continue the campaign this year and launch our extremely exciting Master Plan to the congregation which incorporates all the planning from the beginning of 2021.

There's been a lot of work with Greystar and DomusStudios as the new building progresses on time and readies for completion. I was able to lead (with great assistance) the furniture and fixtures project for the new building. We'll be getting our items in this spring and summer (due to supply chain issues) but we're outfitted in top tier furniture for rock bottom special non-profit pricing. I'm still in the process of procuring the kitchen appliances for the two small kitchens in the new building.

DomusStudios is also our architect for the renovation of the chancel in the nave. We have accomplished much in the past year getting the project designed, permitted, and funded by generous anonymous donors. The project's materials have long lead times due to "supply chain issues" and we have begun the process of ordering those items here in January 2022 and expect work to begin in about three months or so depending on the arrival of the ordered items.

I've been engaged by the LLC to formally be the liaison between the Cathedral and the LLC for project and property management items that will include working with 525 Olive's HOA and various vendors of the LLC and Cathedral.

I've been doing the work informally up until now, and this is a formal association of the DAO's position, and the LLC work which is often difficult to separate due to the nature of the relationship between the two entities.

The transition of The Rev. Canon Jeff Martinhawk from the Director of Congregational life to EDSD's CFO was a smooth one with various staff picking up the DCL's duties until the new Associate for Congregational Life could be found. During the transition, I began to supervise Maya Little-Saña and was able to further support her ideas and events, such as Trunk-or-Treat. We will continue to work together even though we've successfully found our Associate for Congregational Life, The Rev. Richard Hogue.

I also was part of the team that helped find our ACL Rev. Richard Hogue. We vetted many and were so blessed to have Richard as our new team member, called to server the Cathedral. We on-boarded him, and he's been off and running ever since. He's taken over the various departments the rest of the staff were covering beautifully and seamlessly. Very happy he's part of the team and excited to work on projects in 2022 with him.

Stewardship season in the fall was very busy and I worked closely with the Stewardship Committee on their hospitality events, giveaways and such. It was a successful season in spite of group size limits and having to staff every buffet and drink station with volunteers to serve folks to follow best practices.

Wayne Riehm, Judy MacDonald, Maya Little-Saña and I searched, selected, and have implemented a new facility room reservation system and calendar. It will replace the old blue sheet reservation system and make things easier for ministry leaders to be independent and book what they can on their own instead of having to fill out paper forms and go through several other steps. eSpace is modernizing the process, electronically submitting your request for us to review availability and provide an approval. Watch for training opportunities in 2022 for volunteers and ministry leaders for the new eSpace "how to's".

Our accounting team continues to shine with exemplary audits and excellent work on budgets and finances in general. Kudos to Erin Sacco Pineda and her team at ESP Accounting, our bookkeeper Molly Hilton Green, and our vigilant and vivacious treasurer Betsey Monsell.

As 2022 begins the reality of moving into the 525 Olive building looms. I've done as much pre-work as possible to prepare for this interesting transition time, but I'm certain there will be unexpected things that pop up. Lots of details to go through as the time passes quickly.

Overall, the year 2021 was a long and short one, full of more surprises and variants, full of pivoting and flexibility. One thing is certain, we live in interesting times.

Respectfully submitted by Kathleen Burgess, Director of Administrative Operations

BUILDINGS & GROUNDS COMMITTEE REPORT

The Buildings and Grounds Committee advises the Cathedral Chapter on matters relating to the care, operation, expansion, maintenance, preservation, insurance, and safety of the Cathedral's buildings, grounds, landscaping, furnishing, and equipment. In addition, the Buildings and Grounds (B&G) Committee seeks to support the Cathedral staff charged with facilities planning and maintenance. The Committee has no independent contracting, procurement, or execution authority. The Committee meets monthly on the third Tuesday at 6 pm, this year entirely on Zoom. The Disaster Preparedness, Landscaping, and Sustainable Sourcing Subcommittees, which include members from the Committee as well as other parishioners, work as autonomous subcommittees with the Committee on selected matters.

The Preservation and Maintenance Inventory (PMI), created in 2020, continues to be a guide for maintenance updates, although addressing many of the maintenance actions in the PMI was overcome by the requirement to address pandemic-related matters. Maintenance and upgrade projects completed this year included revitalization of the nursery, which received new furnishings and toys, and of the Fireside Room, which was repainted, and which now includes a gallery of portraits of the Deans of the Cathedral from the 19th century to the present in uniform frames with nameplates.

The Committee received regular updates on the Greystar construction, which addressed some of the maintenance matters and also included additional infrastructure improvements to the Cathedral. These included: installation of fire safe windows and joint and beam support in the Great Hall, replacement of the elevator in the Great Hall, construction of the elevator and ramp in the Queen's Courtyard; and tile removal and replacement and asbestos abatement on the third floor of the Great Hall, to include the hallway by the elevator, Godly Play room, and Fireside Room.

The Committee throughout the year received regular updates from Facilities Director Bob Oslie and Canon for Music Martin Green on the Regathering Task Force, particularly with respect to airflow in the Cathedral. Canon Green researched airflow and air exchange as it pertains to singing and group gatherings and he and Mr. Oslie developed methods for increasing airflow in different spaces in the Cathedral. These methods have been implemented with Cathedral reopening.

The Committee received updates and contributed ideas to campus improvement projects, fulfilling one of its functions to serve as a sounding board for emerging suggestions for campus building matters to the Dean, staff, and Chapter. The replacement of pews with chairs in the nave was completed, to include sale and repurposing of the pews, with focus now on the changing

acoustics and impact on the choir and sound system. The Committee reviewed and provided input on plans for the Chancel Project, which will extend the chancel area and altar forward while making the chancel, chapel, and sacristy ADA compliant by including a ramp behind the organ area to security improvements. Other future proposed projects such as creation of a Music Center, undertaking kitchen upgrades, and developing an Outreach Center were reviewed.

The Committee, in conjunction with the Disaster Preparedness Subcommittee, included consideration of not only congregational safety in an era of attacks on houses of worship but also management of spaces in the time of a pandemic, drafting and submitting a report to Chapter. The Committee recommended preparation of a structural engineering study of campus buildings following completion of the construction project. The Committee began discussion of campus preparation for earthquakes, including potential evaluation of the buildings' ability to withstand an earthquake and potential retrofitting possibilities and costs. This discussion grew from consideration of the adequacy of Cathedral insurance coverage for buildings and grounds. The Committee will continue this discussion next year and will prepare recommendations to chapter.

The Committee and the Landscaping Subcommittee worked with parishioner Robert Mayberry to revive the landscaping on the Nutmeg side of the Cathedral, restoring it to the condition intended from the Eagle Scout project by parishioner Gabe Hulbert in 2012. The Landscaping Subcommittee did much of the garden work over several weekends and has continued regular work parties to maintain the area, supplementing monthly maintenance by a landscaping company. A sign recognizing the Eagle Scout project and a bench have been added to the garden. Mr. Mayberry's work on the Queen's Courtyard, largely completed last year, has been augmented with new plantings including geranium in pots.

The Committee in concert with the Sustainability Subcommittee has considered ways to decrease the Cathedral's carbon footprint and to introduce sustainable practices to the community, developing lists of sustainably sourced items that can be purchased to replace those currently used. The committee is examining recycling options and best practices for implementation at the Cathedral.

The work of the Committee is a team effort, and we are blessed by the outstanding leadership of Cathedral Administrator Kathleen Burgess and Facilities Director Bob Osie, who tirelessly support our goals, and by an engaged committee, all devoted to St. Paul's Cathedral.

Respectfully submitted by Mark Lester, Outgoing Chair

LANDSCAPE COMMITTEE REPORT

Landscape Committee is a sub-committee of the Buildings and Grounds Committee.

For 2021 we refreshed groundcover and removed and replanted certain areas. We've installed a bench on a cement pad closest to the south porch entrance. For 2022 we'll discuss and prepare to merge our campus with the new 525 Olive project and their landscaping. We installed a new irrigation system in 2021 and maintained all the hard work and plantings from 2020 renovations.

Thanks to Robert Mayberry for wise advice, Susan Hulbert for learning to prune, Agnes West-Kohler for great pruning skills, Bob Oslie for native plant wisdom and Emily Velez-Confer for weeding! More to come and all are welcome to "DIG IN!"

Respectfully submitted by Kathleen Burgess, DAO, on behalf of Kris Hatch, Chair

REVENUE RESEARCH TASK FORCE REPORT

The Revenue Research Task Force (RRTF) was called together by Dean Penny Bridges to bring people with professional skills together to help understand and implement ways to monetize certain St. Paul Cathedral assets. Ideas include renting spaces on campus (new and old building) to outside organizations, possibly monetizing the 70 parking spots we'll be receiving with the new building, developing a boutique personality for the chapel for small services for weddings and funerals, and more.

The group consists of Jeff Bates (marketing background), Darien DeLorenzo (marketing background), Susan Jester (community outreach and development), Martin Nace Hall (event/hotel background), Gabriel Arregui (music background), and Kathleen Burgess (staff liaison, retail and management background). Each brings their experience and connections to the table to help discover avenues of revenue the Cathedral can develop to aid any budget gaps and help regularly fund the Cathedral's annual budget.

Marketing strategies, room rental market comparisons, tiered pricing, setting up a web presence for rentals, developing contacts for future parking lot uses, developing concert series, developing potential clients for rentals focusing on the Banker's Hill community or the music community are all tasks that have been completed in 2021. The group worked with Wayne Riehm in Communications to help design the room rental web presence and Kathleen and the eSpace team, led by Wayne, have a new room request system that replaces the long standing "blue sheets" for reservations of spaces.

The great news is that our room use and rentals are increasing already (not hard to do verse a pandemic year) and we have four weddings booked for 2022 already, which is a good year in a regular year for us. In addition, we're now partnering with community organizations, such as Villa Musica, to provide a regular home to recitals and concerts for their organization with the hopes of expanding their musical programs into our community as well.

We ceased meeting in 2021 since our pre-work was completed as a group for the most part. Now that we're about to open the new building, the RRTF will regather and roll out the community engagement and further marketing to the neighborhood and new building tenants as the year progresses.

Respectfully submitted by Kathleen Burgess, DAO and RRTF Leader

CATHEDRAL ARCHIVIST REPORT

Description: According to the *Records Management for Episcopal Parishes and Missions*, the vestry (chapter), officers, and employees of a congregation have a fiduciary and custodial responsibility to create and maintain an adequate record of the parish or mission's activities. To this end, the archivist acquires, inventories, and preserves non-current records and other items documenting the history of St. Paul's. The archivist may also prepare displays for special occasions.

Mission: The Cathedral Archives serve as the repository of documents and artifacts used throughout the daily life of St. Paul's Cathedral. In many cases the historical nature of these items serves as the steppingstone for the next generation of ideas in building the Cathedral for the City. It is our responsibility to preserve and protect the legacy of our history while allowing for its maximum utilization. Only when we make this history known do we begin to honor those who sacrificed so much for our present-day Cathedral and all it represents to us. Only then can we live out our mission to: **Love Christ, Serve Others and Welcome All!**

In 2021 our ability to do a lot of work was once again limited due to the COVID pandemic. In spite of that, we accomplished the following:

- Worked with others to wall mount all the portraits of our rectors and deans that we had re-framed and re-matted for our 150th anniversary. Special thanks to Susan Forsburg in all her insight, assistance, and photographic expertise. Also, a big thanks to Kathleen Burgess and Bob Osie who did the actual layout and placement of the portraits in the Fireside Room.
- Began the digitizing process of materials in the archive. We started with three drawers of the architectural drawings and blueprints in the flat file. This will be on-going through next year.
- Continued the work to organize the backlog of Church Service Bulletins, Cathedral Life & Newsletters.
- Prepared for relocation of the archive's office to the new building. Consolidated and boxed materials in preparation for the move.
- Assisted individuals and groups in researching documents in the archives.

- Several people have donated old bulletins, recordings, and other material. These items help in filling gaps in our record groups. In some cases, we are missing material and in other cases the donation is in better condition than the one we have. In any event, all donations are very welcomed.

Our goals for 2022 are:

- Recruit a parishioner or other interested person to serve as Assistant Archivist. This person would assist the Archivist with the following:
 - The collection, categorizing and documentation of all digital and electronic output of cathedral pictures, documents, and vocal recordings.
 - Ensuring that materials in the archives are protected by providing redundancy when and where appropriate. For example, a selection of digital pictures may be produced on archival quality paper on a quarterly basis.
- Find the appropriate location to display the re-framed red ink drawing entitled **Frohman's Vision** that is currently in the archive's office. A possible location would be in the new office area?
- Continue work on increasing our storage capacity for materials in the vault and flat file area. This may be accomplished by reorganizing the shelving system in the vault and by combining some of the drawers in the flat files.
- Repair the wooden enclosed shelves in the original Archives Office so that material may again be stored there. We will need to find a hydraulic jack and someone with the skills to use it.
- Repairing and conserving some of our older documents & books.
- Continue the process of scanning and storing documents so as to make them more available as well as provide for redundancy. It is my hope to start with the blueprints & drawings in the flat file cabinet. This will make them more readily available to those interested in the maintenance or enhancement of our cathedral spaces.
- Prepare displays of archived materials to assist in commemorating St. George's Day and other special days/events in the life of the cathedral.

- Prepare and present a forum on our archives.
- Form an Archives Committee to assist in the work that needs to be done.

Again, I would like to note that while we have many items, programs, and records from our years as a parish and cathedral, **there are some gaps**. So, if you have any material that may help us fill those gaps, please know they are most welcome. One thing I request when dropping things off at the cathedral: Please leave your name, address, or email (if possible) and the date you are donating them.

I want to especially thank Anne Cooper and Diana Chou for volunteering to assist in the archive. While Anne could not continue due to career responsibilities, I hope she will be able to return in the future. Diana had to pull back because of other issues, and is moving out of state.

I would also like to thank those who have donated material and information to the Cathedral Archives this past year. Please forgive me if I forgot anyone. If you have any questions or concerns about our archives, please do not hesitate to contact me.

If you are interested in the Cathedral Archives and would like to help out, I would welcome your assistance. You don't need to be a professional archivist (I'm not). Please contact me at the email address below or see me at Sunday services.

Respectfully submitted by John Will, Cathedral Archivist

jjwillcv@gmail.com

NUTMEG & OLIVE LLC REPORT

This is it! The 19th and final annual report before we occupy our new space. We have weathered a major recession and enjoyed a sustained increase in economic activity and are ready to complete the next step in our development.

There are still three of us LLC managers who were mentioned in the first report in 2003; then-Chancellor for the Cathedral, Kendall Squires, who is now Manager Emeritus; our Project Manager, Tom Delaney of Springline Associates, who remains as the ever-present and always competently helpful Project Manager; and me, your LLC President and humble scribe.

Our additional managers are Dean Penny, Mark Lester, Jim Greer, and Cathedral Treasurer Betsey Monsell. We also have excellent contract support from Controller Erin Sacco Pineda and Kathleen Burgess, our Administrator and Association representative. In addition, for the past two years we have had the benefit and pleasure of Chapter liaison Bob Knight.

The checkpoints we completed in 2021: reallocated our investments to more fully support our distributions to the Cathedral, ordered all the furniture and fixtures for the new space along with the AV equipment, obtained two judicial victories in the BH150 legal action and, as the legal owners of the new space, established a lease with the Cathedral.

The largest item that we need to complete is moving our staff into their new space. The schedule for the move is mid to late March. That will be supported by a dedication and celebration to which you will be invited.

Our cash and investments total were \$9m at the end of 2021, up slightly from 2020 even after having distributed \$300,000 to the Cathedral. We have \$1.5m-\$2.0m to spend to complete our space.

Dean Penny suggested that we should plant a grove of trees in Balboa Park to replace those lost due to construction. Many of you generously contributed. The team in the park should be able to meet a schedule before we move into our new space.

Thanks to all of you who have contributed time and support over these years.

Respectfully Submitted by Ken Tranbarger, Chairman, Nutmeg and Olive, LLC



Nearing completion of 525 Olive. Picture taken December 2021.

Photo credit: Kathleen Burgess, 2021

Thank you to all who participated in the compilation of this year's Annual Report. We are grateful for all the work and time that has been dedicated to each ministry at the Cathedral by both staff and volunteers.

Commit to the Lord whatever you do, and he will establish your plans.

Proverbs 16:3