



ST PAUL'S CATHEDRAL
EPISCOPAL

Love Christ • Serve Others • Welcome All

2023 Annual Reports

Presented Sunday, January 28, 2024

The Very Reverend Penny Bridges, Dean

St. Paul's Cathedral

2728 Sixth Avenue

San Diego, CA 92103

www.stpaulcathedral.org

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St. Paul's Cathedral Annual Meeting Agenda
January 28, 2024

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

Opening Prayer	<i>The Rev. Canon Brooks Mason</i>
Call to Order	<i>The Very Rev. Penny Bridges, Dean</i>
Quorum (50 qualified members required)	<i>Tom Barb, Chapter Clerk</i>
Appointment of Secretary	<i>The Very Rev. Penny Bridges</i>
Approval of 2024 Annual Meeting Agenda	<i>The Very Rev. Penny Bridges</i>
Approval of 2023 Annual Meeting Minutes	<i>The Very Rev. Penny Bridges</i>
Presentation of Revised Bylaws	<i>Andrew Brooks, Chancellor</i>
Voting Procedures as adopted by Chapter	<i>Andrew Brooks, Chancellor</i>
First Ballot for Chapter and Delegate Election	<i>Andrew Brooks, Chancellor</i>
Update on Nutmeg & Olive LLC	<i>Ken Tranbarger, President, Nutmeg & Olive, LLC</i>
Financial Report	<i>Betsey Monsell, Treasurer</i>
Investments Report	<i>Betsey Monsell, Treasurer</i>
Stewardship Report	<i>The Rev. Canon Richard Hogue</i>
Music Center Campaign	<i>The Rev. Canon Richard Hogue</i>
Chapter Election Results	<i>Andrew Brooks, Chancellor</i>
Honor Outgoing Chapter Members	<i>The Very Rev. Penny Bridges</i>
Dean's Remarks	<i>The Very Rev. Penny Bridges</i>
The Robinson Cross	<i>The Very Rev. Penny Bridges</i>
Hymn 535 Ye Servants of God	<i>Canon Martin Green</i>
Adjournment	<i>The Rev. Canon Brooks Mason</i>

Newly elected and continuing Chapter members and officers will move immediately after the hymn to the Fireside Room for election of officers.

Hymn 535 "Ye Servants of God"

1 Ye ser - vants of God, your Mas - ter pro - claim,
 2 God rul - eth on high, al - might - y to save;
 3 Sal - va - tion to God who sits on the throne!
 4 Then let us a - dore, and give him his right:

and pub - lish a - broad his won - der - ful Name;
 and still he is nigh: his pres - ence we have.
 Let all cry a - loud, and hon - or the Son.
 All glo - ry and power, all wis - dom and might,

the Name all - vic - to - rious of Je - sus ex - tol:
 The great con - gre - ga - tion his tri - umph shall sing,
 The prais - es of Je - sus the an - gels pro - claim,
 and hon - or and bless - ing, with an - gels a - bove,

his king - dom is glo - rious; he rules o - ver all.
 as - crib - ing sal - va - tion to Je - sus our King.
 fall down on their fa - ces, and wor - ship the Lamb.
 and thanks nev - er - ceas - ing and in - fi - nite love.

Words: Charles Wesley (1707-1788), alt. Music: *Paderborn*, melody from *Catolisch-Paderbornisches Gesang-buch*, 1765; harm. Sydney Hugo Nicholson (1875-1947).

DEAN, WARDENS, DEPARTMENT HEADS, COMMITTEE, & MINISTRY REPORTS

Dean's Annual Report for 2023

2023 saw St. Paul's make great strides in recovering from the challenges of the COVID pandemic. We steadily rebuilt attendance levels at worship services; ministries returned to full function; and our children's chorister program was reborn with a new generation of singers and their families. We continued to develop our relationship with Voices of Our City Choir. We settled into our new office and program space in 525 Olive. We expanded our events ministry as the word spread about the beautiful spaces we can share with the community. We continued to offer the online option of virtual attendance at our major services, our videography team receiving compliments from all over the Episcopal Church and beyond.

We started the year on a high note, coming off the Good News Festival and Bishop Curry's visit in December 2022. January saw the election of new Chapter members; Jen Jow took the reins as facilities manager; and Wes Dayhoff settled in as a highly competent and very pastoral bookkeeper. In February we explored the new flexibility in the nave, placing the altar in the middle for Lent. We learned that some people loved it and others not so much; we also learned that there was not sufficient light in the middle of the nave for this configuration to work without extra lighting. We enjoyed an intergenerational Lenten lunch series. In March we suffered a major power outage related to the recent construction of 525 Olive. We had the privilege of offering a renaming ceremony for a transgender parishioner. The major gifts campaign for the planned Music Center geared up in the spring, and we worked with Netzel Grigsby Associates throughout the year, as team members met individually with potential major donors to accumulate pledges for the project. Concurrently, we worked with our architects, DomusStudios, on refining the plans for the center, which will include new congregational bathrooms.

In April we said goodbye to Maya Little-Saña, our family minister, as she prepared to go into full time teaching. Maya was an important part of our staff team for several years, bringing a Gen-Z worldview to our ministry and developing several imaginative and inspired programs for our families. I spent May and June on a long-delayed sabbatical leave, returning just in time for Pride week in July, when we welcomed the Rev. Charlie Bell from England as our

guest preacher. It was gratifying to see how smoothly cathedral life continued in my absence.

In the summer we installed significant upgrades to the sound system and (almost) completed the Chancel lighting expansion. We are still awaiting final adjustments, and we plan to install new, brighter LED lights throughout the nave early in 2024. We said goodbye to a very longstanding ministry, the Deep Dive Bible study that had run for some 45 years, as participation dwindled to a non-sustainable level. We enjoyed several well-attended Summer Socials. We saw the number of visitors and newcomers tick up in the fall, as people really started to get back to social activities. In the fall we welcomed Kate Gould as our family minister: she has already made an impact and is proving to be a great addition to our team. Also, in the fall we started to develop an audience for a regular Chamber Music Concert Series; I am grateful to the music lovers in the congregation who came forward to help with hospitality and administration for these monthly events.

St. Paul's was honored to host the Diocesan Convention for the 50th anniversary of the founding of the Diocese of San Diego. We enjoyed the flexibility of the nave with a gala dinner during Convention. We also hosted the Episcopal Church's Vergers Guild conference and the annual conference of the Episcopal Church's young adult and campus ministers' community.

After noticing that the traditional Advent of four Sundays would be exceptionally short in 2023, due to Christmas Eve falling on the fourth Sunday, we decided to explore a minority tradition of a seven Sunday Advent. While it felt odd to start Advent on Veterans Day weekend, the expanded season allowed us to offer all our usual Advent events without feeling overwhelmed, and I consider the experiment a success and one worth repeating, if Chapter agrees. I am grateful to Tom Simmons for crafting 7-candle Advent wreaths for both the nave and the chapel.

Richard Hogue and Jairus Kleinert once again led a very successful pledge campaign in October and November. While the number of pledging households has fallen significantly over the past decade, the amount pledged has remained almost flat, indicating the increasing generosity of our cathedral family. Although pledged gifts don't come close to providing the resources that we need for the ministries we offer, we are very blessed to have significant invested funds, mostly thanks to faithful parishioners of the past who left generous legacies. The 5% income from these funds (including the funds

generated by the sale of the 525 Olive site) provides almost the amount we need to maintain our current level of ministries; however, we still need to draw capital from those funds each year in order to balance the budget. In the long term this practice will deplete our resources and force difficult decisions about staffing levels. My prayer is for the pledging congregation to grow and, concurrently, for our events ministry to grow, so that we can once again cover the total costs of ministry without making special draws of capital.

I was honored to be featured in several church-related publications in 2023, and I have very much enjoyed my tenure as Convenor of the North American Deans Conference, a tenure which was extended due to the pandemic and will come to an end in April 2024, when the conference will take place in Ottawa. In the summer Senator Toni Atkins' team interviewed me for a video they subsequently published across the country, especially in states where LGBTQ people feel unsafe: the purpose of the video was to assure those people that they are not alone, and that there is a place for them in faith communities.

It is dangerous to start naming people when giving thanks, as someone will inevitably be omitted; but I do want to thank retiring Chapter members Darien DeLorenzo, Kimberly Fernandez, Wanda Porrata, Jim Wright, and Allen Mutchler for their faithful service and leadership. Continuing to offer their time and talent on Chapter are Tonya Chavis, Stacey Klamann, Russ Okihara, Lucero Cuarezma-Samano, Sue Kelly, Blair Shamel, and Paul Teyssier from within the parish, and Steve Turnbull, the Rev Canon Andrew Green, and Neil Malmquist representing the diocese. Parish officers are treasurer Betsey Monsell, clerk Tom Barb, and chancellor Andrew Brooks – who is now retiring from this role in order to serve as a vice-chancellor of the Diocese. Many, many thanks to Andrew for a decade of service.

I am grateful every day for the many unpaid lay ministers who lead so much of what we do and are always flexible and good-natured about accommodating the whims of the clergy. Of course, our hardworking and dedicated staff deserve deep gratitude. Here is the current roster of staff:

Kathleen Sheehan Burgess, Director of Administrative Operations

Canon Martin Green, Canon for Music

The Rev. Canon Brooks Mason, Canon for Liturgy and Pastoral Care

The Rev. Canon Richard Hogue, Canon for Cathedral Life

Judy MacDonald, Registrar

Jennifer Jow, Facilities Manager

Wayne Riehm, Communications Coordinator
Kate Gould, Minister for Children and Families
Gabriel Arregui, Sub-Organist
Susan Jester, Evangelism and Public Relations coordinator
Erin Sacco Pineda, Director of Finance
Wes Dayhoff, Bookkeeper
Stacey Harper, Joe Bono, Sextons
And numerous talented vocalists leading the sections in our choirs.

The following beloved parishioners were called home to God in the course of 2023: Brent Foster, Annie Day-Bardach, Jill Gibbs, James Townsend, Vicki Heins-Shaw, Keith Dixon, Anne Vafis, and Rachel Ware. We give thanks for their lives and pray for their peace and joy in the fullness of the Kingdom.

At the annual meeting this year, we will be just four weeks short of the 10th anniversary of my arrival at St. Paul's. It has been an extraordinary decade, for me and for the cathedral. I continue to thank God every day for the blessing and privilege of serving as your Dean: St. Paul's is an exceptional church, healthy and well-resourced (even though we struggle to balance the budget). Our staff team is dedicated, skilled, and collegial. We have seen many changes in recent years, in our buildings, in the span of ministries, and in the wider culture. But St. Paul's continues to follow a steady course, directed by our simple but effective mission statement: "*Love Christ, Serve Others, Welcome All.*" After the terrible surprise of the COVID pandemic, it would be foolish to think that we can predict what lies ahead, but we do have some plans: to complete fundraising and construct the new music center, giving our wonderful choirs a functional, safe, and accessible home at last; to develop a medium-to-long range strategic plan for sustainable mission and ministry; to continuously broaden our visibility and usefulness as a home for culture, conversation, and community. I look forward to all that 2024 has to offer, and especially to doing more ministry with the beloved people of God at St. Paul's Cathedral. Thank you for allowing me to be your priest.

Respectfully submitted by Penny Bridges, Dean

DEAN'S WARDEN REPORT

It has been an honor and pleasure to serve on Chapter for three years and as the Dean's Warden this past year. I'm deeply grateful for the commitment and dedication of the Chapter members with whom I've served. Our church community is blessed to have their faithful stewardship and active level of engagement with the many ministries we offer at the Cathedral. Every month the Dean's and People's Warden meet with Dean Penny. These are insightful discussions and offer an opportunity for Wardens to offer guidance and advice for ongoing administrative issues. This year as Dean Penny took sabbatical for six weeks, the Wardens were available to work with the administrative staff to ensure all was in order and the needs of our parishioners were met. Remember the night the lights/all electricity went out? There were some late evening discussions to find solutions with our Facilities Manager, Jen Jow. By candlelight and iPhone flashlights, we held mass the next day and a new adventure at the Cathedral was experienced!

During 2023, we witnessed significant highlights in ministry that is certain to have positive impact on the future of St. Paul's. Foremost, we launched the Major Gift Campaign for the new Music Center. The response with pledges from leadership has been very positive and we're well on our way to initiating the project. We're especially grateful to Russ Okihara and Rockette Ewell for co-chairing the campaign and Maureen McNulty for her efforts at grant writing to support the campaign.

Our Stewardship Annual Campaign saw pledges of over \$1M for the first time in some years. Most important, there was a record number of new members (36) pledging a higher average annual amount. This speaks to a church community at St. Paul's that is vital and growing, a sure formula for sustainability in the future.

Early in 2023, the Evangelism Ministry Committee (EMC) was created by staff leader, Susan Jester. The committee has grown to over 20 members ... walking the neighborhood with door hangers, serving as Sunday morning greeters, hosting summer movie nights, volunteering at events, and generally engaged with spreading the Good News about God's love and St. Paul's to our neighboring community. The committee prepared an in-depth strategic plan for 2024 which was shared with Chapter and Bishop Susan. We are especially

grateful to the diocese for its support of the St. Paul's Evangelism Ministry. Also, answering the call, the committee now has three Licensed Lay Evangelists (LLEs). There are plans for increasing our number of Evangelists via a Course to be taught during Lent 2024. The year-end Newcomers brunch was attended by a record 28 people, many who signed up for the fall Episcopal Education Course.

As the year progressed, I witnessed an increase in participation by the congregation in many of our ongoing ministries. We reintroduced Summer Socials and nearly 100 attended. Women Together increased to an average 45 attendees per program. The Sunday morning Forum is attracting more people, and the Thursday evening Courtyard Service grew to an average of 20-25. Simpler Living/Creation Care, Family Ministry, Showers of Blessings, Young Adults, Peace & Justice/Listening Hub/Sacred Ground, Stephen Ministry, Fair Trade/Expo ... all saw an increase in numbers of participating parishioners. The Good News ... members are engaged and bringing fresh ideas and energy! Blessings to Rev Richard for the leadership he provides to all these ministries as a part of Congregational Life. We are truly living as God's family in Christ.

Most encouraging was the "wave" of attendance to our year-end holiday services. From Lesson & Carols through Christmas Day, we saw almost a full house. Testimony that our work throughout the year as disciples of Christ brought among us people of hope and desire to worship and be thankful for God's enduring love.

Throughout the year, as Dean's Warden, I served on several standing committees, mostly via Zoom. Toward the year end, I chaired the Chapter 2024 Candidates Nominating Committee and was delighted that we had seven outstanding individuals standing for Chapter. As I retire from Chapter, I am committed to continuing my service in various ministries. I'm pleased to be a part of John Will's "third Sunday" usher team and whenever Lucinda needs an extra! And I will continue with the Evangelism Committee as that is where my passion lies as we strive to grow in numbers while receiving the Holy Spirit and gracing our hearts to ... *Love Christ, Serve others, and Welcome all.*

Respectfully submitted by Darien DeLorenzo, Dean's Warden

PEOPLE'S WARDEN REPORT

During my term as the People's Warden, I attended the following:

- Chapter, including retreat and Mutual ministry- 10
- Building and Grounds- 8
- Finance -8
- Endowment- 4
- Stewardship- 7
- Annual Meeting- 1
- Women Together (monthly meetings and planning)- 12
- Family Ministry- 2
- Sunday Worship- 20, Evensong- 2, Forum- 2
- Dean and Wardens- 10
- Social- brunches, lunches and dinners- 9
- Major Gifts- 17
- Document signing
- General meeting
- Wedding- 2
- Met with Dean at Hospital
- Diocesan Convention
- I also wrote a Lenten Reflection and letter for the weekly bulletin.

It was a pleasure and an honor to serve.

Respectfully submitted by Kimberly H Fernandez, People's Warden

FINANCIAL REPORTS

2023 BALANCE SHEET AS OF DECEMBER 31, 2023

	Operating Fund	Special Funds	Major Gifts Campaign	Enduring Funds	TOTAL
ASSETS					
Cash & Investments	\$ 245,908	\$ 517,297	\$ 392,998	\$ 6,308,254	\$ 7,464,457
Receivables & Prepaid Expenses	61,126	7,977	614,622	-	683,726
Property & Equipment	4,652,773	-	-	-	4,652,773
Interfund Loan	-	-	(200,000)	200,000	-
TOTAL ASSETS	\$ 4,959,808	\$ 525,274	\$ 807,620	\$ 6,508,254	\$ 12,800,955
LIABILITIES & NET ASSETS					
LIABILITIES					
Payables	\$ 20,439	\$ 59,087	\$ -	\$ -	\$ 79,526
Payroll Liabilities	87,786	-	-	-	87,786
TOTAL LIABILITIES	108,225	59,087	-	-	167,312
NET ASSETS					
Unrestricted	133,055	-	-	-	133,055
Chapter Designated	4,652,773	287,058	20,212	4,528,052	9,488,095
Donor Restricted	65,755	179,130	787,408	835,954	1,868,246
Endowed	-	-	-	1,144,247	1,144,247
TOTAL NET ASSETS	4,851,583	466,188	807,620	6,508,254	12,633,643
TOTAL LIABILITIES & NET ASSETS	\$ 4,959,808	\$ 525,274	\$ 807,620	\$ 6,508,254	\$ 12,800,955

2023 OPERATING BUDGET VS. ACTUAL

INCOME	2023 ACTUAL	2023 BUDGET	\$ VARIANCE	% VARIANCE
Pledge, Plate & Other Offerings	\$ 1,192,146	\$ 1,096,300	\$ 95,846	9%
Program & Other Income	34,789	21,800	12,989	60%
Facility Use Income	80,779	81,200	(421)	-1%
Transfers from Enduring Gifts Funds & LLC	395,909	395,909	-	0%
Transfer from Undesignated Bequests	200,000	200,000	-	0%
Transfers from Special Funds (for matching purposes)	56,975	74,614	(17,639)	-24%
TOTAL OPERATING INCOME	\$ 1,960,598	\$ 1,869,823	\$ 90,775	5%

EXPENSES	2023 ACTUAL	2023 BUDGET	\$ VARIANCE	% VARIANCE
Clergy Compensation	\$ 448,786	\$ 453,886	\$ 5,100	1%
Lay Compensation	765,671	794,964	29,293	4%
Worship & Music	53,130	52,025	(1,105)	-2%
Outreach & Mission	6,175	12,000	5,825	49%
Hospitality	29,153	19,400	(9,753)	-50%
Christian Formation	4,055	7,950	3,895	49%
Congregational Life	35,117	41,050	5,933	14%
Buildings & Grounds	219,593	167,460	(52,133)	-31%
Administration	161,500	145,117	(16,383)	-11%
Denominational Obligations	176,917	175,971	(946)	-1%
TOTAL OPERATING EXPENSES	\$ 1,900,097	\$ 1,869,823	\$ (30,274)	-2%
NET OPERATING INCOME	\$ 60,501	\$ -	\$ 60,501	

2024 BUDGET (COMPARED TO 2023 BUDGET)

INCOME	2024 BUDGET	2023 BUDGET	\$ VARIANCE	% VARIANCE
Pledge, Plate & Other Offerings	\$1,165,600	\$ 1,096,300	\$ 69,300	6.3%
Program Income	57,600	21,800	35,800	164.2%
Facility Use Income	87,000	81,200	5,800	7.1%
Transfers from Enduring Gifts Funds & LLC	589,016	395,909	193,107	48.8%
Transfer from Undesignated Bequests	80,000	200,000	(120,000)	-60.0%
Transfers from Special Funds (for matching purposes)	59,975	74,614	(14,639)	-19.6%
TOTAL OPERATING INCOME	\$2,039,191	\$ 1,869,823	\$ 169,368	9%

EXPENSES	2024 BUDGET	2023 BUDGET	\$ VARIANCE	% VARIANCE
Clergy Compensation	464,763	\$ 453,886	\$ 10,877	2%
Lay Compensation	855,771	794,964	60,807	8%
Worship & Music	52,025	52,025	-	0%
Outreach & Mission	6,000	12,000	(6,000)	-50%
Hospitality & Fellowship	19,700	19,400	300	2%
Christian Formation	9,150	7,950	1,200	15%
Congregational Life	41,450	41,050	400	1%
Buildings & Grounds	216,900	167,460	49,440	30%
Administration	167,020	145,117	21,903	15%
Denominational Obligations	206,412	175,971	30,441	17%
TOTAL OPERATING EXPENSES	2,039,191	\$ 1,869,823	\$ 169,368	9%
NET OPERATING INCOME	\$ -	\$ -	\$ -	

2023 SPECIAL FUND ACTIVITY

FUND NAME	BALANCE JAN 1, 2023	INCOME	TRANSFER (TO)/FROM OPERATING	TRANSFERS (TO)/FROM CAMPAIGN	TRANSFER (TO)/FROM ENDURING	EXPENSES	BALANCE DEC 31, 2023
Bequests	555,841	1,965,793	(200,000)	-	(2,188,052)	(35,292)	98,290
Memorials	25,604	1,325	-	-	-	-	26,929
Administrator's Round Table	1,000	-	-	-	-	-	1,000
Liturgy & Worship	7,034	-	-	-	-	-	7,034
Albs and Vestments	4,106	-	-	-	-	-	4,106
Altar Guild	3,699	3,382	-	-	-	(585)	6,496
Docent Ministries	190	-	-	-	-	-	190
Deaf Ministry	6,873	-	(6,873)	-	-	-	-
Stew Dadmun Memorial Flower Fund	3,438	-	-	-	-	-	3,438
Verge Ministry	467	20,687	(1,950)	-	-	(18,277)	927
Latino Ministries	2,778	-	-	-	-	-	2,778
Friends of Cathedral Music	65,087	8,030	(20,000)	(21,000)	-	(18,185)	13,932
Music - Designated/Restricted	3,425	-	-	-	-	-	3,425
Sesquicentennial Music Fund	11,910	-	-	-	-	-	11,910
Organ Scholar(s)	4,481	-	-	-	-	-	4,481
Music Visitation	4,005	-	-	-	-	-	4,005
PACEM Fund Distributions	39,693	-	(2,985)	(49,831)	14,938	-	1,815
Music Endowment Fund Distributions	-	-	(10,342)	-	10,342	-	-
Music Library	2,342	-	-	-	-	-	2,342
Clergy Pastoral Needs Fund	6,440	6,215	3,923	-	-	(11,283)	5,295
North America Deans' Conf Fund	31,014	-	-	-	-	(4,162)	26,852
Stephen Ministries	-	1,348	-	-	-	(539)	809
Sabbatical Fund	973	-	5,000	-	-	(5,229)	744
Fulkerson Benevolent (Alms) Fund	2,120	500	-	-	-	-	2,620
Outreach - General	6,993	-	(24,175)	-	30,615	(128)	13,305
Outreach - Showers of Blessings	20,447	9,185	-	-	-	(3,652)	25,980
Outreach - Haiti	487	-	-	-	-	(487)	-
Friends of Military (FOMOS)	4,260	-	-	-	-	(107)	4,153
Fair Trade	1,344	942	-	-	-	(750)	1,536
Simpler Living	43	408	-	-	-	(163)	288
Evangelism (Cathedral for the City)	21,234	21,075	-	-	-	(11,658)	30,651
Performing and Visual Arts	2,271	-	-	-	-	(215)	2,056
Children & Family Ministries	2,174	725	(1,200)	-	-	-	1,699
Youth Ministry	1,555	-	-	-	-	-	1,555
Cursillo	323	-	(323)	-	-	-	-
Seminarian Support	3,457	-	-	-	394	-	3,851
Congregational Development	16,830	1,000	-	-	-	(8,731)	9,099
Adult Education	5,720	-	-	-	-	-	5,720
Sesq Event/Outreach Center Seed	27,340	-	-	(27,340)	-	-	-
Women Together	1,579	3,961	-	-	-	(3,965)	1,575
Buildings and Grounds	10,230	246	875	-	50,000	(11,127)	50,224
Chancel Redesign	73,441	-	-	-	-	(70,764)	2,677
New Building Furniture & Fixtures	(35,526)	-	35,755	-	-	(229)	-
Grand Opening Weekend	83,643	50,128	(36,630)	-	-	(97,141)	-
Columbarium Sales/Maintenance	78,523	31,500	(21,500)	-	(5,000)	(1,122)	82,401
TOTAL SPECIAL FUNDS	\$1,108,888	\$2,126,450	\$ (280,425)	\$ (98,171)	\$(2,086,763)	\$(303,791)	\$ 466,188

Endowment Report Year Ended 12/31/2023

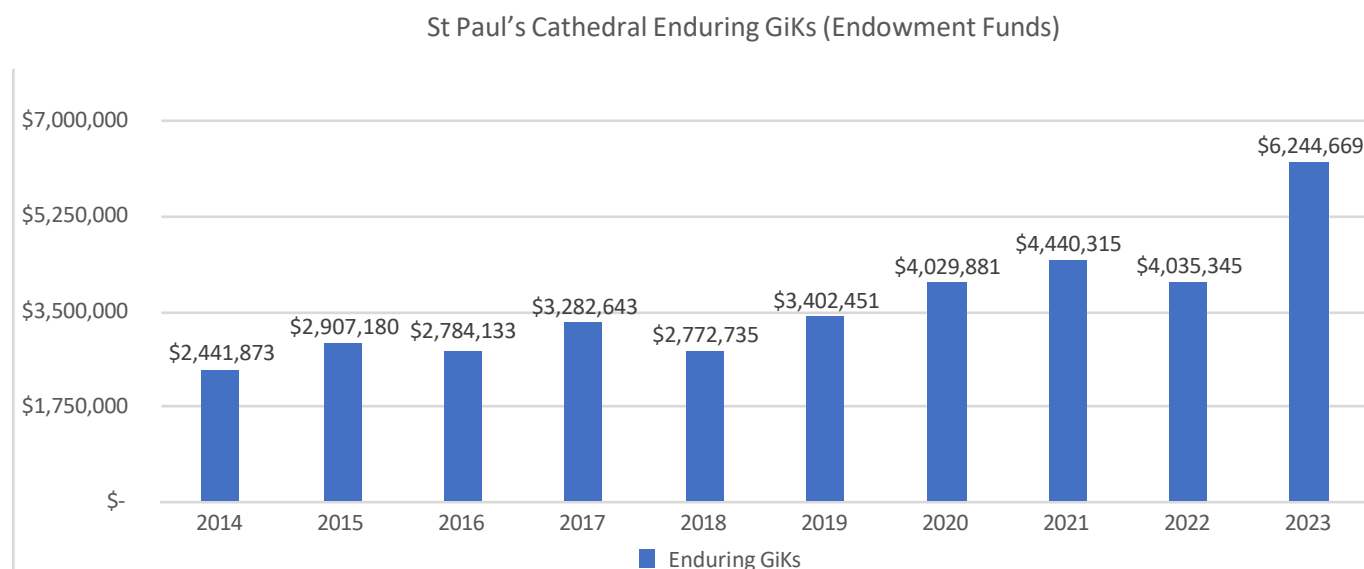
Committee:

Ellen Hargus, Chairperson
Dean Penny Bridges
Darien DeLorenzo, Dean's Warden
Kimberly Fernandez, People's Warden
John-Rodolphe Luthi
Blair Shamel
David Spencer
Roland Tactay
Jim Wright

Prepared by Betsey Monsell, Treasurer

Growth of Endowment Funds Over the Last 10 Yrs

Annual income from invested funds is a key source of income supporting the Cathedral's ministries—now & for the future.



Summary of 2023 Enduring GiDs (Endowment Funds) Activity:

Beginning Balance 1/1/2023	\$4,035,345	
Contributions	2,195,077	Bequests, gifts & columbarium niche sales
Income	704,921	Increased market value of investments plus dividends and interest
Distribution	-189,358	Annual 5% distribution to the Cathedral
Distribution	-50,000	Special distribution to the Cathedral to replenish Buildings & Grounds Fund
Distribution	-432,066	Transfer to Vida Joven Fund at Diocese (EDSD)
Mgmt Fees	-19,250	
Ending Balance 12/31/2023	\$6,244,669	

Note 1: Balance of endowment funds held by LA Diocese at 12/31/2023 was not available in time for this presentation; 11/30/2022 balance was used.

Note 2: Contributions to the Cathedral Fund during Q1 2023 included undesignated bequests received in 2022 totaling \$705,840.82:

\$450,000 from Joan Butler Ford's estate
 \$200,000 from Mim Sellgren's estate
 \$25,000 from Mary Anna Kornbrust's estate
 \$25,000 from Joe Letzkus' estate
 \$5,840.82 from Virginia Smith Richardson's Charitable GiK Annuity

Plus, \$6,000 of 2022 Columbarium sales less 5%, or \$35,292, sent to the Episcopal Diocese of San Diego for Common Life Share Plus per the Undesignated Bequest Policy and less \$150,000 lent to the Major GiKs Campaign and \$200,000 used to support the 2023 SPC Operating Budget, both as authorized by Chapter. In addition, a \$1,000 designated GiK was contributed to the Music Fund in 2023. In Q2 2023, the Cathedral received a \$1,965,733.20 final distribution undesignated bequest from Joan Butler Ford's estate, of which \$1,867,503.54 was contributed to the Cathedral Fund net of \$98,229.66 5% Common Life Share Plus to the Diocese per policy.

Note 3: 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.

Respectfully submitted by Betsey Monsell, Treasurer

MUSIC DEPARTMENT REPORT

Music Department Report

Martin Green, Canon for Music
Gabriel Arregui, Assistant Organist

Reflecting over 2023, it was a year that offered us in the Music Department more of a sense of normalcy. We returned to our normal amount of choral and congregational singing in services, and have kept our tradition of offering weekly Evensong services throughout the year.

A major triumph of 2023 has been the return of the boy and girl choristers to our regular music life. Early in the year, we had a few series of rehearsals and beginning music training sessions. The summer saw a very successful Choir Camp week. And September ushered in the return of a regular weekly rehearsal pattern for the choristers. The boys and girls rehearse on Tuesday each week, with some additional Thursday sessions as well.

The choristers sang for their first Evensong in November, and for Christmas Lessons and Carols in December. It was so thrilling to have this group of young voices back in the choir stalls singing for services in the cathedral once again!

Going forward in 2024, the choristers will sing at Evensong approximately once each month as we continue to rebuild this program that is such a vital component of the rhythm of the liturgical and musical life of St Paul's.

Our Great Hall Chamber concert series entered its second season with another slate of wonderful performers. We look forward to continuing to offer these concerts throughout the year, and to expand the diversity of programs.

Our weekly Organ Recital series also continues each Friday at 1pm. This series has built up a strong online presence that continues to grow. We do hope, however, to increase the attendance numbers of the live audience.

2023 also saw a tremendous amount of work in addition to the regular load. The curriculum for the boy and girl chorister program was completely redone. This was necessary to suit the ground-up restart of the program, and to more effectively bring in children at a slightly younger age than before.

Much has also been going on behind the scenes regarding the development of the planned Music Center to be built in the near future. This much-needed facility will help equip the music department for success on into the next generations.

Many thanks go out to everyone involved in the Cathedral's Music Department for their 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.

And, of course, thanks go to YOU – all of our wonderful supporters of the Cathedral Music Department. Whether it be through donation to Friends of Cathedral Music, or one of the many other creative ways that people find to support the music department, thank you to all of you for helping us to do all that we do!

All of us on the music staff look forward to 2024 with much excitement and enthusiasm for more wonderful things to happen in the life of Cathedral Music, and of the cathedral at large.

Respectfully submitted by Martin Green, Canon for Music, Organist & Choirmaster

LITURGY, WORSHIP, & PASTORAL CARE REPORTS

CANON LITURGIST REPORT

The Canon for Liturgy is directly responsible for ensuring that our worship services are carried out with reverence, dignity, and in good order. Since the 2020 pandemic, some of these responsibilities continue with online 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, Canon Lucinda Parsons, Mark Lester, Don Mitchell, Mike Thornburgh, 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 concur with Cn. Martin Green and Gabriel Arregui to coordinate the music for our worship and prepare the order of service booklets which can be used online with a QR scanner by attendees. Our cathedral tours with pipe organ demonstrations and labyrinth walks for students and community organizations continue. I also manage the columbarium, coordinate and ensure pastoral needs are being met, maintain the prayer lists, and served on the Cathedral Regathering Task Force when it was active in early 2023.

The average attendance for the 2023 calendar year for the 8:00 was 45, 152 for the 10:30, and 48 for 5:00 Evensong. There were six Thursday courtyard contemporary prayer services which included two outdoor labyrinth walks with total attendance of 84 people. There were eight funerals and seven weddings in the cathedral. The virtual viewers at streamed and recorded services are accessible on Facebook, YouTube, and our website and viewer numbers are approximate (subject to the duration of live views) based on available data from our web providers. Thanks to Wayne Riehm for compiling the monthly video viewer numbers and to our video production team for operating all aspects of video

making and broadcasting for Sunday services, weddings, funerals, and other special services.

I also serve the Bishop and the Diocese by assisting with the planning and preparation of diocesan liturgies such as Ordinations, clergy conference, and regular diaconal meetings. I'm a member of the diocesan Clergy Enrichment Committee and a participant in our diocesan deacon outreach project "Beanie-Bundles" for the migrant workers in El Centro and the Jacumba area migrant camps.

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

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 2020, there were approximately 30 Acolytes and Chalice Bearers volunteering their time to serve at our various scheduled liturgies. As services went online during the Covid pandemic, there was unfortunately no role for many. Our Altar Servers typically serve one Sunday per month (a few have regular appointments each Sunday at 8am). In addition, a number of these Servers make themselves available to assist at weddings, funerals, and other occasional events. Following the lifting of Covid restrictions, we reinstituted a three-person altar-service team (crucifer plus two acolytes to serve at table and chalice). We currently have nine regularly serving volunteers plus three occasional youth servers; this is not sustainable, and recruitment will be a big focus in the coming year.
- Training sessions and workshops are held as volunteers to provide them are able. Special one-on-one training sessions are arranged as possible to provide more frequent options to those who express an interest in becoming an Acolyte or Chalice Bearer. Aspiring Acolytes have an opportunity to “shadow” other Acolytes, typically during a 10:30 Eucharist. We continue to foster three young acolytes who have expressed desire to continue serving. We hope to further develop an on-line training course, designed around manageable subsets of the liturgy, including a Liturgical Dictionary, hoping to return to working on the curriculum in the coming months.
- We collaborate with the Children, Youth, and Family ministry for the Christmas liturgy, 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, 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, Dean's Verger

ALTAR GUILD REPORT

The Altar Guild continues to serve at the many services at the cathedral.

One new sacristan, Jack Haymon, has been added to our group. Jack lives in San Diego part time; we are happy when he is here with us.

Cherie Dean makes the schedules.

Steve Mater is the one that is constantly having to change the worksheets.

Roxanne Perfect-Knight orders the supplies.

We have 6 major work parties a year. This year Dean Panny invited the congregation to join us for work parties. A few new members did join us, and it was nice for us to show them the things that we do. It is always appreciated to have extra hands.

Each sacristan is valued for the service they provide to the Cathedral community.

Respectfully submitted by Canon Konnie Dadmun, Canon Sacristan

USHERS REPORT

The St. Paul's Cathedral Ushers are very dedicated and faithful. They serve as gatekeepers to welcome all who enter our doors and assist with our beautiful liturgy.

I feel honored to have served as Head Usher for the past 27 years for the Sunday services, funerals, ordinations, and other special services.

For the 10:30 am service, each Usher team serves for one Sunday a month, and I am so very thankful for each team's "Usher in Charge." New Ushers continue to be recruited and trained on the job to fill our teams.

I want to also recognize Gary Owens for his faithful service watching and being vigilant, keeping us safe on Sundays and special services.

I look forward to 2024 to serve in this very fulfilling ministry once again. Our Ushers are truly wonderful and capable of being flexible and caring in serving the needs of our congregation.

Respectfully submitted by Canon 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. Some serve as "Early Verger" for 8am services, helping to assure the timely setup and table service at that Eucharist. We also have three sub-vergers (vergers-in-training), having come up through the ranks: Stacey Klamann, Jairus Kleinert, and Wanda Porrata. These will be commissioned in the coming months.
- The 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.
- This past year we were honored to host the annual convention of the Vergers' Guild of the Episcopal Church. The Guild offers liturgical and training support to vergers across the US, and it was quite the feather in our SPC cap to host this conference. It was a festive three-day event requiring much collaboration across many SPC resources (facilities, administration, Altar Guild, hospitality) including additional volunteer hours. The event was very well received and appreciated by all attendees from around the US.

- In the coming year, we will 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, Dean's Verger

LECTOR MINISTRY

The Cathedral lectors are dedicated to the ministry of clearly and intelligently reading the lessons and leading the Prayers of the People at Sunday morning Eucharists, Sunday Evensongs, and for special services. 2023 has been a good year for this ministry. While there has been some normal attrition in participation, the year is ending with 40 active lectors, two more than were reported at the end of last year.

Twelve new or returning lectors were added to the rotation during the past year. Thanks to Kathryn Bunch, Lisa Churchill, John Clemens, Peter del Nagro, Elizabeth Fitzsimons, Susan Forsburg, Jack Hayman, Stacey Klamann, Bob Longstreth, Tom Merrick, Allen Mutchler, and Donna Perdue for responding to the call to serve. Most of the new lectors were recruited at the Ministry Fair in September 2023.

In late September, the lectors resumed the annual practice (in abeyance since the onset of the pandemic) of gathering for a morning to share their observations about reading, to go over best practices, and to listen to one another in the pulpit and share supportive feedback. Coming to terms with the effective use of the new sound system in the Cathedral was a major topic of concern at this meeting.

While the base lector schedule is generated by the Ministry Scheduling Program (MSP), there is variation in the number of times during the year lectors have the opportunity to read. Most lectors read between six and ten times during the year. This variation depends on willingness to read at multiple service times, participation in other ministries at service times, and willingness to accept requests for substitutions for other lectors.

We are currently at a comfortable number of lectors, however, if you feel called to serve in this ministry, please let me or a member of the clergy know of your interest.

Respectfully submitted by Mark Lester, Lector Coordinator

DAILY OFFICE OFFICIANTS

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* (BCP) 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 2023, 8:00 Morning Prayer was offered Monday through Saturday and 5:00 Evening Prayer Monday through Friday on Zoom. This venue will continue until further notice.

The Officiant (the person who leads the Office) may choose to use Rite One (BCP 37) or Rite Two (BCP 75).

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 regularly scheduled Daily Office Officiants during 2023: the Very Rev. Penny Bridges, the Rev. Cn. Richard Hogue, Jr., the Rev. Cn. Brooks Mason, Canon Lucinda Parsons, Frank Borik, Tonya Chavis, Salvador Arce-Guerra,

Ellen Hargus, and substitutes Cn. Konnie Dadmun, Joanna Airhart, Jane Batarseh, Diana Chou, Cherie Dean, Sue Kelly, Stacey Klamann, and Diane Lopez-Hughes.

The average attendance recorded for virtual Morning Prayer is 9. The average attendance recorded for Evening Prayer is 4.

Respectfully submitted by the Rev. Canon Brooks Mason

PASTORAL CARE REPORT

Our eight-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. Since the pandemic, our ways of administering Pastoral Offices have included in-person, virtual, and by phone.

Pastoral Care ministry includes several areas:

- The clergy emergency pastoral phone
- Eucharistic Ministers (EMs) traditionally sent forth from Holy Eucharist to the homebound
- Card ministry of volunteers who write and mail notecards to those confined indoors.
- Friends of Military Outreach and Support (FOMOS) liaisons, Wanda Porrata and Jen Jow, follow up with our active duty and retired military members.
- Clergy discretionary / Pastoral Needs Account - is an important financial resource for pastoral needs and outreach assistance.
- Caring Connections "Buddy System" - our ministry which focuses on those who live alone; leaders have coordinated a buddy system where people regularly check on one another and report back if follow-up is needed.
- Tracking those parishioners over 90 years of age.
- Mailing and tracking Grief Ministry booklets for those who've lost loved ones.

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.

There were 77 EM visits to 214 people logged in 2023. We have 6 EMs with a regularly updated rota of 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. We currently have no CV (Cathedral Visitor) visits.

Requirements: To successfully complete all required modules of the "Safe Church Safe Communities Training" as per our Diocesan Policy. This training is required by

the Episcopal Church every three years. EM's are required to complete the Diocesan Eucharistic Minister practicum when offered.

Thank you to Vicki Hoppenrath who retired August 31st after serving for nearly seven years as Eucharistic Minister Scheduler, Pastoral Care coordinator, and grief booklets monitor.

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.

Respectfully submitted by the Rev. Canon Brooks Mason

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 via telephone conversations, texting, and in-person visits.

Although we experienced a lull in activity during the first few years of the Covid pandemic, Stephen Ministry was able to carry out caregiving sessions remotely, revealing to us new ways to reach those who are in crisis. We are currently serving several Care Receivers and are blessed to have additional ministers available to serve.

Following the completion of several months of Stephen Ministry training sessions, 5 new Stephen Ministers were commissioned on February 12 at the 8:00 and 10:30 services. We have, and will continue, to build our funding for future training.

Stephen Ministers staffed a table before and after Sunday services for several months to provide information and answer questions about Stephen Ministry.

We continued with our regularly scheduled Continuing Education sessions. Our CE program was both in-person and virtual. Topics included Effective Communication, Caring for People Experiencing a Major Medical Crisis, How Hospice Serves Patients and Their Families, and Ministering to Those Who are Dying and their Family and Friends.

The annual Stephen Ministry in-house retreat Mediation and Reconciliation and "The Gift of Empathy" book review was in the Guild Room on August 26 and was attended by 17 Stephen Ministers. The retreat concluded with a courtyard labyrinth walk.

We currently have 14 care givers including 2 lay leaders. The SM Leaders are the Very Rev. Penny Bridges, the Rev. Cn. Brooks Mason, Roxanne Perfect-Knight, and Terry Kelly.

Respectfully submitted by the Rev. Canon Brooks Mason

Columbaria Committee Report

There are two columbaria inside St Paul's Cathedral: the West Columbarium under the rose window on the west wall of the nave and the South Columbarium under the Lord's Prayer window in the south transept.

The West Columbarium was built by Eickhof Columbaria in 2004 and contains 140 niches. The construction was made possible by donor Margaret Cargill and dedicated to the memory of Sr. Ada Constance of the Community of St. Mary which is the oldest (founded in 1865 in NYC) indigenous religious order for women in the Episcopal Church. It was designed by Voorhees Liturgical Design and was dedicated within the context of the 10:30 Holy Eucharist in September 2004 by the Rt. Rev. Gethin Hughes. All but 3 of the 140 niches have been sold.

The South Columbarium was built by Eickhof Columbaria and installed in 2019 and dedicated and blessed by the Rt. Rev. Dr. Susan Brown Snook following the Legacy Evensong on All Saints' Sunday, November 3rd. There are 84 niches for cinerary urns and 60 memorial plaques for inscriptions only. 75 niches and 57 plaques remain available in the South Columbarium.

Niche and plaque engravings are by appointment as needed at Honor Life in Vista.

The Columbaria Committee reviews the status of niche and plaque sales, maintenance, and financial account activities and investments presented by the Cathedral Treasurer. The Committee oversees the reconciliations of columbaria purchases and payments and the Agreement and Rules forms periodically for both columbaria. The Committee maintains appropriate communications with the Dean, Chapter, and outreach/advertising associates.

The Committee consists of: the Administrator & Dean's clerical designee, the Cathedral Administrator, the Cathedral Treasurer, a Chapter

representative, and three representatives from the Cathedral congregation.

The committee is in the process of filling 2 vacated positions.

Respectfully submitted by the Rev. Canon Brooks Mason

CONGREGATIONAL LIFE REPORTS

CONGREGATIONAL LIFE REPORT

As to usual responsibilities, I'll follow Dean Penny's lead from last year and give a list of what my regular activities were and are here (there was a lot more on this list during her sabbatical, but what's below is far more typical):

- Morning Prayer Tuesday, Wednesday, Thursday
- Weekly staff meeting
- Weekly meeting with the A/V team
- Weekly meeting with Wayne (communication coordinator) and Susan Jester (evangelism, incorporation, and external communication)
- Weekly meetings and coordination with Netzel Grigsby Associates (NGA)
- Proofread regular communications
- Monthly executive staff meeting
- Monthly pastoral care meeting
- Monthly cathedral clergy meeting, active and retired
- Monthly general meeting with ministry leaders
- Monthly finance committee meeting
- Monthly stewardship committee meeting
- Twice monthly Young Adult Bible Study
- Monthly San Diego Organizing Project clergy meetings
- Regular communication with Sound Image, our AV maintenance contractor, until the updates to the sound system were completed. We are currently awaiting a maintenance contract; I have heard nothing on where that is between our institutions
- Regular participation in liturgies
- Regular participation in pastoral care

Moving forward, due to being elected to diocesan Executive Council for a three-year term, I will have monthly meetings as a body of the whole and for subcommittee assignments, having started following diocesan convention which we hosted here at St. Paul's in November.

- Monthly Executive Council meeting, first Saturday of each month, 9AM – 11.30AM
- Monthly Leadership and Congregational Development meeting, first Tuesday of each month, 1 – 2.30PM

- Mission statement: We seek, invite, and develop transformational servant leaders and congregational communities.
- Areas of Oversight:
 - Congregational Development
 - Congregational Leadership Training and Development
 - Multicultural ministry
 - Mutual Ministry Reviews
- Monthly Evangelism, Discipleship, and Church Growth subcommittee meetings, starting Tuesday, January 16th, 4PM, exact monthly schedule TBD
 - Mission statement: We equip all Episcopalians to share the love of God and spread the Good News of Christ with people who may not know him. We fulfill Jesus' Great Commission by increasing the number of Episcopalians in the Diocese. We equip congregations to enable all people to grow as followers of Jesus through intentional personal and communal practices.
 - Areas of oversight:
 - Diocesan Evangelism & Community Engagement Offerings: Church Planting & Redevelopment, Missional Communities, Campus Ministries, Military Ministry, Evangelism Grants
 - Diocesan Discipleship & Spirituality Offerings: Episcopal Schools, Children's Ministry, Youth Ministry, Adult Discipleship, Spiritual Gifts Inventory, Small Group Ministry
 - Cursillo
 - Diocesan Communications

A/V & Livestreaming

The most impactful thing to happen this past year was significant upgrades that enhanced the wireless capabilities for the nave sound system. Starting in March of 2023, Sound Image, our AV installation company—who we hope to contract with for maintenance—put in new wireless receivers, improvements to our AV control room rack (the server and communication components that power our in-house and broadcast capabilities). These were completed in early July, and would have been sooner had there not been lingering supply chain issues for so many tech companies globally.

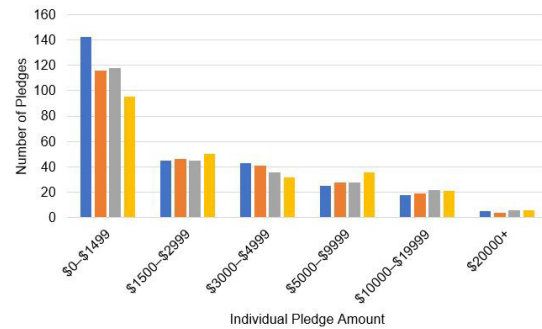
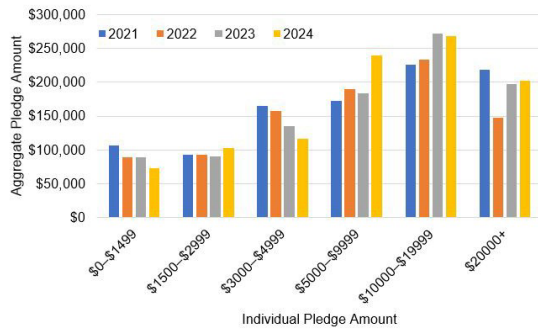
This ministry is the essential life blood of our digital outreach efforts. Thank you first of all to Sound Image for their work and improvements to our system. Next, I want to thank Mike Thornburgh and Paul Young, Jr., our AV control room maestro and tech assistant, respectively. I also want to thank our AV room operators, Jim Wright, Marshall Moore, and the volunteers under training, Adam Navarro and Bram Davis. I also want to thank our nave sound volunteers from this past year: Craig Monsell, Marshall Moore, Bill Eadie, Bo Anacta, Tom Merrick, and Bob Knight.

Stewardship

First, thank you for pledging to St. Paul's! As of my writing of this we sit at \$1,002,326.06 (240 pledges total to date, 39 of which had not pledged last year but have for 2024 totaling \$55,342.50) of the \$1.05 million goal. Based on what we are seeing at this moment, we will not make our goal up from those who have previously pledged to the Cathedral. Therefore, it is imperative that we continue to have successful evangelism and incorporation to bring in new disciples who can offer up their own gratitude to God for all that we have in this life. Based on what we saw over the last quarter as Sunday attendance increased, which coincided with increased communication and marketing efforts, along with I also believe to be a hunger in society to find peace and harmony in very unstable times, I am very hopeful we will be able to meet our goal as we grow into 2024.

As you will see in the chart below, pledge income for 2024 is certainly up from previous years, but is essentially flat over the past decade. You will also notice we're accomplishing this with fewer pledgers. This speaks to the generosity of our people!

Composition of Pledge Income



	2021	2022	2023	2024*
Number	278	254	255	240
Total	\$980,358	\$911,098	\$967,906	\$1,002,326
Median	\$1,380	\$1,500	\$1,560	\$2,000

*to date

If every pledge was a tithe...

Median household income in San Diego	\$83,454
Number of pledges	× 254
Tithe (10% of household budget)	× 10%
Total pledge income	\$2,119,731

I write this with special gratitude for those who have served on the Stewardship Committee this past year, Christopher Atwood, Justin Lewis, Wanda Porrata, Kimberly Fernandez, Darien DeLorenzo, and most especially our chair Jairus Kleinert, who is instrumental to so much of this ministries' accomplishments this year and the previous several!

Also, a huge note of gratitude for those who raise St. Paul's to the level of family by including us in their estate planning, perpetuating the mission of St. Paul's Cathedral in the name Christ far beyond any single lifetime.

Respectfully submitted by the Rev. Canon Richard Houge

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. Women Together events consist of a program, catered dinner, and fellowship.

In calendar year 2023, we held seven meetings. The total attendance was 222. The total intake of money paid by the attendees was \$3961.00

Respectfully submitted by Vicki Hoppenrath

EVANGELISM & COMMUNICATIONS REPORTS

COMMUNICATIONS COORDINATOR REPORT

Virtual Engagement:

The “Views” below are pulled from YouTube approximately 24-48 hours after a service and include anyone using the “Watch” page of the website (as it is a player tied directly to YouTube). We currently only stream on YouTube (we stopped streaming on Facebook because they consistently removed our videos for copyright infringement). Morning Prayer (MP) and Evening Prayer (EP) numbers are pulled from the Zoom attendance tracker.

We have a talented team of volunteers who run the live-streaming process for each service. They operate the cameras, set up the streaming schedule on YouTube and adjust sound. It is my responsibility, as the Communications Coordinator, to archive streamed videos to Vimeo.com, ensure proper naming conventions for each video on both YouTube and Vimeo, ensure proper branding on our YouTube account and collect the above metrics. We streamed **165** videos in 2023.

SERVICE	2023 Totals	2023 Monthly Avg.	2023 Weekly Avg.	2022 Totals	2022 Monthly Avg.	2022 Weekly Avg.
10:30 am Views	5306	442	102	9130	760	175
5 pm Views	2584	215	49	3108	259	59
Organ Recital Views	4943	411	95	3990	332	76
MP Attendees	2028	169	39	2748	229	52
EP Attendees	804	67	15	783	65	15

Facebook:

Facebook advertising is an involved process which is reserved for our most prominent events each year. Campaigns consists of some key components:

- **Target Demographic** – A target demographic is decided upon. Facebook gives you the option to target individuals based on, age, sex, location, interest and more. All criteria are selected on back end.
- **Call-to-Action** – This is the action that someone viewing the ad should take, such as purchase a ticket, read a landing page's content or mark interest in an upcoming event.
- **Photos/Image/Graphics for Ad** – Select appealing images, design graphics or procure photos for use in enticing response.
- **Copy for Ad** – Write content which encourages the readers response to the ad.

We ran 8 campaigns in 2023, spending a total of \$793.40. See the breakdown below.

2023 Facebook Ad Metrics							
Month	Event	Amount Spent	Impressions	Reach	Clicks	Click Through Rate (CTR)	Cost Per Click (CPC)
January	Irish Concert	100	12138	6684	796	6.56%	\$ 0.13
February	Zydeco	100	13731	3997	205	1.49%	\$ 0.49
July	Summer Cinema	100	8303	6572	721	8.68%	\$ 0.14
July	Comic-Con Sunday	100	8107	3604	412	5.08%	\$ 0.24
August	Villa Musica Concert	100	20030	8137	1166	5.82%	\$ 0.09
August	Choristers	100	69845	55856	64	0.09%	\$ 1.56
October	Blessing of the Animals	99.14	10575	6154	1030	9.74%	\$ 0.10
October	Trunk or Treat	94.26	9561	4170	739	7.73%	\$ 0.13
		Total Spent:	Total:			Avg. CTR:	Avg. CPC:
		\$ 793.40	152290	95174	5133	5.65%	\$ 0.36

E-News:

The E-News is our weekly email (sent every Thursday at 4 pm) containing upcoming event promotion, announcements, articles from ministries, the upcoming Sunday's schedule and more. It is sent to more than 1,600 email address'. In 2023 we sent out 50 such emails. On July 6 we decide to change the name of the email from eBulletin to E-News.

Graphic Design:

Graphic design continues to be a large part of what I do at the Cathedral. Our largest events often require several designs spanning, printed banners, printed advertisements and various digital assets.

An excellent example is Advent. For Advent I created a 12'x4' banner advertising services, which was hung on the fence facing 5th Ave. I designed advertisements for three separate newspapers, made a mailer (printed flyer put in mail box) which was sent to approximately 1,600 households in the area and created digital assets to be used on our website, email and social media. All of these items had a consistent branding and message.

This level of attention is usually given to about a dozen events each year.

Day-to-day duties throughout the year include making edits to our website, managing zoom meetings, updating descriptions and events on our calendar, extra graphic design projects such as signs, business cards and promotion of our ministries.

Respectfully submitted by Wayne Riehm, Communications Coordinator

EVANGELISM, INCORPORATION, MEDIA AND PUBLIC RELATIONS

MEDIA/PUBLIC RELATIONS

Fifteen press releases, media advisories/ alerts, 6 on-camera interviews, live shots and coverage of Ashes to Go, Palm Sunday, Pride events(including the Bishop blessing the Parade) . Video interview of the Dean by Sen Pro Tem Toni Atkins camera crew to promote anti LGBTIQ+ hate. Two different front-page, above the fold articles on St. Paul's in the San Diego Union Tribune. Worked with 2 different community groups in City Planning for Banker's Hill and Hillcrest.

EVANGELISM/INCORPORATION

1. Conducted 6 neighborhood walks in the 20-block radius of the Church distributing 3000 doorhangers this year. The "Walk" team is 6 volunteers.
2. Sent 2 direct Mail pieces into our immediate neighborhood, one at Holy Week, one at Advent week. Reached 5500 households. Saw a dramatic increase in the attendance at the Advent services. Some people came to the service with their postcard in hand.
3. Advertised various public events in our local publications.
4. Advertised numerous services and events on social media. The Pride service "Light Up the Cathedral" reached over 100,000 through social media.
5. Participated in the SD Pride events with 50+ volunteers marching . Over 300,000 people attend this event.
6. Hosted 2 Movie Nights, invited the neighborhood; over 40 attended each one.
7. Coordinated and organized the Light Up The Cathedral Interfaith Service; over 600 attended
8. Organized the Pride Parade contingent of 80, plus vehicles and BBQ post parade
9. Attended numerous Community meetings
10. Lead lay minister for Ashes to Go
11. Managed Pathways program in the Realm Data Base, following and communicating with over 100 Newcomers through 6 steps that lead to membership and incorporation, 36 new members from the Pathways program this year.
12. Organized 2 Newcomers' Brunches: total attendance 51

13. Organized the Greeter table staffing for 4-5 Sundays a month
14. Organized a Candidates' night for special election of a 4th District Supervisor
15. Created partnership with San Diego Organizing Project
16. Planned Evangelism Workshop for SPC Congregation
17. Organized volunteers to cover the St. Patrick's Day Parade
18. Organized a SPC table at the Harvey Milk Diversity Breakfast.

Respectfully submitted by Susan Jester, Public Relations/Media Relations, Licensed Lay Minister of Evangelism

AUDIO VIDEO MINISTRY REPORT

"Television is a medium because anything well done is rare." -Fred Allen

CHANCEL AND NAVE: Construction of the Chancel expansion was completed and the budget for the purchase and installation of the remaining inventory of lighting equipment was approved. The supplemental lighting hang and preliminary focus was accomplished in August. The decision was made to test and increase the light output of the Nave pendant fixtures. Both the final touch up focus of the Chancel lights and the upgrade to the Nave chandeliers are pending.

GUILD ROOM: The new Guild Room AV system works mostly as planned, however, better masking and shading of the windows is needed to maximize the benefits of live and pre-recorded (power point or other slide show and video) presentations. Additionally, the audio system needs to be upgraded for integrated recording with onsite video recordings.

STREAMING: The switch to streaming our broadcasts on YouTube as our sole streaming vendor has proven to be a blessing. Not only does it provide reliable video quality and distribution, but it is easily scheduled and edited. Also, it is free! Audio blackouts by other vendors disputing music licensing no longer occur.

AV UPGRADE: The new video system is a Black Magic system, replacing the original NewTek Tricaster. There are two new camera options added to the original six positions. There is a new fixed camera position (#7) for a better view of the organ keyboard and more shots for the Chapel.

The new camera #8 is a mobile unit that can be placed anywhere in the church for additional close-up or reverse angle videography. It is fully integrated via Wi-Fi into our switcher. It is especially useful for close-up action of the organists' foot pedal work. The new audio system Allen & Heath SQ6 mixing board, with its expanded inputs and capabilities plus a complete re-tuning of the amplifier and speaker system by Sound Image has greatly enhanced the audio quality of the Nave and broadcasts. New

speakers have been installed in the Chapel and the Queen's Courtyard for better quality audio.

We have also expanded our operational skills to include the integration of graphics, music, and other pre-recorded media from the control room into the church during services and other presentations.

PEOPLE: Our team of video operators includes Jim Wright, Marshall Moore, Bob Knight, Paul Young, Mike Thornburgh and Rev. Cn. Richard Hogue, Jr. Presently we're training two new operators, Bram Davis, and Adam Navarro. Our Nave audio iPad operators are Bill Eadie, Craig Monsell, Bob Knight, Jim Wright, Marshall Moore, and Tom Merrick. Also available for audio backup are the Rev. Brooks Mason and the Rev. Richard Hogue.

Scheduling, editing, archiving of services and events and YouTube channel monitoring is done by Wayne Riehm, Paul Young and Mike Thornburgh. Viewer statistics are monitored by Wayne Riehm. Special recognition must be given to Gene Killian for his Project Management of the Chancel lighting installation.

Respectfully submitted by Mike Thornburgh

OUTREACH REPORTS

OUTREACH + MISSION REPORT

"Do Your Little Bit of Good Where You Are; It's those Little Bits of Good Put Together that Overwhelm The World!" — Archbishop Desmond Tutu

The Outreach Committee comprises of several ministry leaders who meet virtually on Zoom from 4:30pm -6:00pm on the third Tuesday every other month January, March, May, September, & November, (off June-August, and December due to busy vacation months).

The goal of the meeting is to share ideas, discuss successes and concerns, brainstorm, collaborate with each other, and provide information on upcoming events and where we can build new partnerships. Partnering with other outside organizations such as Regional Homeless Task Force (RHTF), Third Avenue Charitable Organization (TACO), Downtown Fellowship, ECS Safe haven, and ECS CERRC has increased our ability to serve more people and have a greater effect and impact instead of doing it alone.

The ministry leaders have continued to reach out to parishes within the diocese, other neighboring churches, and organizations to maintain and create new partnerships. The Outreach committee members feel it is important to keep in touch with our external ministry partners and offer our assistance in helping them serve those in need when appropriate (i.e. provide hygiene supplies, masks, non-perishable foods, backpacks, jackets, sleeping bags).

We continue to focus on expanding our reach within our St Paul's community during the weekly coffee hour. We utilize the weekly e-blast to keep the congregation in the loop of upcoming events and to foster more internal relationships.

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. The annual Outreach budget consists largely of dollars to be donated to organizations that are within the Episcopal family and external organizations

that share the same focus as those we serve. All partnerships are reviewed annually and discussed by the outreach committee ministry leaders.

List of local beneficiary organizations in the community and the program or area supported in 2023:

- St Mark's – \$700 for Back-to-School Backpack Bash
- St Bart's – \$1K for Annual Outreach Fundraiser
- Episcopal Community Services -\$100 pumpkin patch for Head Start families.
- Episcopal Community Services-\$500 for Xmas gift cards to Uptown Safe haven Residents
- Episcopal Relief Development - \$700 for a goat, chickens, seeds and water filters in Africa
- Camp Stevens - \$500 – helps kids who can't afford to pay for their camp stay.
- Interfaith Coalition Earth Justice -\$700 – numerous programs
- Via International \$625 – different programs. They partner with schools, churches, businesses, individuals, and local partner development organizations linking unique communities to support community-defined projects that contribute to improving the quality of life. Educate people to be agents of positive change in their own lives and in the lives of those in their communities.
- Vida Joven - \$325 - changing care and schooling to abandoned, abused, and orphaned children in Baja California, Mexico.
- Downtown Fellowship - \$100 – help the homeless
- Plants with Purpose - \$500 - restore hope by reversing two of the world's greatest challenges: global poverty and environmental damage. These problems are interconnected. Goal is to see creation's life-giving regenerative cycles restored and people renewed through their relationship to God, living in healthy sufficiency and empowered to dream.

An alternative service "Contemporary Services in the Courtyard" is held on the second and fourth Thursday of the month from 6pm – 6:45pm, March-May, August - November. The service follows some of the evening prayer liturgy but has a twist during some portions of it with individuals sharing a reflection from personal experience or something that would enlighten others; music is more

contemporary than normal Sunday service but liked by all that attend this service; poems and prayers are supplied by different individuals as well. A service that all should attend and feel the offering it may give you.

Respectfully submitted by Jennifer "Jen" Jow & Diane Lopez Hughes, Outreach Co-Chairs

PEACE AND JUSTICE MINISTRY REPORT

The Peace and Justice Ministry (formerly known as the Peace and Justice Committee), an outreach ministry of the Cathedral, meets certain months on third Tuesdays at 5:30 p.m. Its standing concerns are social justice, gun violence, treatment of immigrants, and homelessness. We support the work of the Simpler Living Ministry to address the climate crisis and environmental stewardship. Other matters of justice are addressed on occasion as they arise.

Most of the Ministry's work in 2023 might be viewed as local implementation of The Episcopal Church's program "Out of Many, One: Conversations Across Difference". Under this banner were the monthly meetings of St. Paul's *Listening Hub* and a forum presentation in May entitled "How is Individual Religious Freedom Impacted by the Reversal of *Roe v. Wade*?" Specific matters addressed or discussed by the Ministry in 2023 include:

- Promotion of the *Principles for Social Justice*.
- Maintenance of the Ministry's web page within the Cathedral website, <https://www.stpaulcathedral.org/peace-and-justice/>.
- Sponsoring the *Listening Hub*, under the direction of the Rev. Canon Richard Lief.
- Planning for forums, both for Sunday morning (Cathedral audiences) and Thursday evenings (public audiences).
- Support of the annual Gun Violence Vigil sponsored by *San Diegans for Gun Violence Prevention*.
- Liaison with the ad hoc *Gun Safety Working Group* formed in 2023 under the Diocese.
- Concerns about immigration justice.
- Deliberations on what the Cathedral might be able to say or do following the demise of *Roe v. Wade*.
- Deliberations on what the Cathedral might be able to say or do toward preserving the separation of church and state.
- Communication with the St. Paul's community about peace and justice concerns.
- Concerns about our national life, particularly *discourse* and *truth*.
- Education in the community about voting rights.

The Ministry is always looking for new members. Please contact the Dean, Canon Richard Hogue, Canon Richard Lief, the chair, or peacejustice@stpaulcathedral.org if you are interested.

On February 1, 2024 Paul Teyssier will be assuming the role of Chair of the Peace and Justice Ministry.

Respectfully submitted by William F. Hammond, Departing 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, particularly in this critical time of climate change. Our areas of interest include: faith and simpler living; creation stewardship; creation care education; energy conservation; transportation alternatives; water conservation; food production and waste distribution; fair trade and social justice; sustainable consumption; political advocacy and action.

Simpler Living has 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.

This year we

- helped to organize a Season of Creation book study, *Sacred Nature*
- held several Creation Care-related forums, Earth Month clean ups in Balboa Park and Hillcrest in conjunction with *I Love a Clean San Diego*, and Creation Care Sunday and Season of Creation forums and preaching at the Creation Care service
- held our annual planning retreat
- organized and worked with the liturgists on a global Season of Creation
- supported 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 a Divestment from Fossil Fuels program
- continue to collaborate with Sacred Ground in Action in exploring a thoughtful way forward in relationship with our Kumeyaay neighbors
- began collaborating with our new Family Minister, Kate Gould
- promoted Chaparral Chapel walks organized by Fr. Brian Petersen
- participate in SPC Buildings and Grounds ministry to "Green the Cathedral"
- posted a street-view banner with the Cathedral's message

We continue planning with the Cathedral staff 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, EDSO and our sister churches, we also collaborate with the Interfaith Coalition for Earth Justice, San Diego 350, Climate Action Campaign, and Interfaith Power and Light.

We have \$259.49 in our Cathedral account.

Respectfully submitted by Diane Lopez Hughes, Simpler Living convener

SHOWERS OF BLESSINGS REPORT

2023 was a great year with a couple of noticeable changes. First, when the weather got cold, we moved everything into the Great Hall and everyone, volunteers, and guests alike, exclaimed how wonderful it was to be all together in the same room, warm and easily able to talk to each other. So, we will continue to cozy up, at least until it gets too hot to feel comfortable inside.

We lost our longtime guest/volunteer, Uriah Pryce, who died Dec. 29 after a long battle with cancer. He started at the beginning of our ministry in 2015 and worked setting up tables for us and setting places up until almost the end. We miss him.

Here are our numbers for the year:

- Total Number of guests (29-47 sign-ins each day) 431 total
- Total volunteer Hours worked (18-25 vol each day) 686 total
- FUMC volunteers, 18 hours of the Rev.'s preparing and serving
- Hot Breakfasts served 42-50 each day, +24 To go bags
- Clothes 40-50 guests served each day
- Showers average 10-12 each day
- Haircuts average 6-8. Each day

Partnerships:

- FUMC: Breakfasts
- Assisteens: hats, gloves, backpacks and hoodies given out 3 times a year

Respectfully submitted by Claudia Dixon, Admin Showers of Blessings

EPISCOPAL RELIEF & DEVELOPMENT and FAIR TRADE 2023 REPORTS

As a designated Fair Trade Congregation, St. Paul's Cathedral kept busy this year with bimonthly sales of Equal Exchange products. On December 10, the Alternative Gifts EXPO was back in person in the Great Hall. Several Fair Trade vendors in San Diego were present, as well as some non-profit organizations. St. Paul's sales from jams, crocheted snowflakes, Youth and Family Ministry baked goods, and an opportunity drawing by the Evangelism Committee enhanced the Equal Exchange sales. It is important to remember that this is an outreach and justice project as we understand that artisans and farmers in developing countries receive dignity as they are paid fairly for their work and get "social premiums" (money for education, health care, business loans) as well. We served soup made by Kitchens for Good, a San Diego non-profit providing education in the hospitality industry. Bread & Cie donated bread to accompany the soup. We couldn't do it without many volunteers – thank you!

Episcopal Relief & Development receives a percentage of the sales from our Equal Exchange products. Their Gifts for Life catalogues were available at the EXPO, as they are year-round online at www.Episcopalrelief.org.

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

FORMATION REPORTS

ADULT FORMATION REPORT

Committee members: Konnie Dadmun, Peter Del Nagro, Stacey Klamann, Calvin Johnson, Barbara Parry, Maya Little-Saña, Sterling Winchester, Sue Kelly.

In March, we happily welcomed Sue Kelly and Sterling Winchester as members of the Formation Committee. In June, we sadly bid goodbye to committee member Maya Little-Saña and wished her all the best as she embarked on a new chapter of her life. In December, we also said goodbye to Peter Del Nagro, a long-standing and valuable committee member.

Forums: In 2023, the St. Paul's Adult Formation Committee hosted 25 Forums. We held 13 fewer Forums this year than in 2022 as the Formation Committee took a hiatus during the months of July and August, and Christmas and New Year's eves fell on a Sunday. This year, it was a blessing to have 19 of the Forums presented by one of our many gifted and talented parishioners. The committee also co-hosted, along with Family Ministry, four (out of five planned) intergenerational potluck lunches during Lent. One lunch was cancelled due to a Cathedral power outage.

There were diverse types of Forums throughout the year, both didactic and experiential. Highlights included a cooking demonstration by Katie Farina, who showed us how to "Care for Creation Through How We Choose What to Eat". Rabbi Jael Ridberg spoke to us about Passover Seder rituals in her talk, "Why is this Night Different from All Other Nights?". Joseph Jok and Fargin Neim shared their stories about St. Luke's three-week pilgrimage to South Sudan, Uganda, and Tanzania in 2022. Jane Batarseh took us on a (virtual) journey to Bethlehem as she described her life there and what essential place an Episcopalian occupies in the city's evolving tapestry of faith. Beverly Edge mesmerized us with how intricate, mystical, and mathematical "Sacred Geometry" can be as an expression of heavenly and earthly relationships. Throughout the year, we also enjoyed some of our perennial favorite guests in the Forum, including Peter Bolland, Richard Lief and John Koenig, David Mosely, Simpler Living, and Peace & Social Justice. Back by popular demand, we held two poetry slams, which provided an opportunity for a total of 22 readers to share poems they personally penned or ones from their favorite poets.

This year during Lent, instead of Sunday morning Forums at 9:00 AM, Family Ministry and Adult Formation hosted intergenerational "Wondering Together" potluck lunches in the Great Hall after the 10:30 AM service. Everyone in the St.

Paul's community was invited to bring a dish to share and wonder together about topics essential to our Christian faith. Each Sunday, our time of fellowship opened with a prayer offered by Maya, Keke, or Angel. We then heard a story, often created by ChatGPT, related to the day's topic. With others at our table, we were invited to share our responses to three to four "wondering questions" that invited us to explore and think about how these stories are woven into our lived experiences. We wondered about Jesus (February 26), the Bible (March 2), prayer (March 19), and our mission as Christians together (March 26).

It was heartwarming to see so many parishioners gather together each week, especially the children. Some parishioners brought relatives or friends. One parishioner noted that these weekly gatherings filled a need for some of our community neighbors for a home-cooked meal in a safe environment.

Lent Formation Offerings included: What is an Episcopalian? (class), A Day-by-Day Account of Jesus' Final Week in Jerusalem (book study), and two Bible studies (classes).

Fall Formation Offerings included: What is a Christian? (class), Sacred Nature (book study), and The Language of the Soul (book study).

As 2023 drew to a close, it was time for me to step down as the Formation Committee Chair. I hope that I lived up to the expectations of the committee and the congregation. Personally, my time on the committee deepened my faith in community, nourished my curiosity, made me more attentive to God's active presence in my life and in the lives of those around me, and brought me new friendships, which I treasure.

Sterling Winchester assumed the responsibility as Formation Chair beginning on January 1, 2024. As Sterling takes up this leadership role, the committee invites members of St. Paul's (both brand new and long-standing) to join him on the Formation Committee to plan future programs. It is an opportunity to move Adult Formation to new heights, one that will continue to create space for learning, experience, conversation, and reflection.

Respectfully submitted by Stacey Klamann, 2023 Adult Formation Committee Chair

Youth and Family Ministry Report

Youth and Family Ministry is in an exciting growth period. With the departure of Maya, and a six month gap before I began, much needed to be re-established when I came on board in October. As of the writing of this report, there are 20 families officially registered with Youth and Family Ministry. 17 of those families are registered for Formation Class. Attendance on Sunday fluctuates, with numbers usually between 5 and 15 for the 10:30am service and 5-10 for Formation Class.

Playground

We implemented some changes to the Playground that had a significant positive impact on the 10:30am service. We limited the age of the children who can use the Playground to 2nd grade and younger. The third graders and older now sit with their families for the service. This has freed me up to give the younger children the attention they need and encourages the older children to now be present in the service and follow along in the bulletin. Children in the Playground are offered books, puzzles, foam blocks, in addition to the art table. The art table offers children an opportunity to work with play dough, crayons, and markers, and always contains coloring sheets and activity pages directly related to the Gospel story. During the Eucharist, we take the children from the Playground up to the front to watch the preparation at the altar and we follow along with our cardboard set. This is a special time with the children and grounds them for receiving communion.

We have gotten quite a bit of positive feedback regarding how the Playground functions.

Formation Class

There are 17 children signed up for Formation Class and classes began on November 12, 2023. We purchased the Weaving God's Promises curriculum. It has an Episcopal Thread and provides a weekly take home sheet for families with suggestions for ways to continue to connect with the liturgy. We continue to struggle to get volunteers but have two parents who consistently participate which has been incredibly helpful. .

Moving forward, we will be working on our first service project – putting together small care packages for children in the open-air immigrant camps in Jacumba. We will be collecting small stuffed animals, crayon packs, coloring books, mittens, hats, warm socks, and small fleece blankets.

Events

On October 28, 2023, we had a successful Trunk or Treat event. Approximately 200 children enjoyed 13 trunks with candy, games, face paint and glitter tattoos, a photo booth, and food. This year we asked for a donation instead of charging for food and took in \$85. Staff and volunteers remarked it was an easy set up and break down, which was appreciated. The two games provided (ping pong and corn hole) were very popular as were the face paint and glitter tattoos and the photo booth. I would like to focus on the following for next year:

- Increasing community participation in the event
- Making sure our branding is front and center and adding a Youth and Family Ministry Trunk or “booth” where we let families know about the Cathedral and what we have to offer.

On December 10, 2023, we had a bake sale table at the Alternative Gifts expo that brought in over \$300. We have these funds earmarked for transporting families from the San Diego Rescue Mission to St. Paul's for an event, most likely Lent or Easter related.

The Christmas Eve family service went well and the wooden ornaments in the Playground and the luminarias in the Queen's Courtyard were welcome additions. The service was well attended, and we had a large group of children place their stars on the manger. We will work on ways to streamline that process for next years' service.

We have a “gaming get together” scheduled for February 3, 2024, to kick off Lent. This event will be held in the Guild Room and will be an opportunity for fellowship as well as a chance to talk about responsible gaming and screen usage with the hopes of promoting limited screen usage during Lent to increase connection and good mental health.

Looking forward, we will plan for an Easter Egg hunt and an Empty Tomb Escape Room for the Easter season. Several parents have expressed interest in a parenting group so we will be looking at getting that up and running. We are also hoping to establish a preschool story time where our older congregants volunteer to read to our preschoolers once a month.

Outreach

We are meeting with the San Diego Rescue Mission on January 10, 2024 to discuss how our ministry might support the 24 families staying at SDRM.

We have also been in contact with Sara McPhilmy, Director of Philanthropy, Corporate & Community Development for the Rady Children's Hospital Foundation. Sara and I had a preliminary conversation about how we might help to build community for families with children with chronic and/or life limiting/life threatening medical conditions. Rady is the only children's hospital in San Diego County and many of its families are underserved. Sara and I will be meeting in February to discuss ways in which we can build community for these families.

I will be attending the FORMA Annual Conference – a conference for Christian formation professionals – virtually on January 22nd, 23rd, 24th, and 25th.

Respectfully submitted by Kate Gould, Youth and Family Minister

CENTERING PRAYER REPORT

Centering Prayer began at St. Paul's Cathedral in 1996 to share the presence of the spirit in our sacred meditation practice. The two prayer groups still continue to increase in attendance while on zoom. As noted in the church calendar, 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. Our annual silent retreat is held at Mission San Luis Rey in Oceanside.

The Holy Spirit is truly present with these two ecumenical prayer groups as we deepen our faith using this ancient form of prayer first presented by the Desert Fathers. We follow the teachings of Father Thomas Keating, Thomas Merton, and Cynthia Bourgeault while offering a safe place to share our spiritual journey and relationship with God.

The St. Paul's Centering prayer groups are listed in the Contemplative Outreach of San Diego website. COSD offers Centering Prayer workshops, follow-up sessions and retreats.

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

As Director of Administrative Operations for St. Paul's Cathedral, my responsibilities are focused on much of the secular/non-religious aspects of the Cathedral. I manage the following teams and or departments: Accounting, Human Resources, Security, IT, Facilities, Hospitality & Events, the Archives, and I act as the liaison for the LLC and Cathedral. I have 6 employees as direct reports and work closely with countless volunteers and independent contractors. I'm on committees for Buildings and Grounds, Columbarium, Grant Writing, Landscape, one of the "Petal Pals", and on the board of the 6th & Olive Tower Association as the representative for the LLC. I also work closely with our ministry partners like Voices of our City Choir, vendors, facility event renters, and the various contractors at the Cathedral.

Here are highlights of the many areas of work my teams and I have accomplished in 2023:

EVENTS MINISTRY

When on the Revenue Research Task Force (which disbanded in 2021/22 after they completed their mandate to isolate and support the revenue generating possibilities out of St. Paul's collective assets like the buildings and grounds) we had identified a potential revenue stream via our room rentals. We developed a spreadsheet of pricing that considered market rates, our resources and our mission to be a deeper part of our San Diego and Banker's Hill/Hillcrest communities. We created the spreadsheet during Covid/2020 and began utilizing it in 2021 once we started to return to campus. We tested the rates and they were acceptable to our renters. As we improved our skills and assets we felt we were able to raise our rates, and in 2023, we/I raised the rates of the 2020 spreadsheet by about 3-10% per room/space based on the success of the rentals from July 2022- July 2023 when the full campus was truly open and available to rent.

Events grew dramatically over the course of the past year. When we first opened the Guild Room and Administrative Offices in the tower building, we stumbled through our first events, learning much along the way. We learned where we had deficits of supplies, need for duplicate items to service the Great Hall facilities as well as the Guild Room facilities. We learned about our tech for our doors, HVAC, AV, and more. We expanded our resources and purchased things like linens and bar toppers to use for events. We found that charging for a cleaning and handling fee for linens added some money to our total invoices. Selling the

parking garage spots (35 of them) for special events for a flat rate was a good way to add some money to the bottom line for events.

When I went to review the number of occurrences per year we handle for the event, meeting, conference and other rental usage for the spaces we now have, I was floored. Keep in mind, not all the use of the spaces build revenue, such as our committee meetings or special events hosted by the Cathedral such as St. George's Day. We actually spend money on hospitality, especially around food, for those events.

We closed out 2023 outside rentals (excluding wedding, columbarium, and parking revenues) exceeded projections with \$36680 in revenues. We were budgeted to achieve \$26,000 for 2023, so came in 41% higher than plan. I've prepared a chart below showing the event usage (defined as non-worship services or are not regular Cathedral events—like the Sunday Forums—that use the campus. Those would be additional uses.) I found four categories: single occurrence "outside events", single occurrence "internal events", "outside"/non-SPC repeat occurrence events, and "inside"/SPC recurring events.

I tracked the monthly and total usage of the campus for these various groups. The largest number of occurrences comes from our weekly/bi-monthly/monthly recurring renters. Each time they use the facilities, we count it. It really is surprising how much goes on here.

Events	Annual Total
Single Occurrence Outside Events	76
Single Occurrence Inside Events	71
Recurring Outside Events	301
Recurring Inside Events	92
Total Event use (non-service)	549

I'd like to first thank and highlight the dedicated people who really keep the campus running smoothly and are on the front lines of contact with our parishioners and the public. First, Judy MacDonald. She wears many hats and has some of the most detailed and crucial responsibilities managing the Facilities Calendar for us. She is also the Registrar, Receptionist, and unofficial "Plant

Whisperer" keeping things alive where many have failed in the past. She works closely with staff and volunteers in many capacities, and is a huge support to me, making it possible to do what I do. Her participation in the event planning and management has been vital to the success of this growing ministry.

Jen Jow, Facilities and Hospitality Manager, is a powerhouse, handling all the "moving parts". We've nicknamed her "Jeneral" Jen Jow because of how she's able to move a project and people along whether it be facilities based or event based. She works with the public, the staff, volunteers, vendors, ministry partners, and everyone in between. She and I have worked closely with each other to plan projects, evaluate and provide feedback about our event management and execution to improve our results. She's an amazing teammate.

I want to stop here to acknowledge the Sextons/now being referred to as "Facility Team Members" led by Jen Jow, who make this work happen through room set ups, AV support, hospitality work, and clean ups. Stacey Harper and Joe Bono continue on into 2024 with us. We had several others who assisted or were with us last year but have left the Cathedral, including Charlie "Brown" Owens. We've recently added John Garlin as a new temporary hire. He has volunteered for the Cathedral events in the past and has integrated into the team well. We could not have accomplished the workload or the quality of what we produced without their all their hard work, dedication, and elbow grease.

Many of the events have a food component to them. I work closely with all aspects of the hospitality offerings at SPC. From menu preparation, hiring caterers, or shopping for supplies, to cooking in the Great Hall kitchen for 125+ people (those St. George's Day deviled eggs don't make themselves!). I definitely do not do it alone! There are many beyond the staff that help in the kitchen with food preparation as well as clean up. "Many hands really do make light work". We've worked closely with Simpler Living committee and Buildings and Grounds committee to reduce our waste and impact on the environment through sustainable practice such as more frequent use of reusable tableware in lieu of disposable items.

I strive to make each event elevated and special for our guests. Our hospitality ministry is a significant part of the evangelism we provide at SPC, so the team of staff, volunteers, and I take it very seriously. We rely on high standards for "customer service" and for the event itself, often going "above and beyond". Hospitality and events touch hundreds of people each year with both "inside"

and “outside” relationships with the Cathedral. I’m very proud of the work we have accomplished here. I invite everyone to volunteer for hospitality and events, we have a really good time!

ACCOUNTING

Our accounting team headed by Director of Finance, Erin Sacco Pineda and her team at ESP Accounting, our bookkeeper, Wes Dayhoff, and our Treasurer Betsey Monsell make a very strong team and keep our finances on track, in check, and whenever possible, growing our resources. We’ve achieved another year of excellent audit results, have worked on auditing our IT expenses and inventory, have put new procedures in place such as how we reconcile our credit card receipts for better accuracy and compliance, and introduced more structure and procedures for day-to-day items. I’m very grateful for the steady hand and work they accomplish all year long, and especially during the busy seasons (beginning of year, tax season, end of year... they’re pretty much busy all year!). Wes has been a terrific asset and has generated revenues for us by handling the invoicing for the various rental events, ensuring we’re paid accordingly and on time for these events.

HUMAN RESOURCES

Wes Dayhoff and I have begun to work together for smoother onboarding procedures for new hires. He’s been great at managing the many details of the hiring process and keeping us on track with completion of the packets and training.

I worked closely with our HR law firm Hixon & Nagatani to answer questions surrounding several sensitive HR items this past year. As always, they’ve been helpful, provided feedback, resources, and have helped us follow the laws and regulations of the state and federal government.

In 2024, we will be working with Hixon & Nagatani to update our Employee Handbook. We’ve made amendments to the 2020 edition over the past few years, but it is time to thoroughly update it with the current laws, policies, and regulations for 2024 and beyond. I’ll be working with Erin Sacco Pineda on this project.

SECURITY

We lost our long-time security team from Prosegur as of July 1, 2023 with less than 30 days' notice because they determined as a company they would no longer be doing foot patrols. We scrambled for vendors, found several and chose ASAP Security to replace them. While our rates with Prosegur were incredibly low and below market value, we ended up almost doubling what we spent (formerly \$750 p/mo., now \$1,400 per mo.) but we are still lower than market rate, receive three thorough foot patrols—including the new property areas—per day with photographic reports. We really enjoy the new guards, and Rafi Kalliny, owner of ASAP, has been excellent with his customer service and aiding us in several incidents from July 1 on.

We changed all the locks on the perimeter of the building in 2023. It's the first time this has been done in its entirety in about 20 years. We distributed new keys only to the bare minimum of people to keep the security as high as possible. We've also audited and adjusted our alarm system access. We continue to audit and develop best practices for the expanded campus.

In 2024, I'd like to see a plan prepared to expand the security hardware around campus to "close up the gaps" we have for cameras and things like intercom/remote access points.

IT

We spent a lot of time working with various vendors who handle the tech for our new building in 2023. Doors that operate on the Brivo system, tech in the Guild Room glitches and learning curves, Butterfly system intercoms, etc. Jen and I worked closely with the vendors to isolate and mitigate the issues and learn how to be as self sufficient as possible to avoid small issues we can resolve ourselves, such as learning how to do resets and reboots.

The Computer Admin continues to be our main IT vendor handling all our computers, server, Wi-Fi, cybersecurity, and maintenance needs. They support us throughout the year with whatever comes up on the day to day. In addition, we've worked on cleaning up inventories and adjusting our charges per month by removing obsolete users and computers and streamlining our stock of tech. In addition, we've worked to add various security items as needed to keep our systems and networks secure.

FACILITIES

Jen and I have spent a lot of time this year working on improving the facilities and working on items that had deferred maintenance or were aging out of usefulness. We added a lot of resources to our janitorial supplies and tools. We worked to improve things like bathroom plumbing by replacing all the flushers with new ones to address the malfunctioning and aging hardware and to make them uniform, plus easier, and less expensive to maintain going forward. Not a “sexy” use of funds, but necessary. All year we worked on projects small like this and large like the Chancel Project to support and steward the buildings and grounds. We have projects planned for 2024 including patching and painting various “bruised” walls around campus, adding weather stripping to new doors, replacing 4 exterior doors around campus that are no longer working, and other projects addressing long term issues around water intrusion.

THE ARCHIVES

John Will manages the archives beautifully for both the Cathedral and the Diocese. His work is meticulous, and we are so grateful for his services and stewardship of these collections. He has been a valuable guide, helping us gather blueprints and technical drawings for our facilities projects. This year we hosted the Diocesan Convention, and he curated a beautiful history display using the archives primary source materials. He really brings history to life and we're so happy for his leadership in this department.

LIAISON FOR THE LLC AND CATHEDRAL

The work I do for the LLC includes managing the relationships between our Greystar partners in the tower (525 Olive's Manager, Facilities Manager, Residents Manager, Association members, Property Management company and representatives) as well as being the “boots on the ground” for our interests and Commercial Space. I attend meetings with the LLC bi-weekly, manage insurance, vendor interactions, and status reports for the Cathedral campus as well as the Association. I average about 5-10 hours per week depending on the workload or season with work specifically related to the LLC or Association. It's been a rewarding experience and a great place to learn the ins and outs of property management, contracts, and more.

PROFESSIONAL DEVELOPMENT

I strive to keep my education as an administrator fresh and current. I regularly attend webinars on human resources and employment law updates and changes. I also attend webinars on management training and improving

workplace relationships to better my ability to lead and navigate the various human resource and team environment things that arise from time to time. In September, I attended the Church Pension Group's annual conference in New York City. I was able to spend 3 days learning more about the benefit packages we offer our staff, the various retirement plans for clergy and lay employees. Most interesting to me, the Employee Assistance Program (EAP), a benefit we provide our employees at SPC. It was a great opportunity to learn more about the features and benefits of these programs and I've been able to share that information with the staff to hopefully help them better utilize their benefit packages.

In 2024 I'll be attending the Episcopal Parish Network conference in Houston. I'm particularly excited about the Administrators Round Tables and other networking opportunities surrounding the administrative arm of churches from around the country. I've been attending the webinars for the monthly meetings, so getting to see people in person will be nice and help build those networking connections as well.

In closing, 2023 was a year we found ourselves creating new pathways in how we do our work at SPC. There were new ways to navigate and manage the expanded campus. New ways of working with a new configuration of team leaders and team members who replaced those who had been in those positions for many moons. There were new ways to partner with entities like Voices of our City Choir, the Regional Task Force on Homelessness, and others. I found myself telling people that we're "leveling up", we've found ourselves growing from a "parish" style entity to one that is a little less grassroots and a lot more professional with new systems and operating procedures. We're still working on things into 2024. The team and I have a new mantra, "We fix, we don't patch". We strive to achieve the top level of service and hospitality to all that we encounter. We want to do these things as part of our ministry of Administration and to best support the staff, volunteers, and congregation of St. Paul's Cathedral.

Respectfully submitted by Kathleen Sheehan 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 this year changed its meeting time from the third Tuesday to the third Monday of the month at 6 pm, 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, even as addressing many of the maintenance actions in the PMI have been delayed in recent years, first by COVID and then by the need to review facilities altered or needing improvement following the completion of construction by Greystar. The rainy weather last winter revealed a number of leaks in the roof over the nave and the porch, which required repairs. Maintenance and upgrade projects completed this year included installation of a new smart key secured locking system to increase campus security. This effort occurred just after replacement of the Cathedral's long-time security company; the new company provides monitoring, alarms, and night time foot patrols of the campus, with electronically submitted reports to the Church Administrator. Additional projects included replacement of several doors around campus, particularly those at the entrance to the vesting and thurifer rooms, cleanup and reorganization of Cathedral spaces in the undercroft and choir area, removal of gophers in the outdoor landscaped areas, and power washing of the basement. Kathleen Burgess and Jen Jow have instituted a work order system for tracking equipment, its condition, work done on it, and the potential schedule for work on the equipment in the future.

While most of the Greystar construction is complete, the Committee continued to receive regular updates on remaining matters. Greystar installed Security doors on arcades. Greystar addressed non-working items such as lamps

that needed to be adjusted in the courtyard and signage requiring repair and augmentation (for clarity). Garage signs were installed to mark designated Cathedral parking spaces. An electrical failure that closed the Cathedral Campus for several days in the spring led to replacement by Greystar of electrical lines, connections and accessories providing power to the Cathedral. The electrical failure occurred due to a faulty underground line laid at some point during the construction. Greystar admitted responsibility and paid for the replacement equipment, as well as for the generator, trenching, and fuel associated with keeping the Cathedral running while the electricity was out.

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. A focus this year was on enhancing the chancel area following the chancel project completed last year. This included replacement of the audio visual system used within the Cathedral and to broadcast Cathedral services on You Tube. The Committee monitored continuing efforts to modify the sound system so that all attending the services, including those in the chancel, could hear the services. Another focus for the Committee was the chancel lighting project, which increased visibility for those sitting in the chancel and clarity of vision for those sitting in the congregation. This lighting project included rewiring and provision of electricity and outlets throughout the Cathedral

The Committee and the Landscaping Subcommittee continued working with parishioner Robert Mayberry to maintain the landscaping around the Cathedral, including in the Queen's Courtyard and in the area on the Nutmeg side of the Cathedral, installed as part of an Eagle Scout project by a parishioner Gabe Hulbert in 2012. The Landscaping Subcommittee, overseen by Kris Hatch, did some of the garden work over weekends, supplementing the work done by a gardening firm working with Mr. Mayberry. This gardening company's principals have retired and Jen Jow, in consultation with the Committee, is seeking a replacement. In the meantime, Mr. Mayberry has trained the sextons to do minor maintenance work. Removal of gophers from landscaped areas in a humane manner was a focus of the subcommittee in the spring.

The Committee in concert with the Sustainability Subcommittee headed by Joan Reese has considered ways to decrease the Cathedral's carbon

footprint and to introduce sustainable practices to the community. The Cathedral now purchases sustainably sourced items based on lists developed by the Simpler Living Committee. The Committee monitored closely the Cathedral's effort to use fewer disposable plates, cups, and cutlery at larger events; the ability to use non-disposables at larger events depends on the number of people available for dishwashing afterward. The Committee worked with the Sustainability Subcommittee and the Simpler Living Committee to find volunteers for this effort which is enabling the staff to determine the maximum number of attendees at an event below which the Cathedral could use reusable plates, cups, and cutlery. The Committee also reviewed again the options for installing solar panels on or near the Cathedral; due to a number of factors installation of solar panels is untenable at this time, but the Committee will continue to evaluate the possibility of installation of solar panels in the future.

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

Respectfully submitted by Susan Hulbert, Chair

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CATHEDRAL ARCHIVIST'S 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 serve as the stepping stone 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 past 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!**

This has been a busy year. Our accomplishment in 2023 include:

- The mounting of the "Old St Paul's Church" sign that was formerly located at 8th and C Street in downtown San Diego. After cleaning and stabilization, it now hangs in the reception area of the cathedral offices.
- Participated in the Meeting of the National Guild of Vergers held here at St Paul's. Assisted Susan Forsberg in a presentation of San Diego History and St Paul's Church. I also did a separate presentation on the stained-glass windows in the cathedral.
- In organizing the archive, we are using some of the wall space to display pictures and artifacts that represent many of the ministries of the cathedral. My thanks to Konnie Dadmun for many contributions and to Lisa Churchill for a verge that had been retired from service.
- Received several boxes of material on the Society of Saint Paul from Father Andrew Rank.
- Continued the on-going digitizing process of materials in the archive.
- Prepared displays to commemorate people and events.
- Continued the work to organize the backlog of Church Service Bulletins, Cathedral Life & Newsletters.
- Assisted individuals and groups in researching documents in the archives.
- Several people have donated old bulletins, recordings and other material. These items help to fill the 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 welcome.

- Continued the process of evaluating material in boxes to determine what might be of value to the cathedral and the archive. This is a tedious, time-consuming process. But we are making progress.

Our goals for 2024 are:

- Working with the cathedral's Communications Coordinator, Warne Riehm, we want to find a **volunteer** who would print hard copies of various documents that are currently only available in electronic format. We need this assistance and help to retain material for our archive. This would include the cathedral's weekly e-mail, letters & announcements and other materials.
- Find the appropriate location to display the re-framed red ink drawing entitled **Frohman's Vision** that is currently in the archive office.
- Continuing 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.
- Repairing and conserving some of our older documents & books.
- Continue the process of scanning and storing documents to make them more available as well as provide for redundancy. We started 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.

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.

This year, I want to again thank Gene Killian. He continues the work of sorting through boxes of material to help determine what needs to be retained and what should be disposed of. Also, Gene notates in detail the major contents of a box. We are making some interesting discoveries along the way. A big thanks also to Kathleen Burgess and Judy Macdonald for their help.

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, I would welcome your assistance. Please contact me at the email address below or see me at Sunday services.

Respectfully submitted by John Will, Cathedral Archivist

NUTMEG & OLIVE, LLC REPORT

2023 was a settling year for the Cathedral in the new space.

The Nutmeg and Olive managers remain; Dean Penny, Betsey Monsell, Jim Greer, Mark Lester, and Ken Tranbarger. Kendall Squires is an emeritus manager. Russ Okihara is the Chapter representative. Tom Delaney, Kathleen Burgess, Andrew Brooks, and Erin Sacco Pineda complete the team.

The financial performance of the LLC's investments was sufficient to provide a \$250,000 grant to the Cathedral. There is also \$45,000 (net of donations) for Furniture and Fixtures and AV equipment in the new space. Finally, there was \$12,000 for administrative support from Cathedral staff.

Our ECF investments increased by \$689,574 in 2023 and are now \$6.2m.

The MRKT Space lease was terminated, and we are close to having a new lease in place for the commercial space. That lease will take about a year to complete the tenant improvements.

Andrew continues to work to ensure that Diocesan support and the legal requirements are met to fulfill our needs.

Tasks to be addressed in 2024 include: continue to provide financial support to the Cathedral, conduct a reserve analysis, assist the Commercial tenant in getting started, establish a longer lease between the LLC and the Cathedral and continue to enjoy our new workspace.

The completed structure is a landmark and our service to the community will be a landmark as well. It has been a long challenging endeavor, with God's help, a successful outcome. Thanks again to all those who helped us get here.

Respectfully submitted by Ken Tranbarger, Chairman, Nutmeg & Olive, LLC

NUTMEG & OLIVE, LLC 2023 FINANCIAL STATEMENTS (UNAUDITED)

BALANCE SHEET

	2023	2022 (Audited)
ASSETS		
Cash and Certificates of Deposit	\$ 321,367	\$ 529,234
Investments	6,268,422	5,516,529
Receivables & Prepaid Expenses	28,770	516
Fixed Assets	10,005,528	10,344,861
TOTAL ASSETS	\$ 16,624,087	\$ 16,391,140
LIABILITIES AND EQUITY		
Accounts Payable	43,582	8,911
Due to Cathedral	-	3,500
Deferred Revenue - Tenant Security Deposit	-	13,744
Total Liabilities	43,582	26,155
Member's Equity	16,580,505	16,364,985
TOTAL LIABILITIES AND EQUITY	\$ 16,624,087	\$ 16,391,140
	-	-

STATEMENT OF INCOME & EXPENSES (BY ACTIVITY)

	2023	2022 (Audited)
GENERAL OPERATIONS		
Income	\$ -	\$ -
Expenses	(108,993)	(18,808)
Net Income/(Loss) - General Operations	\$ (108,993)	\$ (18,808)
PROPERTY DEVELOPMENT		
Commercial Lease Rent, net of expenses	\$ 156,882	\$ 13,766
Property value transferred/completion (June 2022)	-	9,443,007
Reimbursement from Cathedral for Furnishings	93,871	-
Legal Fees	(60,416)	(94,308)
Depreciation Expense	(352,092)	(205,139)
Net Income/(Loss) - Property	\$ (161,755)	\$ 9,157,326
INVESTMENTS		
Net Gain/(Loss) on Investments	\$ 754,608	\$ (1,039,982)
Contribution to Cathedral	(268,340)	(318,000)
Net Income/(Loss) - Investments	\$ 486,268	\$ (1,357,982)
NET INCOME/(LOSS) - ALL ACTIVITY	\$ 215,520	\$ 7,780,535
BEGINNING BALANCE - MEMBER'S EQUITY	\$ 16,364,985	\$ 8,584,450
ENDING BALANCE - MEMBER'S EQUITY	\$ 16,580,505	\$ 16,364,985

Appendix A

2023 MINUTES

***The following pages are the 2023 Annual Meeting Minutes as
preliminarily approved by Chapter for approval at today's
Annual Meeting: _***
2023 St Paul's Cathedral Annual Meeting Minutes 1-22-23

In attendance Chapter Members:

Andrew Brooks, Andrew Green, Betsey Monsell, Brooks Mason, Darien DeLorenzo, David Spencer James Wright, Justin Lewis, Kathleen Burgess, Kimberly Fernandez, Martha Curatolo, Neil Malmquist, Penny Bridges, Richard Hogue, Rocky Ewell, Russ Okihara, Stacey Klamann, Stephen Turnbull, Tonya Chavis, Wanda Porrata, Lucero Cuarezma-Samano, Sue Kelly, Blair Shamel, and Paul Teyssier

Multiple Congressional Members

Opening prayer was given by the Rev. Canon Brooks Mason

The call to order was made by The Very Rev. Penny Bridges,

Dean The Quorum was certified by Tom Barb, SPC Chapter

Clerk

50 qualified members required, there were a total of 108 qualified members

Quorum established.

Penny Bridges made a motion to approve the 2023 annual meeting agenda, Andrew Brooks made the first motion to approve, a second move was given, no objections were given the motion was approved.

Penny Bridges made a motion to approve the 2022 annual meeting minutes, Andrew Brooks made the first motion to approve, a second move was given, no objections were given the motion was approved.

Betsy Monsell, Treasurer, gave the 2022 Financial report. She detailed the specifics of the report. Details are below from her report submission:

2022 Budget vs. 2022 Actual

	2022	2022	\$	%
INCOME	ACTUAL	BUDGET	VARIANCE	VARIANCE
Pledge, Plate & Other Offerings	\$ 1,203,111	\$1,137,700	\$ 65,411	6%
Program & Other Income	11,944	8,400	3,544	42%
Facility Use Income	53,236	69,000	(15,764)	-23%
Transfers from Enduring Gifts & LLC	415,345	415,345		0%
Transfers from Special Funds (for matching purposes)	101,141	110,122	(8,981)	-8%
TOTAL OPERATING INCOME	\$1,784,777	\$1,740,567	\$ 44,210	3%
	2022	2022	\$	%
EXPENSES	ACTUAL	BUDGET	VARIANCE	VARIANCE
Clergy Compensation	\$ 434,146	\$ 425,033	\$ (9,113)	-2%
Lay Compensation	753,485	729,632	(23,853)	-3%
Worship & Music	46,535	52,020	5,485	11%
Outreach & Mission	5,629	15,600	9,971	64%
Hospitality	19,976	25,400	5,424	21%
Christian Formation	4,092	7,350	3,258	44%
Congregational Life	39,739	47,600	7,861	17%
Buildings & Grounds	144,670	128,360	(16,310)	-13%
Administration	155,663	134,622	(21,041)	-16%
Denominational Obligations	183,830	174,368	(9,462)	-5%
TOTAL OPERATING EXPENSES	\$1,787,765	\$1,739,985	\$ (47,780)	-3%
NET OPERATING INCOME	\$ (2,988)	\$ 582	\$ (3,570)	

Special Funds Reporting 2022

FUND NAME	BALANCE JAN 1, 2022	INCOME	TRANSFER (TO)/FROM OPERATING	TRANSFER (TO)/FROM ENDURING	EXPENSES	BALANCE DEC 31, 2022
Bequests	268,561	855,841				555,841
Memorials	14,764	10,840		(567,633)	(928)	25,604
Administrator's Round Table	1,000					1,000
Liturgy & Worship	6,034	1,000				7,034
Albs and Vestments	4,554				(448)	4,106
Altar Guild	550	4,396			(1,247)	3,699
Docent Ministries	190					190
Deaf Ministry	6,773	100				6,873
Stew Dadmun Memorial Flower Fund	3,438					3,438
Verger Ministry	357	110				467
Latino Ministries	13,294		(10,000)		(516)	2,778
Friends of Cathedral Music	30,094	78,695	(30,100)		(13,602)	65,087
Music - Designated/Restricted	3,625				(200)	3,425
Sesquicentennial Music Fund	21,760				(9,850)	11,910
Organ Scholar(s)	4,981				(500)	4,481
Music Visitation	4,005					4,005
PACEM Fund Distributions	18,755	10,000	(2,805)	14,544	(801)	39,693
Music Endowment Fund Distributions	-		(9,822)	9,822		-
Organ Maintenance & Repair	74		(74)			-
Music Library	2,342					2,342
Clergy Pastoral Needs Fund	5,455	4,885	3,600	20	(7,520)	6,440
Marcussen Funeral/Inumment	4,834				(4,834)	-
North America Deans' Conference Fund	8,623	26,000			(3,609)	31,014
Stephen Ministries	1,292	5,676			(6,968)	-
Sabbatical Fund	973					973
Fulkerson Benevolent (Alms) Fund	4,392	875			(3,147)	2,120
Outreach - General	9,450	2,590	(34,729)	29,682		6,993
Outreach - Showers of Blessings	15,676	5,929			(1,158)	20,447
Outreach - Haiti	487					487
Friends of Military (FOMOS)	4,260					4,260
Fair Trade	1,233	136			(25)	1,344
Simpler Living	43					43
Evangelism (Cathedral for the City)	17,492	27,250	(10,000)		(13,508)	21,234
Integrity	633				(633)	-
Performing and Visual Arts (CCVPA)	2,271					2,271
Children & Family Ministries	4,822	1,557	(3,711)		(494)	2,174
Youth Ministry	1,555					1,555
Cursillo	573				(250)	323
Seminarian Support	2,909	500		381	(333)	3,457
Congregational Development	16,830					16,830
Adult Education	5,720					5,720
Sesq Event/Outreach Center Seed	27,840				(500)	27,340
Women Together	1,752	3,053			(3,226)	1,579
Buildings and Grounds	39,730	300			(29,800)	10,230
Chancel Redesign	241,763	332,122			(549,807)	24,078
GH Offices HVAC Project	12,307	500				12,807
New Building Furniture & Fixtures	127,135				(127,135)	-
Grand Opening Weekend	-	133,643				133,643
Columbarium Sales/Maintenance	76,905	25,000	(15,500)	(5,000)	(2,882)	78,523
TOTAL SPECIAL FUNDS	\$ 1,042,106	\$ 1,530,998	\$ (113,141)	\$ (518,184)	\$ (783,921)	\$ 1,157,858

The 2023 budget was given as well by Betsey Monsell. She highlighted details from her report below:

2023 Budget v. 2022 Budget

INCOME	2023 BUDGET	2022 BUDGET	\$ VARIANCE	% VARIANCE
Pledge, Plate & Other Offerings	\$ 1,096,300	\$ 1,137,700	\$ (41,400)	-3.6%
Program Income	21,800	8,400	13,400	160%
Facility Use Income	81,200	69,000	12,200	18%
Transfers from Enduring Gifts Funds & LLC	395,909	415,345	(19,436)	-5%
Transfer from Undesignated Bequests	200,000	-	200,000	0%
Transfers from Special Funds (for matching purposes)	74,614	110,122	(35,508)	-32%
TOTAL OPERATING INCOME	\$ 1,869,823	\$ 1,740,567	\$ 129,256	7%
EXPENSES	2023 BUDGET	2022 BUDGET	\$ VARIANCE	% VARIANCE
Clergy Compensation	\$ 453,886	\$ 425,033	\$ (28,853)	-7%
Lay Compensation	793,799	729,632	(64,167)	-9%
Worship & Music	52,025	52,020	(5)	0%
Outreach & Mission	12,000	15,600	3,600	23%
Hospitality & Fellowship	19,400	25,400	6,000	24%
Christian Formation	7,950	7,350	(600)	-8%
Congregational Life	38,950	47,600	8,650	18%
Buildings & Grounds	167,460	128,360	(39,100)	-30%
Administration	145,117	134,622	(10,495)	-8%
Denominational Obligations	175,971	174,368	(1,603)	-1%
TOTAL OPERATING EXPENSES	\$ 1,866,558	\$ 1,739,985	\$ (126,573)	-7%
NET OPERATING INCOME	\$ 3,265	\$ 582	\$ 2,683	

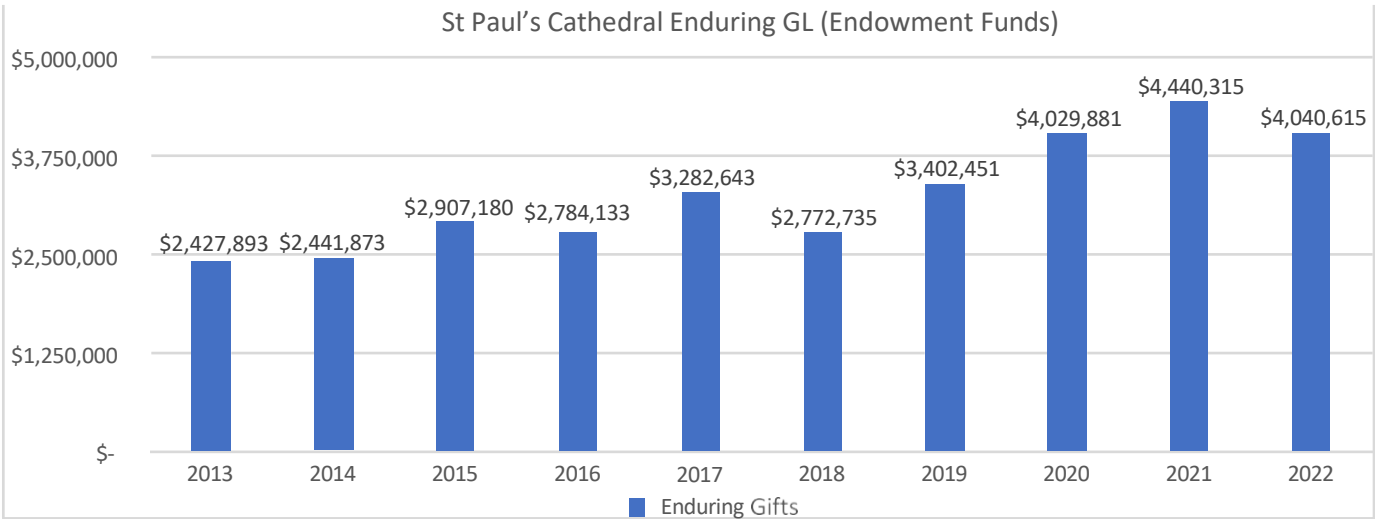
Betsey moved forward to present the investments report. Details of her report are below:

St Paul’s Cathedral
Endowment Report Year Ended 12/31/2022

- Committee:
- Elizabeth Carey, Chairperson
 - Dean Penny Bridges
 - Jus=n Lewis, Dean’s Warden
 - Darien DeLorenzo, People’s Warden
 - Bill Hammond
 - Ellen Hargus
 - John-Rodolphe Luthi
 - Marshall Moore
 - Roland Tactay
 - Jim Wright

Growth of Endowment Funds Over the Last 10 Yrs

Annual income from invested funds is a key source of income suppor5ng the Cathedral’s ministries—now & into the future.



Summary of 2022 Enduring Gifts (Endowment Funds) Activity:

Beginning Balance 1/1/2022	\$4,440,315	
Contributions	422,633	Bequests & columbarium niche sales
Income (Loss)	-620,428	Loss of market value, net of dividends & interest
Distribution	-157,794	Annual 5% distribution to the Cathedral
Distribution	-27,125	Distribution to Vida Joven
Mgmt Fees	-16,986	
Ending Balance 12/31/2022	\$4,040,615	

Note 1: Balance of endowment funds held by LA Diocese at 12/31/2022 was not available in time for this presentation so 11/30/2022 balance was used.

Note 2: Contributions to the Cathedral Fund during Q1 2022 included undesignated bequests received in 2021 of \$17,633 from the estates of Brad Lovelace and Mary McBride and \$5,000 from 2021 Columbarium niche sales. A contribution to a newly established Cathedral Endowment Fund in Q4 2022 of \$400,000 was from a bequest designated to permanent endowment from the estate of James Langston.

Note 3: Enduring GL balance at 12/31/2022 includes Vida Joven Funds of \$399,172.

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

Next on the agenda was the Rev. Richard Hogue. He gave his Stewardship report speaking to items covered below in his report.

Congregational Life

Annual Report by Richard Hogue – 2022

I will try to keep this report brief, but I want to be sure to mention somethings that may not fit directly into this report that bear some weight to all else that follows.

First, I am so glad to say that the Feasibility Study for the possibility of capital improvements revealed capacity and willingness to see aspects of the Master Plan move forward. This was a huge undertaking that started in earnest in late April of 2022. Rockette Ewell, Justin Lewis, Darien Penny, and I got the ball rolling with those who would become the steering committee campaign study committee by interviewing and selecting consultants in March. We picked Netzel Grigsby Associates (NGA) because they seemed to get us at St. Paul's and deeply listened to what and how we wanted this campaign to be conducted. The results were promising, and you'll hear more about what will come of it as we get further into 2023. This was a big

undertaking, especially as someone who hadn't been here a year until chapter received the full report in November. I hope the joy with which I approached this task was received in the spirit it was completed in, an earnest desire to know the congregation better and to see what our common future may hold as it comes to making our building reflect the impact we hope to have as the cathedral for the city. Special thanks to the study committee members who made sure this process got completed in a deliberate, orderly, and joyful fashion: Rockette Ewell (Chair), Tonya Chavis, Darien DeLorenzo, Justin Lewis, Pat Kreder, Maureen McNulty, Dr. Russell Okihara, Dr. Don Pellioni, Reverend Thomas Wilson, Konnie Dadmun, and last but certainly not least the Very Reverend Penny Bridges. Special thanks to all who participated in the interview process for the feasibility study as well, a total of 43 individuals: Rev. Susan Astarita, Chris Atwood and Yvonne Psaila, Jerry Coughlan, Rev. Canon Dorothy Curry, Konnie Dadmun, Rockette Ewell, Kimberly Fernandez, Ellen Hargus, Michael Hopkins (CEO, Jewish Family Services), Steph Johnson (Creative Director, Voices of Our City Choir), James Jones, Rev. Canon Michael Kaehr, Jairus Kleinert, Pat Kreder, Justin Lewis, Richard and Carolyn Lief, Joseph Luna, Rt. Rev. Jim and Terri Mathes, Ellen and Hal Meier, Betsey and Craig Monsell, Judy Moore, Russell Okihara, Barbara Parry, Mark Patzman, John and Paula Peeling, Don Pellioni, Donna Perdue and Calvin Johnson, Stephanie Pierce, Sir Andrew Rank, Blair Shamel, Penelope Smith, Bart Smoot, Rt.

Rev. Susan Brown Snook, Grace Valencia, Anne Walter, and Becky Yokohama.

Second, Kathleen's work to open the new administrative building presented the opportunity to do some fundraising. We decided that we would create a fund dedicated to furnishing the new building in honor of Bob and Melinda Oslie and dedicated the Guild Room in their honor.

Through great generosity of matching givers, we had \$100,000 raised prior to the events of the Grand Opening Week Extravaganza, and then those present gave another \$35,000 in honor of Bob and getting our new space "up to snuff." Thank you to all who participated in the events of that week and through generosity in all its forms!

Third, I'm so grateful that our partnership with Voices of Our City continues to grow meaningfully. When challenges do arise, we act as two institutions who share values and goals even if we get to them by very different avenues, yet we work so well together. Having them be a big part of our daily life on campus has been wonderful to see. Couple this with the events they've held here, and the programming they bring to campus, this is a match made on earth that gets heard in heaven, and I couldn't be happier about it. Their good deeds done on our campus, combined with the longstanding hospitality of Showers of Blessings, positions us well to continue being a place where people of all walks of life can come and be joyful together.

Combine all of this with our Guild Room becoming the public space for the Regional Task Force on Homelessness to do public interfacing, we are furthering the cause of Christ through compassionate conversation as a community convener.

As to usual responsibility, I'll follow Dean Penny's lead and give a list of what my regular activities were and are here:

- Morning Prayer Tuesday, Wednesday, Thursday
- Weekly staff meeting
- Weekly meeting with Penny
- Weekly meeting with the A/V team
- Weekly meeting with Wayne (communication coordinator) and Susan Jester (evangelism, incorporation, and external communication)
- Weekly meetings and coordination with Netzel Grigsby Associates (NGA) from May through October
- Proofread regular communications
- Regathering task force, schedule varied
- Monthly executive staff meeting
- Monthly pastoral care meeting
- Monthly cathedral clergy meeting, active and retired
- Monthly general meeting with ministry leaders
- Monthly finance committee meeting
- Monthly stewardship committee meeting
- Sacred Ground steering committee, schedule varied

- Peace & Justice committee, schedule varied
- Twice monthly Young Adult Bible Study (reduced to once/month during feasibility study)
- Monthly Commission on Ministry meeting (term ended in November of '22)
- Monthly meeting with Bishop Susan and cochair Terry Kelly for Commission on Ministry (term ended in November of '22)
- Monthly San Diego Organizing Project clergy meetings
- Regular communication with Sound Image, our AV maintenance contractor
- Regular participation in liturgies
- Regular participation in pastoral care

I will add the following this year:

- Weekly meetings with the NGA team as a get into the major gifts campaign (started 1/11/23)
- Return to twice monthly Young Adult Bible Study
- At least once a month join the Millennial and Gen Z group
- Participate in Showers of Blessings on a quarterly basis
- Attend General Convention deputation events as an alternate deputy for the diocese (schedule not known at time of writing)

A/V & Livestreaming

I've received word as of this week that Sound Image, who is our AV maintenance contractor, has received the bulk of the big ticket items for our AV upgrade to the nave. While there is a lot of coordinating to ensure this is done with minimal interruption to our usual broadcasting, I'm grateful the "end of the tunnel is in sight."

The Sunday Forum's move from the Great Hall to the Guild Room has been a blessing for our AV capabilities, as that room makes prep a lot easier for the team, professional and volunteer.

Communications

Filed separately by Wayne

Formation

I thoroughly enjoyed the "What is an Episcopalian?" and "What is a Christian?" discussions this year. The natural beginning of the Millennial and Gen Z ministry—due to the leadership of Antonia Franco and Sterling Winchester with coordination with our Family Minister, Maya, has proved a great boon. I look forward to joining with them once a month throughout the year.

As stated above in the AV report, the move to the Guild Room for Forums has been a blessing. Stacey Klamann, chair of the Formation committee, has also filed a separate report.

Stewardship

I want to thank everyone who makes St. Paul's a priority in their lives through their generosity to the cathedral. Coordinating with the Finance Committee, Stewardship worked toward a \$900,000 pledge goal for 2023 with the theme of "Ready to Serve, Ready to Grow," with the growth focusing on how to expand our spiritual caretaking capacity of our neighborhood, city, and region. The goal was met in December, and now exceeds \$952,000 with 244 pledges.

Current

total:

\$952,

012.84

Total

pledges

: 244

New Pledges: 31

New pledges total: just

over \$42,000 Renewed

pledges: 213

Renewed pledges total: \$909,000 (2022: \$839,000: increase of \$70,000!)

Congratulations to everyone who helped to make this happen! It should be noted that the total pledging number is down 32 pledges from 2022 (276). There are several reasons for this, people have moved or have passed away, a total of 56 families/individuals who pledged last year haven't yet made a similar commitment for 2023. However, a positive development in this is the number of new pledgers to St. Paul's who've helped buoy our pledge campaign, adding 31 new pledges totaling over \$42,000. Those who pledged last year and this year (213 families/individuals) gave \$70,000 more than last year (\$839k in 2022, \$909k in 2023). Jairus Kleinert (chair), Justin Lewis, Darien DeLorenzo, Chris Atwood, and Wanda Porrata deserve enormous credit for their time, creativity, and willingness to help others with a somewhat difficult topic. Special thanks to Maureen McNulty for helping with follow-up phone calls for the pledge campaign as well.

Beyond the results, Stewardship was interested in having a more holistic approach to our ministry, keeping in mind that true stewardship is not only about a pledge campaign, but the overall stewardship of a congregation. I was most impressed with how this committee went about its work, hosting a movie night with Family Ministries to spur care for each other by watching Disney's Encanto. It was an absolute blast. Thank you to Maya for helping make it the fun family event that it was!

And, though it was part of the pledge campaign, I look forward to building on events like "Ready, Serve, Grow!" which was a stirring evening of lively music and brief testimonials from parishioners and friends of the cathedral (e.g. Voices of Our City Choir). While lightly attended, Stewardship believes that events like that can be revisited.

Welcome & Incorporation

Filed separately by

Susan Jester.

Respectfully

submitted, ~Rev.

Richard

The next agenda item in the meeting was the Cathedral Campus Redevelopment Plan. Ken Tranbarger, President, Nutmeg & Olive, LLC presented the Cathedral Campus Redevelopment Project (CCRP)

The project began in order to discern how to best steward the use of several cathedral properties. The two largest of those were the property located at Nutmeg and 5th, across from the Cathedral nave; and the property on Olive Street between 5th and 6th avenue, which was home to the Cathedral's administrative building and parking lot until late 2019. The Nutmeg parcel was sold in 2014 and the buyer developed a condo development on that property. The Olive parcel was sold in 2019 and is now known as 525 Olive. It is a 20-story apartment building, and the first two floors are home to the Cathedral offices and ministry space.

The next agenda item, Honor outgoing Chapter members was presented by Penny Bridges. Dean Penny recognized the four outgoing Chapter members and thanked them for their dedicated service. Outgoing Chapter members from the Class of 2023 were Martha Curatolo, Rockette Ewell, Justin Lewis, and David Spencer.

Next on the agenda topic list was the Dean's remarks. Below is what Dean Penny presented.

Dean's Remarks at the 2023 Annual Meeting

I am happy to offer thanks for some key leaders in our community. I want to thank the four Chapter members who are completing their three-year terms: Justin Lewis, David Spencer, Rockette Ewell, and Martha Duque. You have all been committed, faithful, and hardworking leaders of our congregation these last three unusual and stressful years. Thank you. Secondly, I want to thank our staff. We are blessed at St. Paul's to have a group of smart, motivated, and team-oriented people on our payroll. We could not do what we do without them, and I give thanks for them every day: they make it a joy to come to work. Kathleen Burgess, Richard Hogue, Brooks Mason, Martin Green, Judy MacDonald, Gabriel Arregui, Maya Little-Saña, Wes Dayhoff, Stacey Harper, Jen Jow, Susan Jester, and Erin Sacco-Pineda, thank you for all you do for our cathedral family. And thank you to Elizabeth Carey who helped keep our books straight while we were between permanent bookkeepers.

I hope you will spend a few minutes at some point reading the annual report booklet. My report focuses on the year gone by, so I'm not going to say much about the past. Let's look instead to the future and all the bright possibilities that lie ahead of us.

In the spiritual and worship realm, we are still on a journey back to the fullness of our liturgical life. Sunday services are now pretty much where they were pre-pandemic, with the exception of the Spanish-language service. We are still awaiting direction from the Holy Spirit about how best to serve our Latino neighbors. I note that several churches in the diocese are experimenting with a service in English, but with a Latin flavor. Our contemporary courtyard services will continue on Thursday evenings this year and I encourage you to try one out. Our daily morning and evening prayer will continue on Zoom, as that platform has attracted far more people than a service in the chapel ever did; these services are very easy to

access and they have created a strong community. We currently offer one weekday Eucharist, on Friday before the organ recital. While I'm not sure that we will ever return to a full Monday to Friday schedule, I would love to add one more midweek Eucharist, if we can find the right level of lay support. Some recently retired clergy have joined our community and they are willing to help out.

Our formation ministries continue to evolve, with the children's program flourishing under the creative leadership of Maya Little-Saña and the playground attracting young families, especially now that we have opened the infant and toddler room as a refuge for times when the children are especially rambunctious. Adding the ability to watch the live stream from that room has been a great step.

For adults, we are exploring and experimenting, as the traditional structures don't draw as much interest as they used to. We have a small adult formation committee, headed by Stacey Klamann, who works very hard to provide an excellent and varied program. For Lent we will focus on building community, with a congregational lunch each Sunday in Lent and two Bible study offerings during the forum hour.

We will be reaching out to the wider community even more in 2023, advertising our spaces for events of all kinds and re-engaging in the life of the city: Ash Wednesday comes up in four weeks and we will once again send out teams across the city to offer Ashes to Go. We are looking at more ways to engage our immediate neighbors in 525 Olive and Banker's Hill.

When it comes to finances, we have been incredibly blessed throughout these three years, by your commitment and generosity. Many, many churches were thrown into catastrophic financial situations by the pandemic, but not St. Paul's. This year will be a stretch, as we live into the reality of a much larger area to heat, cool, clean, light, and secure. But we met and surpassed our pledge goal, and we have received several generous bequests from beloved parishioners who have gone to their eternal rest: these bequests will expand our investments, yielding income indefinitely for operating expenses, while a portion will be held in reserve to be used if, as the year goes on, we start to run short. We will soon see activity in the first floor commercial space of 525 Olive, as our tenants start to build out the space in preparation for opening for business in early 2024. We will start to receive rent at that time, which will also help to balance the finances. And, as our event ministry ramps up, we will see more income from that as well as the parking garage. It is a major goal of mine to see us achieve longterm financial sustainability.

As a side note, some of you will remember the conversations we had 5 or 6 years ago about the best use of that 525 Olive space. Two popular ideas were a coffee shop and a grocery store. The fact that our tenant is in part a combination of both those functions is proof that our prayers are answered, even if sometimes in unexpected ways.

Of course, sustainability is not only a matter of money, but more broadly of the environment and life itself. How can we contribute to the building of a more sustainable world and society? Our Sacred Ground in Action group is working on building a relationship with the original owners and inhabitants of this land, developing a land acknowledgment statement and seeking to heal ancient wounds. The Simpler Living group is focused on reducing our footprint of throwaway items and teaching us to be more mindful of our impact on the world. We will hear more from both of these ministries as the year goes on.

In terms of the sustainability of our ministries, the choir room capital project will be an important investment in the future of a ministry that has been a major pillar of our history. Consultants Netzel Grigsby are working with Richard and me to set up an effective structure for a major gifts campaign, and our architects are preparing new drawings and a new budget for this effort. I hope we can see it completed in 2023.

On a personal note, I look forward to taking two months of my long-delayed sabbatical leave: I will be gone from late April to early July. We have good support from our retired clergy colleagues, and I know our staff will keep things running smoothly. I hope you have good things to look forward to this year too.

Dean Penny continued to make two announcements. The Rev. Richard Hogue has been raised to Canon for his continued work and successes in the congregational life of the church over the past year. Also, Lucinda Parsons, one of the main Ushers has been raised to Lay Canon for her years of hospitality in ushering for the Sunday worship services along with her support for the many facets of SPC events.

Next on the agenda was the Chapter election results. Justin Lewis, Dean's Warden presented the results. Six candidates were on the ballot. The four candidates with the most votes elected were Lucero Cuarezma-Samano, Sue Kelly, Blair Shamel, and Paul Teyssier. New members were welcomed by everyone in attendance.

The next agenda item was Naming of the Dean's Warden. Penny Bridges

noted that outgoing Dean's warden Justin Lewis's term was expiring. She thanked Justin for his service. Dean Penny announced his replacement. The next Dean's warden will be Darien DeLorenzo. She was welcomed into her new position.

The next agenda item was the Bishop Robinson Cross awards. This year, Dean Penny awarded the Bishop Robinson Cross awards to Susan Forsburg and Canon Lisa Churchill. Both honorees were moved to tears from a thunderous round of applause that ensued.

A closing Hymn, Hymn (Levas 157) was sung by all attendees.

The Rev. Canon Brooks Mason made a motion to adjourn the meeting. The motion was approved and the meeting was adjourned.

Respectfully
submitted,
Tom
Barb
SPC Chapter Clerk

Appendix B

BY-LAWS 2023

AMENDED AND RESTATED BYLAWS
OF
THE CATHEDRAL CHURCH OF SAINT PAUL
a California nonprofit religious corporation
San Diego, California
[2023]

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AMENDED AND RESTATED BYLAWS
OF
THE CATHEDRAL CHURCH OF SAINT PAUL
a California nonprofit religious corporation
San Diego, California
[2023]

Pursuant to the provisions of the Nonprofit Corporation Law of California and the provisions of the Articles of Incorporation which were duly filed with the Secretary of State of the State of California on January 25, 1887, as “The Parish of Saint Paul.” These Articles of Incorporation were amended January 13, 1936 and November 17, 1976. A further amendment to the Articles of Incorporation, dated March 4, 1985, changed the name to “The Cathedral Church of Saint Paul.” The following are adopted as the Amended and Restated Bylaws of the above-named corporation. All bylaws and regulations heretofore adopted by this corporation shall be superseded upon the effective date of these Amended and Restated Bylaws.

ARTICLE 1.

CORPORATION PART OF EPISCOPAL CHURCH

The name of this ecclesiastical entity is “The Cathedral Church of Saint Paul” in San Diego, California (sometimes referred to as the “Cathedral”). To further its mission and ministry, the Cathedral was incorporated as a California nonprofit religious corporation (sometimes referred to as the “Corporation”). These bylaws are adopted to serve as the bylaws for the Cathedral and the Corporation.

The purpose of the Cathedral (as an ecclesiastical entity) and the Corporation (as a nonprofit religious corporation) is religious worship in the City of San Diego, State of California, according to the Constitution and Canons of The Episcopal Church and the Constitution and Canons of The Episcopal Diocese of San Diego (the “Diocese”). The Cathedral is an integral unit and a subordinate body of The Episcopal Church and is in communion with Diocese. The Cathedral organized the Corporation for its convenience to serve as a subordinate auxiliary to the Cathedral for the purpose of holding the property of the Cathedral, assisting in the management of the Cathedral’s temporalities, and supporting the mission and ministry of The Episcopal Church, the Diocese, and the Cathedral.

The Constitution and Canons of The Episcopal Church (sometimes known as The Protestant Episcopal Church in the United States of America) and the Constitution and Canons of the Diocese, as either may be amended from time to time, are hereby incorporated into and constitute a part of these Bylaws of the Cathedral; and in case of any conflict between any provision or provisions of said Constitutions and Canons and these Bylaws, then the provision of said Constitutions and Canons shall prevail over and in all respects supersede and to that extent effect the repeal of these Bylaws to fully obviate such conflict. If a diocese or missionary district of the Episcopal Church other than the Diocese shall hereafter have jurisdiction over the territory wherein the Cathedral is located, or shall otherwise have jurisdiction under the authority of The Episcopal Church over the Cathedral or the Corporation, then all references in these Bylaws to The Episcopal Diocese of San Diego shall apply to such other diocese or missionary district with like force and effect.

ARTICLE 2.

OFFICE

The corporation's principal office is fixed and located at 2728 Sixth Ave., San Diego, California, 92103. The principal office may be changed to another location within the Diocese by a resolution duly adopted by the Chapter (as defined elsewhere herein).

ARTICLE 3.

MEMBERS

Section 3.1 QUALIFICATIONS. The qualifications of members and the terms of admission to membership in the Corporation are those which are prescribed by the Canons of the Diocese for electors entitled to vote for members of the Chapter elected pursuant to Section 5.3 (a)(4) below ("Qualified Electors"). Nothing in this Section 3.1 shall be construed as limiting the right of the Corporation to refer to persons associated with it as "members" even though such persons are not members as defined above, and no such reference shall constitute anyone a member, within the meaning of Section 5056 of the California Corporation Code or the foregoing provisions of this Section 3.1, unless such person shall have qualified for membership as set forth above.

Section 3.2 VOTING RIGHTS. Each member shall be entitled to one vote on each matter submitted to a vote of the members, including the election of the members of the Chapter elected by the members of the congregation.

Section 3.3 TRANSFER OF MEMBERSHIP. No member may transfer a membership or any right arising therefrom.

Section 3.4 PLACE OF MEETINGS. All meetings of the members of this corporation shall be held in the sanctuary of the Cathedral, or such other place as designated by the Chapter.

Section 3.5 ANNUAL MEETINGS. The annual meeting of the members prescribed by the Diocesan Canons, commonly referred to as the annual meeting of the Cathedral, shall be held on the fourth Sunday in January of each year, at noon, or such other convenient date and time as designated by the Chapter.

Section 3.6 CALL OF SPECIAL MEETINGS. A special meeting of members may be called at any time by the Dean, or by the Chapter.

Section 3.7 NOTICE OF ANNUAL OR SPECIAL MEETINGS. Reasonable notice of each annual or special meeting shall be given to members, not fewer than ten (10) nor more than forty-five (45) days before the date of the meeting. Notice shall be given by public announcement at all regularly scheduled services during the two weeks preceding the date of the meeting, and in writing. Written notice shall be deemed to include electronic notice delivered to the members, even if not all members have elected to receive electronic notice. Notice of any such meeting shall include the date, time and place of the meeting, and the purpose or purposes of the meeting, and no other business may be conducted at that meeting.

Section 3.8 QUORUM. Fifty (50) members shall constitute a quorum for the transaction of business at the meeting. The affirmative vote of a majority of the members present at the meeting, at which a quorum is present, entitled to vote and voting, shall be the act of the members.

Section 3.9 VOTING. Elections shall be by voice or by ballot, either paper (in person or by USPS

mail) or electronic. In any election of Chapter members, the candidates receiving the highest number of votes are elected. Each member shall have one vote for each vacancy to be filled, but a member may not cumulate votes for the election of Chapter members. On all other matters, votes may be taken orally or by show of hands, unless at least ten (10) members call for a written ballot by notifying the presiding officer before the vote is taken.

Section 3.10 DEAN A MEMBER AND PRESIDING OFFICER. The Dean of the Cathedral, by virtue of being Dean, shall, while Dean, be a member of this corporation with right to vote, and shall preside at all meetings of the members of the Cathedral and of the Chapter. In the absence of the Dean, the Dean's Warden shall preside at any such meeting, or if the Dean's Warden is not present, the People's Warden shall preside. If neither the Dean nor a Warden is present, but a quorum of members is present, the members shall elect one of their members as presiding officer.

Section 3.11 RECORD DATE. The record date for determining the members entitled to notice of, and to vote at, any meeting of members shall be the date specified by the Chapter, which date shall be not less than five (5), nor more than forty-five (45) days before the meeting. If not so designated by the Chapter, then the record date shall be at the close of business on the business day which is five (5) days before the day on which notice is given.

Section 3.12 PROXIES AND ABSENTEE BALLOTS. Voting rights may *not* be exercised by proxies or, except as permitted pursuant to Section 3.15 through absentee ballots.

Section 3.13 INSPECTORS OF ELECTION. Before any meeting of members, the Chapter may appoint three inspectors of election to act at such meeting and any adjournment thereof. The duties of such inspectors shall be those prescribed by Section 5615(b) of the California Nonprofit Public Benefit Corporation Law.

Section 3.14 CONDUCT OF MEETING. The chair of meetings of members shall conduct each such meeting in an orderly and fair manner, but shall not be obligated to follow any technical, formal or parliamentary rules or principles of procedure. The chair's rulings on procedural matters shall be conclusive unless at the time of a ruling a request for a vote is made to the members present and entitled to vote, in which case the decision of a majority of such members shall be conclusive and binding.

Section 3.15 EXTRAORDINARY CIRCUMSTANCES. When the Bishop and the Diocesan Executive Council promulgate a Declaration of Extraordinary Circumstances as that term is defined in Title V, Canon 1.10.1 of the Canons of the Diocese, the Chapter, with the Consent of the Dean, may implement temporary modifications to these Bylaws. Those modifications may include allowing an annual meeting to be held virtually (rather than in person), and modifications to the methods of voting on Cathedral business and the election of members of the Chapter, officers and delegates. Such provisions shall be enumerated and included in the Minutes of the Chapter meeting at which they were adopted. Those provisions shall be limited to:

- (a) Permitting attendance, and establishing a quorum, through on-line streaming, Zoom or other means, i.e. creating a procedure for attendance that is not in-person.
- (b) Permitting voting on-line, via Zoom, app or other means, but still not including proxy voting.
- (c) In the event of a tied result of a contested election conducted by mail ballot, the Dean is authorized to draw straws during the annual meeting in order to break the tie.

ARTICLE 4.

ELECTION OF DELEGATES TO CONVENTION

Each year by April 1, the number of allowable lay delegates and lay alternates to Diocesan Convention shall be elected by the members, preferably at the annual meeting of members, or at a meeting called for that purpose. Delegates shall be elected in the same manner as is provided for in these Bylaws for the election of members of Chapter elected by the congregation. Alternates shall be called upon to serve in the order of their election. Delegates shall serve for a period of one year, and shall serve as delegates for any Diocesan Conventions occurring during that period.

ARTICLE 5.

BOARD OF DIRECTORS; CHAPTER

Section 5.1 BOARD OF DIRECTORS KNOWN AS CHAPTER. The Chapter of this corporation shall be known as, and shall constitute, the Board of Directors. The Dean is and the Wardens shall be members of the Chapter and are entitled to vote.

Section 5.2 ELIGIBILITY FOR ELECTION TO CHAPTER.

- (a) Eligibility for election to the Chapter is governed by the Diocesan Canons.
- (b) Besides the eligible persons elected to the Chapter, one youth representative to the Chapter, aged not less than sixteen (16) nor more than (18) years, may be elected by the Chapter to a one-year term and shall have seat and voice but no vote.
- (c) No member of the Chapter shall be a family member of the first degree (i.e., parent, child, spouse) of any other member of the Chapter, nor shall they be a family member of the first degree of any member of the staff of the Cathedral nor shall they be a member of the staff.
- (d) After a Chapter member elected by the Qualified Electors of the Cathedral has served two (2) full terms of three (3) years each, one (1) year shall elapse before he or she shall be eligible for reelection to the Chapter, it being understood the period between the annual meeting at which a term shall have expired and the next annual meeting of the members constitutes one year even if it is not 365 days. A person elected to the Chapter to fill an unexpired term shall be eligible for immediate reelection to the Chapter unless the unexpired term included more than two years; provided, however, that no person shall be eligible to serve more than six consecutive years on the Chapter.

Section 5.3 ORGANIZATION OF THE CHAPTER.

- (a) Number of Members; Terms. The number of members of the Chapter is sixteen (16) as set by the Articles of Incorporation of the Corporation. This number may be changed from time to time by amendment to the Articles of Incorporation.
 - (1) The Dean (including an interim Dean) shall be a voting member of Chapter during such time as the he or she holds the position of Dean.
 - (2) The Bishop of the Diocese shall appoint one (1) person (the “Bishop’s Warden”) annually to serve as a voting member of Chapter.

(3) The Convention of the Diocese shall appoint two (2) persons (the “Diocesan Representatives”) to serve as voting members of Chapter, each for a four-year term.

(4) Twelve (12) persons shall be elected to serve as voting members of the Chapter by the Qualified Electors of the Cathedral, four (4) elected each year, each for a three-year term.

(b) Terms of Officers. The terms of office of all officers shall be one year and until their successor is elected.

Section 5.4 POWERS AND DUTIES OF CHAPTER. Subject to any limitations of the Articles of Incorporation and Bylaws of this corporation, to the canonical rights of the Bishop of this Diocese and of the Dean, and to the California Nonprofit Corporation Law as to actions to be authorized or approved by the members, the powers of this corporation shall be exercised by or under the direction of, and the temporal business and affairs of this corporation shall be controlled by, the Chapter.

Section 5.5 VACANCIES.

(a) Filling Vacancies.

(1) A vacancy resulting from the lack of a Dean shall be filled by the new Dean when he or she is called.

(2) A vacancy in the position of Bishop’s Warden shall be filled as provided in the Diocesan Canons.

(3) A vacancy in a position of Diocesan Representative shall be filled as provided in the Diocesan Canons.

(4) A vacancy on Chapter in a position elected by the Qualified Electors of the Cathedral, except those existing because of removal of a member of the Chapter by the members of this Cathedral, may be filled by a majority of the remaining members of the Chapter, although less than a quorum, and each member of the Chapter so elected shall hold office until the expiration of the term of the replaced member of the Chapter and until a successor has been elected and qualified.

(b) Cause of Vacancy. A vacancy or vacancies on Chapter shall be deemed to exist in case of the death, resignation or removal of any member of the Chapter, or if the authorized number of members of the Chapter is increased, or if the members of the Cathedral fail to elect the full authorized number of members of the Chapter, or if a member of the Chapter shall miss three (3) or more meetings in any twelve-month period, without excuse, and in accordance with Diocesan Canons. The members of the Chapter may declare vacant the office of a member of the Chapter who has been declared of unsound mind by a final order of court, or has been convicted of a felony.

(c) Filling Vacancy by Cathedral. The members of the Cathedral may elect a member or members of the Chapter to fill any vacancy or vacancies in a position elected by the Qualified Electors of the Cathedral which is not filled by the Chapter within four (4) months of the effective date of the vacancy or vacancies.

(d) Reduction in Authorized Number Does Not Cause Removal. No reduction of the authorized number of members of the Chapter shall have the effect of removing any member of the Chapter prior to the expiration of that member’s term of office.

Section 5.6 PLACE OF MEETING. Regular or special meetings of the Chapter shall be held at any place designated by the Chapter. Absence such designation, regular meetings shall be held at the principal office of the corporation.

Section 5.7 REGULAR MEETINGS.

(a) Regular meetings of the Chapter shall be held regularly on the day and time selected by the Chapter from time to time. Notice of Regular Meetings is hereby waived.

(b) Immediately following each Annual Meeting of the Members of the Cathedral, the Chapter shall hold a Regular Meeting for the purpose of organization, election of the People's Warden, Clerk, Treasurer, any other officers, and the transaction of other business. Call and notice of such meeting is hereby waived.

Section 5.8 SPECIAL MEETINGS. Special meetings of the Chapter may be called at any time by the Dean, in the absence of the Dean by the Dean's Warden, and in the absence of the Dean and Dean's Warden by the People's Warden, or by any three (3) members of the Chapter. Special meetings of the Chapter shall be held upon four (4) days' notice by first-class mail or 48 hours' notice given personally or by telephone, facsimile, e-mail, or similar means of communication. Any such notice shall be addressed or delivered to each member of the Chapter at such address or other contact information as shown upon the records of the corporation or as may have been given to the corporation by the member for purposes of notice. Notice may be given by the person(s) calling the Special Meeting, provided a Special Meeting called upon the written request of three (3) Chapter members shall include a copy of the signed request of such three (3) Chapter members calling the Special Meeting. Proof that notice was served or mailed in accordance herewith shall be by declaration of the person making such service showing the time, place and manner of service, prepared in accordance with the California Code of Civil procedure.

Section 5.9 MEETING AGENDA.

(a) The Clerk of the Chapter in cooperation with the Dean, or if the Dean be absent, fail, or be unable to act, then in cooperation with the Warden presiding, shall prepare or cause to be prepared a written agenda for each meeting of the Chapter, whether Regular or Special.

(b) In the case of each Regular Meeting of the Chapter, except the annual organizational meeting, such agenda along with the Treasurer's report and all other written reports, shall be sent (by mail or electronic transmission) to all Chapter members, the Treasurer, the Clerk of the Chapter, and such others as the Dean or Wardens may deem appropriate, not less than 48 hours prior to each such meeting, provided, however, failure to timely transmit such items to all Chapter members shall not prevent action from being taken at a Regular Meeting of Chapter.

(c) In the case of each Special Meeting of the Chapter, notice of such agenda in written form if practical shall accompany the notice of such meeting and be transmitted to the same persons as in the case of a Regular Meeting not less than 48 hours prior to such meeting if possible and if not possible, then as much in advance of such meeting as is possible under the circumstances.

Section 5.10 QUORUM. Nine (9) members of Chapter shall constitute a quorum of the Chapter for the transaction of business; provided, however, that such number must include the Dean, the Dean's Warden, or the People's Warden, unless there are no Dean or Wardens. A meeting at which a quorum is initially present may continue to transact business notwithstanding the withdrawal of members of the Chapter, if any action is approved by at least a majority of the required quorum for such meeting, provided, however, if the Dean, Dean's Warden and People's Warden shall all be absent, fail, or be unable to preside, no business

shall be transacted except to adjourn.

Section 5.11 PARTICIPATION BY ELECTRONIC MEANS. Members of the Chapter may participate in a meeting through use of teleconference, or similar communications equipment so long as all members participating in such meeting can hear one another.

Section 5.12 OPEN MEETINGS; EXECUTIVE SESSION. All meetings of the Chapter shall be open to attendance by any and all Members of the Cathedral, provided, however, upon motion duly made, seconded, and carried the business of the Chapter shall be conducted in Executive Session. A motion to transact business in Executive Session shall be in order and have precedence over all other matters then in order and before the Chapter. During Executive Session, all persons shall be excluded from the meeting except the Chapter, Clerk of the Chapter, Chancellor, Treasurer, and such other persons as the Chair or the Chapter members, upon motion duly made, seconded and carried, may invite to participate to assist Chapter in its deliberations. Upon motion duly made, seconded, and carried the Chapter may vote to exclude any of the foregoing persons.

Section 5.13 ADJOURNMENT. A majority of the members of the Chapter present, whether or not a quorum is present, may adjourn any Chapter meeting to another time and place. Notice of the time and place of holding an adjourned meeting need not be given to absent member of the Chapter if the time and place is fixed at the meeting adjourned.

Section 5.14 VOTING AT MEETINGS OF CHAPTER. Unless otherwise required, all matters and questions shall be decided by the majority vote of those Chapter members present and voting. Voting on all matters submitted to the vote of the Chapter may be by voice or by ballot, at the discretion of the Chair, provided that, upon the request of any two (2) Chapter members present, any vote shall be taken and recorded in the minutes of the meeting by roll call, and further provided, that upon the request of any two (2) Chapter members present, any vote shall be conducted by secret ballot. In the event that a proper request for both voting by roll call and by secret ballot is made concerning the same matter to be voted upon, then the Chair shall entertain a motion either to vote by roll call or by secret ballot and upon such being duly made, seconded and carried, such vote shall be taken in accordance with such motion and if the motion fails, then the vote shall be taken by the other method. Such motion shall be in order and take precedence over any motion or matter with which it is concerned. Voting by proxy or absentee ballot shall not be allowed.

Section 5.15 ACTION WITHOUT MEETING. Any action required or permitted to be taken by the Chapter may be taken without a meeting if all members of the Chapter shall individually or collectively consent in writing, to include facsimile and e-mail, to such action. Such written consent or consents shall have the same effect as a unanimous vote of the Chapter and shall be filed with the minutes of the proceedings of the Chapter.

Section 5.16 WAIVER OF NOTICE. Notice of a meeting need not be given to any member of the Chapter who signs a waiver of notice or a written consent to holding the meeting or an approval of the minutes thereof, whether before or after the meeting, or who attends the meeting without protesting, prior thereto or at its commencement, the lack of notice to such member. All such waivers, consents and approvals shall be filed with the corporate records or made a part of the minutes of the meetings.

Section 5.17 REMOVAL OF MEMBERS OF CHAPTER.

(a) The Bishop's Warden and the Diocesan Representatives may be removed as provided in the Diocesan Canons.

(b) Any one or more members of the Chapter elected by the Qualified Electors of the

Cathedral may be removed from office by the vote of a majority of the Qualified Electors of the Cathedral in attendance at any regular or special meeting of the Qualified Electors of the Cathedral at which a quorum is present, provided that the notice of the meeting specifies such removal as a purpose of the meeting and identifies the member or members proposed to be removed. If any or all members of the Chapter are so removed, new members of the Chapter may be elected at the same meeting. In addition, any member of the Chapter elected by the Qualified Electors of the Cathedral may be removed from office by a three-fourths vote of the Chapter at any meeting thereof duly held, if the removed member would at the time not be eligible for election to the Chapter.

ARTICLE 6.

ARTICLE 6. COMMITTEES

Section 6.1 CREATION OF AND LIMITATIONS ON EXECUTIVE COMMITTEES. The Chapter may appoint one or more committees, each consisting of two or more Chapter members, and delegate to such committees any of the authority of the Chapter except with respect to:

- (a) The approval of any action for which the California Nonprofit Religious Corporation law also requires approval of the members or approval of a majority of all members;
- (b) The filling of vacancies in the Chapter or in any committee;
- (c) the fixing of compensation for serving on the Chapter or on any committee;
- (d) The amendment or repeal of Bylaws or adoption of new Bylaws;
- (e) The amendment or repeal of any resolution of the Chapter which by its express terms is not so amendable or repealable;
- (f) The appointment of other committees of the Chapter or the members thereof; or
- (g) The election of a Dean.

Section 6.2 HOW EXECUTIVE COMMITTEE MEMBERS ARE CHOSEN AND HOW EXECUTIVE COMMITTEE MEETINGS ARE TO BE CONDUCTED. Any such committee must be created, and the members thereof appointed, by resolution adopted by a majority of the authorized number of members of the Chapter then in office, provided a quorum is present. The Chapter shall have the power to prescribe how proceedings of any such committee shall be conducted. In the absence of any such prescription, such committee shall have the power to prescribe the manner in which its proceedings shall be conducted. Unless the Chapter or such committee shall otherwise provide, the regular and special meetings and other actions of any such committee shall be governed by these Bylaws applicable to meetings and actions of the Chapter. Minutes shall be kept of each meeting of each committee.

Section 6.3 OTHER COMMITTEES.

- (a) Standing Committees.
 - (1) The Chapter may from time to time establish one or more Standing Committees of the Cathedral with such charters and charges as may be determined from time to time by resolution of the Chapter. The term of charter of any standing committee shall be the period of one (1) year, which term may from time to time be renewed by resolution of the Chapter.

(2) Each Standing Committee shall consist of a Chair to be appointed by the Dean or as otherwise established by resolution of the Chapter and two (2) or more committee members to be appointed by the Chair of such committee with the consent of the Dean from among the members who are Members of the Cathedral who are Qualified Electors. The Chair of each Standing Committee shall serve at the pleasure of the Dean for a term of one (1) year unless they are sooner removed from office, resign, or otherwise be disqualified to hold office. Committee members shall serve for a term of one (1) year, unless they resign or are otherwise disqualified from office.

(3) Chairs and members of committees may serve on the same committee for periods not to exceed six (6) consecutive one-year (1) terms. Chairs and members shall be eligible to serve on the committee again after not serving for at least one year.

(4) Standing Committees shall be charged with such responsibilities as are expressly assigned to them by the Dean and the Chapter and such additional responsibilities as the Chair and the committee, with the advice and consent of the Dean and Chapter, deem necessary or appropriate for the proper conduct of Cathedral business. The Chairs shall be accountable for the committees to the Dean and Chapter. Chairs shall attend all meetings of the Chapter at which their attendance is by the Dean or Chapter requested. At all such meetings Chairs who are not Chapter members shall have voice but no vote. Chairs may be called upon at meetings and otherwise to render reports concerning the conduct of Cathedral business by their committees.

(b) Ad Hoc Committees. The Dean or the Chapter, each in their sole discretion, may establish other committees from time to time for special purposes and activities according to the needs of the Cathedral.

ARTICLE 7.

OFFICERS

Section 7.1 PRESCRIBED OFFICERS.

(a) The officers of the Chapter shall be those prescribed by the Diocesan Canons; i.e., the Dean, who is President of the corporation; the Dean's Warden, who shall be the First Vice President; the People's Warden, who shall be the Second Vice President; the Clerk, who shall be the Secretary; and the Treasurer, who shall be the Chief Financial Officer.

(b) Both the Clerk and the Treasurer must be members of the Cathedral, but, in the discretion of the Chapter, neither need be a member of the Chapter.

(c) The corporation may also have, at the discretion of the Chapter, an Assistant Secretary or Clerk, and an Assistant Treasurer or such other officers as Chapter may from time to time appoint for a term not to exceed one year.

(d) Appointment of an Assistant Member of the Clergy shall be within the control of the Dean, but all matters pertaining to compensation or other temporalities respecting an Assistant Member of the Clergy shall be under the control of the Chapter. Any such Assistant Member of the Clergy shall, however, be in good standing with the Diocese.

Section 7.2 SUBORDINATE OFFICERS. The Chapter may elect, and may also empower the Dean to appoint, such other officers as the business of the corporation may require, each of whom shall hold office for such period, have such authority and perform such duties as are provided in these Bylaws or as the

Chapter may from time to time determine.

Section 7.3 REMOVAL AND RESIGNATION.

(a) Any officer, except the Dean, an Assistant Member of the Clergy and the Dean's Warden, may be removed as an officer but not as a member of the Chapter, by a majority of the entire Chapter at the time in office, at any regular or special meeting of the Chapter.

(b) Subordinate employees may be removed by the Dean or, if there is no Dean, by the Chapter.

(c) The Dean's Warden may be removed from that office, but not from the Chapter, by the Dean.

(d) Assistant Members of the Clergy may be removed by the Dean.

(e) Any officer may resign at any time by giving written notice to the Chapter or to the Dean or to the Clerk, except that, in accordance with the Canons of The Episcopal Church, a Dean may not resign without the consent of the Chapter. Any such resignation shall take effect at the date of the receipt of such notice or at a later date specified therein, and, unless otherwise specified, the acceptance of such resignation shall not be necessary to make it effective.

Section 7.4 VACANCIES. A vacancy in any office referred to in Section 7.1 other than that of Dean or Dean's Warden, because of death, resignation, removal, disqualification or any other cause shall be filled by election or appointment by the Chapter then in office. The office of Dean may be filled only in accordance with the provisions of the Canons of The Episcopal Church and Diocesan Canons.

Section 7.5 THE DEAN.

(a) The Dean shall be President and Chief Executive Officer of the corporation and shall preside at all meetings of the Members of the Cathedral and of the Chapter if present. The Dean shall, as to secular matters, subject to such control as the Chapter may have under the Civil Law, have direction and control of the business and officers and employees of the corporation. The Chapter shall not infringe upon the ecclesiastical or other peculiar rights, privileges or prerogatives of the Dean. The Dean shall be, ex officio, a member of all the standing committees or regular committees of the Cathedral and, subject to the powers of the Chapter as to temporal matters, shall have the power to employ subordinate employees. The Dean is the Rector of the Cathedral Parish and is in charge of services in the Cathedral with control over all matters of ritual and ceremonial in the services held in the Cathedral subject to the Canons of The Episcopal Church in the United States and the Diocese. The Dean is the Pastor of the Cathedral congregation and shall keep the Cathedral Register and the Service Register.

(b) The Dean shall notify the Ecclesiastical Authority in writing of his or her resignation, or if that is impossible, the Dean's Warden or one of the Officers of the Chapter shall notify the Ecclesiastical Authority in writing that a vacancy has occurred in the office of Dean. When the office of Dean of the Cathedral is vacant, it shall be the duty of the Chapter to elect and call a Dean in accordance with and pursuant to the Diocesan Canons as they relate to the call of a Rector (including any applicable super-majority voting requirements by Chapter), and in consultation with the Ecclesiastical Authority of Diocese and with its approval of said selection and call.

Section 7.6 DEAN’S AND PEOPLE’S WARDENS.

(a) A Dean’s Warden shall be annually appointed by the Dean, or in case the Cathedral be without a Dean, elected by the Chapter, from among the members of the Chapter eligible to the office of a Warden under the Constitutions and Canons of The Episcopal Diocese of San Diego. The Dean’s Warden shall be the First Vice President of the Corporation.

(b) A People’s Warden shall be annually elected by the Chapter from among its members eligible to the office of a Warden under the Constitution and Canons of The Episcopal Diocese of San Diego. The People’s Warden shall be the Second Vice-President of the Corporation.

(c) In the absence or disability of the Dean, the Wardens, in the order of their rank (i.e., first the Dean’s Warden and then the People’s Warden), shall perform the secular duties of the Dean, including presiding at meetings of members of the Cathedral and of Chapter, and when so acting shall have all the secular powers, and be subject to all the restrictions upon the Dean. For purposes of this provision, the Dean shall be deemed absent or disabled when the Dean is not physically able to execute the duties of the Dean, or when the Dean has assigned that authority to the Wardens due to an anticipated prolonged absence, such as a sabbatical.

(d) The Wardens shall be ex officio members of the Cathedral Standing Committees.

(e) The Wardens shall have such other powers and perform such other duties as, from time to time, may be prescribed for them respectively by the Chapter or these Bylaws.

Section 7.7 CLERK.

(a) The Chapter shall annually elect a Clerk, who may or may not be a Chapter member. The Clerk shall hold office until he or she shall resign, die, be removed, or is otherwise disqualified to serve, or his or her successor is appointed or elected or qualified.

(b) The Clerk shall occupy the status and perform the duties required of the Secretary of a California corporation. The Clerk shall keep or cause to be kept, at the principal office of the Cathedral, a Book of Minutes of all meetings of the Chapter and the Members of the Cathedral, with the time and place of holding, whether Regular or Special, and if Special, how authorized, the notice thereof given, the names of those present at Chapter Meetings, and the proceedings thereof. The Minute Book shall at all reasonable times be open to inspection and copying by any Member. The Clerk shall give, or cause to be given, notice of all the meetings of the Members of the Cathedral and of the Chapter, shall keep the seal (if any) of the Cathedral in safe custody, shall prepare or cause to be prepared and distributed agendas as required herein, and shall have such other powers and perform such other duties as may be prescribed by the Chapter or by the By-Laws.

Section 7.8 TREASURER.

(a) The Chapter shall annually elect a Treasurer, who may or may not be a member of the Chapter, who shall occupy the status and perform the duties required by the Treasurer of a California corporation. The Treasurer shall hold office until he or she shall resign, die, be removed, or is otherwise disqualified to serve, or his or her successor is appointed or elected or qualified.

(b) The Treasurer shall keep and maintain or cause to be kept and maintained, adequate and correct accounts of the properties and business transactions of the Cathedral including accounts of its assets, liabilities, receipts, disbursements, gains, losses, capital and surplus. The books of account shall at all reasonable times be open to inspection by all Chapter members. The Treasurer shall deposit or cause to be

deposited all monies and other valuables in the name and to the credit of the Cathedral with such depositories as may be designated by the Chapter. The Treasurer shall disburse or cause to be disbursed the funds of the Cathedral as may be ordered by the Chapter and shall render to the Dean and the Chapter whenever they request it, an account of all his or her transactions as Treasurer and of the financial condition of the Cathedral, and shall have such other power and perform such other duties as may be prescribed by the Chapter or by the By-Laws.

(c) The procedure for deposit and withdrawal of monies and other valuables shall be prescribed in the resolutions which shall be adopted by the Chapter governing the deposit and withdrawal of funds or valuables. The funds or valuables referred to are those belonging to the Cathedral and these provisions shall not be deemed to conflict with or overrule the conditions, terms or provisions of declarations or deeds of trust or of conveyance or donation providing some special method of keeping, disbursing, withdrawing or depositing funds. Nor shall these provisions apply to the canonical special needs fund of the Dean, as to which the disclosure of the beneficiaries or the purposes might prevent the carrying out of needed charitable acts.

Section 7.9 VOTING OF SECURITIES. Except as the Chapter may otherwise designate, the Treasurer may act or appoint any member of the Chapter (with or without power of substitution) to act as proxy or attorney in fact for the Cathedral at any meeting of stockholders of any corporation, the securities of which may be held by the Cathedral.

Section 7.10 BONDS. The Treasurer and other custodians of funds as designated by the Chapter shall be bonded under a blanket bond maintained by the Diocese for that purpose. If such blanket bond is at any time not available, the Cathedral shall procure adequate bonds and each bond shall be placed in the custody of some officer other than the person who is bonded.

ARTICLE 8.

OTHER PROVISIONS

Section 8.1 CORPORATE RESTRICTIONS. Notwithstanding anything else herein contained, in the matter of purely temporal and secular matters, as distinct from matters partly or wholly ecclesiastical, the Civil Law of the State of California and particularly the Nonprofit Corporation Law, as contained in the Corporations Code, is, and shall be, binding upon this corporation. The use of the church buildings and grounds, however, is deemed to be an ecclesiastical matter, and is under the jurisdiction of the Dean, pursuant to Title III, Canon 9.6(a) of the Canons of The Episcopal Church.

Section 8.2 RECORDS. The corporation shall maintain adequate and correct accounts, books, and records of its membership, business and properties. All such records and accounts shall be kept at the place designated as the principal office of the corporation, as fixed by the Chapter, and proper provisions shall be made for the safekeeping thereof from fire, the elements, destruction or access by unauthorized persons and other dangers. All books and records of the corporation shall, to the extent required by the Corporations Code of California, be open to inspection of Members of the Cathedral or the Chapter, as the case may be, from time to time and in the manner provided for in that Code.

Section 8.3 CERTIFICATION AND INSPECTION OF BYLAWS. The original or a correct copy of these Bylaws, as amended or otherwise altered to date, certified to by the Clerk, shall be open to inspection by the members of the Cathedral at all reasonable times as provided in the Corporations Code. Inasmuch as these Bylaws adopt and make the Constitutions and Canons of the Diocese and of The Episcopal Church a part of these Bylaws, these provisions on certification and inspection shall apply to those copies of the same mentioned in Article I of these Bylaws.

Section 8.4 TRUST INTEREST IN PROPERTY. All real, personal, intangible, and mixed property held by or for the benefit of the Cathedral is irrevocably held in trust for The Episcopal Church and The Episcopal Diocese of San Diego. The existence of this trust shall in no way limit the power and authority of the Cathedral or the Corporation regarding use of that property so long as the Cathedral and the Corporation remain a part of, subject to, and in compliance with, the Constitution and Canons of The Episcopal Church and the Constitution and Canons of The Episcopal Diocese of San Diego.

Section 8.5 SALES AND INDEBTEDNESS. No indebtedness (except ordinary amounts due on open account for goods and services in the ordinary course of the corporation's business or as included in any budget or programs approved by the Chapter) or any sale or conveyance of property of the corporation involving an amount in excess of the threshold established from time to time by resolution of the Chapter or any encumbrance of property of the corporation, shall be incurred, made or entered into or be valid or binding against this corporation unless each and all of the following proceedings are regularly had and taken:

(a) A resolution to incur the indebtedness or make the sale, conveyance or encumbrance must be adopted at a meeting of the Chapter at which a majority of the authorized number of members of the Chapter shall be present and vote in favor thereof.

(b) Such resolution must specify exactly, if it relates to a proposed indebtedness, the amount and terms of such proposed indebtedness and the purpose for which it is to be incurred; or, if it relates to a sale, conveyance or mortgage, the terms of the same.

(c) Such resolution must be fully reported in the minutes, together with the names of the Chapter members who vote in favor thereof.

(d) When required by the Canons of The Episcopal Church or Diocesan Canon, the consent of the Bishop and the Standing Committee of the Diocese shall first be obtained in writing. Without limiting the generality of the foregoing, such consents shall be obtained as required by Title II Canon 3.09 of the Diocesan Canons relating to real property, as such Canon shall from time to time be amended.

ARTICLE 9.

AMENDMENT OF BYLAWS

These Bylaws may be altered or amended in the following manner:

(a) New By-Laws may be adopted or these By-Laws may be amended or repealed by the vote of Members at any Annual or Special Meeting of the Members of the Cathedral. Notice of any proposed amendments shall be given by announcement at all services on the two Sundays next preceding the day of any such meeting and further provided that two (2) or more copies of such proposed amendment shall be posted at or near the customary entrances to the usual place of worship of the congregation of the Cathedral for a period of at least fourteen (14) days next preceding any such meeting, together with notice that the same will be proposed at such meeting.

(b) Any such amendment or restatement shall be approved by the Standing Committee and the Bishop in accordance with the Diocesan Canons.

ARTICLE 10.

INDEMNIFICATION OF OFFICERS

The Cathedral shall, to the extent legally permissible, indemnify each person who may serve or who has served at any time as a Warden, Treasurer, Clerk, the Dean in his or her capacity as a member of the Chapter, or other officer of the Cathedral (collectively "Indemnified Officers"), against all expenses and liabilities, including, without limitation, counsel fees, judgments, fines, excise taxes, penalties and settlement payments, reasonably incurred by or imposed upon such person in connection with any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative (a "proceeding"), in which he or she may become involved by reason of his or her serving or having served in such capacity (other than a proceeding voluntarily initiated by such person unless he or she is successful on the merits and the proceeding was authorized by a majority of the Chapter).

However, no indemnification shall be provided for any such person with respect to any matter in which he or she is adjudicated not to have acted in good faith on behalf of the Cathedral; and further provided that any compromise or settlement payment shall be approved by the Chapter in the same manner as provided below for the authorization of indemnification. No such indemnification shall apply to any Member of the Clergy in a matter involving that Member of the Clergy's conduct in a case to which the provisions of Title IV of The Episcopal Church apply.

Such indemnification may, to the extent authorized by the Chapter, include payment by the Cathedral of expenses incurred in defending a civil or criminal action or proceeding in advance of the final disposition of such action or proceeding, provided that the person indemnified agrees to repay such payment if he or she is not entitled to indemnification under this Article; the repayment agreement may be accepted without regard to the financial ability of such person to make repayment.

Any payment shall be conclusively deemed authorized by the Cathedral under this Article, and each officer of the Cathedral approving such payment shall be wholly protected, if:

(a) the payment has been approved or ratified (1) by a majority vote of a quorum of either (A) the members of the Cathedral who are not at that time parties to the proceeding or (B) the members of the Chapter who are not at that time parties to the proceeding or (2) by a majority vote of a committee of two or more Chapter members who are not at that time parties to the proceeding and are selected for this purpose by the full Chapter (in which selection Chapter members who are parties may participate); or

(b) the action is taken in reliance upon the opinion of independent legal counsel (who may be counsel to the Cathedral) appointed for the purpose by vote of the Chapter in the manner specified in clauses (1) or (2) of subparagraph (a) or, if that manner is not possible, appointed by a majority of the full Chapter then in office; or

(c) the Chapter members have otherwise acted in accordance with the standard of conduct applied to directors under California law; or

(d) a court having jurisdiction shall have approved the payment.

This indemnification shall inure to the benefit of the heirs, executors and administrators of Indemnified Officers entitled to indemnification.

The right of indemnification shall be in addition to and not exclusive of all other rights to which any person may be entitled. Nothing contained in this Article shall affect any rights to indemnification to which

Cathedral employees, agents, Chapter members and other persons may be entitled by contract or otherwise under law.

This Article, as amended, constitutes a contract between the Cathedral and the Indemnified Officers. No amendment or repeal of the provisions of this Article which adversely affects the right of an Indemnified Officer under this Article shall apply to him or her with respect to his or her acts of omissions which occurred at any time prior to such amendment or repeal without his or her written consent.

THE UNDERSIGNED, being the Clerk of the Corporation known as The Cathedral Church of Saint Paul, in the City of San Diego, County of San Diego, California, a California nonprofit religious corporation, does hereby certify the foregoing to be the duly adopted Bylaws of the said corporation.

IN WITNESS WHEREOF, I have hereunto set my hand this ____ day of _____ in the year of our Lord, 20____.

Clerk (Secretary)



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