



ST PAUL'S CATHEDRAL
EPISCOPAL

Love Christ • Serve Others • Welcome All

2024 Annual Reports

Presented Sunday January 26, 2025

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 Episcopal Cathedral
Annual Meeting Agenda
January 26, 2025

Special thanks 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>The Rev. Michael Kilpatrick, Chapter Clerk</i>
Appointment of Secretary	<i>The Very Rev. Penny Bridges</i>
Approval of 2025 Annual Meeting Agenda	<i>The Very Rev. Penny Bridges</i>
Approval of 2024 Annual Meeting Minutes	<i>The Very Rev. Penny Bridges</i>
Voting Procedures as adopted by Chapter	<i>Mark VonderHaar, Chancellor</i>
First Ballot for Chapter and Delegate Election	<i>Mark VonderHaar, Chancellor</i>
Update on Nutmeg & Olive LLC	<i>Ken Tranbarger, President, Nutmeg & Olive, LLC</i>
Strategic Plan Outline	<i>Blair Shamel</i>
Second Ballot (if required)	<i>Mark VonderHaar</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>The Very Rev. Penny Bridges</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 adjournment to the office suite in 525 Olive 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 *Caolisch-Paderbornisches Gesang-buch*, 1765; harm. Sydney Hugo Nicholson (1875-1947).

St. Paul's Cathedral
2024 ANNUAL MEETING MINUTES
January 28, 2024

In Attendance: Chapter Members: Allen Mutchler, Blair Shamel, Kimberly Fernandez, Neil Malmquist, Penny Bridges, Paul Teyssier, Russ Okihara, Stacey Klamann, Sue Kelly, Tonya Chavis, and Wanda Porrata. Officers: Betsey Monsell, Treasurer, Andrew Brooks, Chancellor, Tom Barb, Clerk. And, multiple Members of St. Paul's Cathedral

Opening Prayer – The opening prayer was given at approximately 12:20pm by the Rev. Canon Brooks Mason

The Call to Order - The Very Rev. Penny Bridges called the meeting to order.

Quorum - Tom Barb Chapter Clerk noted the qualified members required to establish a quorum. There were sufficient members present. Quorum was established.

Appointment of Secretary - The Very Rev. Penny Bridges made the motion to appoint Tom Barb, Chapter Clerk, as Secretary of the meeting. Motion was moved and seconded. No further discussion was made. A vote was taken, and the motion was passed unanimously.

Approval of 2024 Annual Meeting Agenda - The Very Rev. Penny Bridges called for a motion to approve the 2024 Annual Meeting Agenda as presented. Motion was moved and seconded. No further discussion was made. A vote was taken, and the motion was passed unanimously.

Approval of 2023 Annual Meeting Minutes - The Very Rev. Penny Bridges called for a motion to approve the 2023 Annual Meeting Minutes. Motion was moved and seconded. No further discussion was made. A vote was taken, and the motion was passed unanimously.

Presentation of Revised Bylaws - Andrew Brooks, Chancellor, presented the 2023 draft bylaws for approval in the 2024 annual meeting. He explained the specifics of the bylaws that are detailed on the annual meeting section on the SPC website along with the redlined changes from 2019 to 2023. Chapter and the diocesan chancellors previously approved the revision. The Very Rev. Penny Bridges called for a motion to approve the 2023 Draft Bylaws. Motion was moved and seconded. No further discussion was made. A vote was taken, and the motion was passed unanimously.

Voting Procedures as Adopted by Chapter – The ballot for Chapter members contains seven names. Vote for not more than five people. The Dean reminded members of the diocesan canons governing eligibility to vote.

First Ballot for Chapter and Delegate Election - Ballots were distributed for the Chapter Election. This year we will elect four individuals to three-year terms on Chapter and one to an incomplete term of one year. The candidate receiving the fifth-most votes will serve the one-year term. Chapter candidates on the ballot included Peter Del Nagro, Kimberley Hall Fernandez, Angel Ibarra, Phyllis Lengyel, Allen Mutchler, Bob Reed, and Jill Sanford. According to the Diocesan Canons, St. Paul's is entitled to send four lay delegates (and as many alternates as we wish) to the Diocesan Convention, as well as all canonically resident clergy. We had 6 candidates for Lay Delegate to Diocesan Convention: Lisa Churchill, Darien DeLorenzo, Stacey Klamann, Diane Lopez Hughes, Tom Merrick and Allen Mutchler. Darien DeLorenzo and Tom Merrick previously volunteered to be the two alternate delegates. The Very Rev. Penny Bridges called for a motion to approve the slate of Lay Delegates and Alternates for Diocesan Convention as presented. Motion was moved and seconded. No further discussion was made. A vote was taken, and the motion was passed unanimously.

Update on Nutmeg & Olive LLC – Ken Tranbarger, President, Nutmeg and Olive gave his presentation on the LLC. Highlights of the report included acknowledging the managers of LLC. Due to the financial performance of the LLC investments they were able to give grants totaling approximately \$307,000 to the Cathedral. He also reported on the status of the new commercial space lease and outlined 2024 tasks to provide financial support to the Cathedral.

Financial Report – Treasurer Betsey Monsell presented the financial report balance sheet. Betsey commented that we had a very good 2023. We had a surplus of approximately \$60,000. Betsey noted that St. Paul's is in the best shape financially ever. The 2024 budget was over \$2,000,000, a first for St Paul's. There was a gap in this budget, but Chapter authorized funds to cover the gap to balance the budget. Copies of the financial documents are in the annual meeting documents on the website.

Investments Report - Betsey Monsell named the Endowment Committee members (see the Annual Report for names). Betsey summarized the report showing a beginning balance on January 1, 2023, of \$4,035,345. With contributions, income, fees, and distributions taken into account, the ending balance on December 31, 2023, was \$6,244,669. The investment return on the portfolio for the year was over 14%, in line with Market returns.

Stewardship Report – The Rev. Canon Richard Hogue started his report with a word of thanks to all who have pledged giving to St Paul's. \$1,002,326.06 that has been pledged to date for operating income in 2024. This comprises 240 pledges total, 39 of which had not pledged last year but have for 2024 totaling \$55,342.50 of the \$1.05 million goal. Richard noted that it is imperative that we continue to have successful evangelism and incorporation to bring in new disciples who can offer up their own gratitude. Richard ended his report listing those who served on the Stewardship Committee this past year.

Music Center Campaign - The Rev. Canon Richard Hogue noted that the campaign is moving forward well, and we are almost at the stage to ask for congregational pledging. Richard gave thanks to all members of the campaign committee for their dedication and support in making this campaign move forward in the manner it has.

Chapter Election Results – The Dean announced the Chapter Election results after Andrew Brooks, Chancellor certified the results of the election. Kimberly Fernandez, Angel Ibarra, Jill Sanford, and Allen Mutchler were elected to serve the 3-year terms. Phyllis Lengyel was elected to serve on the 1-year term. All who had stood for election received thanks.

Honor Outgoing Chapter Members - The Very Rev. Penny Bridges recognized the outgoing Chapter members, Allen Mutchler, Kimberley Fernandez, Wanda Porrata, Jim Wright, and Darien DeLorenzo. Dean Penny gave her sincere appreciation for all their hard work during their time on Chapter.

Dean's Remarks – The Very Rev. Penny Bridges mentioned that she had covered activities of 2023 in her annual report, and she went on to focus on the coming year, after naming and thanking the Cathedral staff. Areas noted in her remarks included: continued attendance recovery from the COVID pandemic; the family ministry; adult formation; the burgeoning events ministry partly due to the flexibility of having chairs in the nave; increasing financial challenges; the Major Gifts Campaign; the growing evangelism ministry; and an upcoming long range planning project.

The Robinson Cross - The Very Rev. Penny Bridges described the determining factors in selecting the recipient. This year she awarded the Robinson Cross to Andrew Brooks, in recognition of his ten years as Chancellor. Andrew has been appointed as a vice-chancellor of the Diocese and is retiring as Cathedral Chancellor.

Hymn 535 *Ye Servants of God* – We ended by singing the hymn “Ye Servants of God” accompanied by Canon Martin Green, playing the newly installed organ in the Great Hall gallery. This was the first public performance on the organ, which was generously donated by the Young family in memory of Lois Canzoneri.

Adjournment - The Rev. Canon Brooks adjourned the meeting at approximately 1:40pm.

Respectfully submitted,

Tom Barb SPC Chapter Clerk/Secretary

2024 REPORTS

DEAN & WARDENS

DEAN'S ANNUAL REPORT FOR 2024

As I write this in early January we are starting to plan for Ash Wednesday in March, the Sunday forums are scheduled through Easter, and the preaching schedule is almost set for the first half of the year. As you can see, we live into the future in concrete ways, always looking at least one season ahead of the present. It is a pleasant exercise to instead look back through the last twelve months and be reminded of all that has happened at St. Paul's in the service of God and God's people.

We continue to climb back towards pre-pandemic attendance numbers; it is encouraging to see the church fill up on Sunday mornings. Under the leadership of Rockette Ewell and Russ Okihara, with the assistance of Netzel Grigsby Associates and the Rev. Canon Richard Hogue, we concluded a successful capital campaign to fund the construction of the Music Center in the basement space under the Great Hall (phase one construction has begun). We repeated our experiment with an extended Advent and continue to be pleased with the more leisurely schedule. Our burgeoning event ministry continued to develop beyond expectations, under the wise and creative direction of Kathleen Sheehan Burgess. Canon Martin Green continues to work on rebuilding the children's choir ministry, and the choristers appeared at several Evensong services throughout the year.

St. Paul's is recognized as a force for inclusion in the broader San Diego community, and I was called upon to give the invocation at the Harvey Milk Diversity Breakfast as well as being involved in major events at St. Paul's Senior Services and the completion of the San Diego AIDS Memorial. One of the biggest events of each year is the Light Up the Cathedral for Pride interfaith service, which in 2024 attracted over 500 people in person and many more online.

In a continuing toxic political environment and ever more polarization of views, St. Paul's seeks to give lonely and embattled people a safe space and a compassionate community. We held several events in 2024 that combined consciousness-raising for the Music Center campaign with opportunities to be together in fellowship.

We had some staff changes in 2024: Assistant Organist Gabriel Arregui discerned mid-year that his time at the cathedral was complete; as of this writing we have not been successful in recruiting someone to succeed him, which is putting a significant burden on our Canon for Music. Our quest to fill the facilities team went through several short-lived experiments before we found Derric McKinnie, who came to us via the BlackXpression gathering that we host and who has proved to be a great assistant to Stacey and Jen.

The Cathedral's extensive facility takes up a good amount of staff time, between necessary repairs, many events both internal and external, and plans for future improvements. Jen Jow oversees repairs, which are frequent and expensive, in both the old and new portions of campus. Kathleen does a fantastic job of marketing and administering space rentals, with the able assistance of Wes Dayhoff in accounting. The construction of the third-floor restroom began on January 8: this is phase one of the Music Center project and will allow Voices of Our City Choir (VOOCC) to move their offices to the third floor, freeing up space for the music center construction. Jen's team is handling the day-to-day needs of the construction team. Jen, Stacey, and Derric work hard to make sure ordinary operations continue seamlessly while repairs and construction continue. We are very fortunate. I also want to acknowledge the significant ministry of Gary Owen, who watches over the campus entry points during almost every event. This invaluable service helps keep us safe, along with the security camera system.

The event ministry now includes regular meetings of various non-profit organizations, occasional sound baths, concerts, art exhibits, classes, workshops, retreats and planning meetings of a multitude of organizations. The campus is in use every day, often with more than one event happening simultaneously. Martin is developing the Great Hall concert series with the assistance of a "front of house" team of volunteers. We now have formal partnerships with several organizations including VOOCC and the La Jolla Symphony and Chorus. All of these arrangements bring people onto the campus who would not otherwise know us, and they present a great opportunity. I look forward to seeing this ministry expand further in 2025.

Throughout 2024 a team led by Blair Shamel worked on developing a strategic plan for the next 3-5 years. With the assistance of Holy Cow Consulting and diocesan staff Canons Gwynn Lynch and Jason Evans, we compiled demographic data and surveyed the congregation to determine where our

energy is focused and what we might work on in the next few years. We have seen a clear demarcation of priorities between older and younger parishioners; and the plan, which is currently in rough draft form, will call for special efforts to bring the next generations into engagement and leadership, as we older folks step back. This will be essential for the future health of the cathedral, and it may involve some difficult decisions about the use of our limited resources. I am grateful to Blair and his team for the work they have done, and I look forward to seeing a fully developed plan in the early part of 2025. I will not call it a “finished” plan, as it should and will be an evolving document as the world shifts around us.

This report on the annual pledge campaign and stewardship is almost the same report as I gave last year: all that has changed is that the horizon of last year's long-term outlook for staffing levels is shortening, and we may even see some consequences in 2025. 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 great generosity of our cathedral family but also not increasing to keep step with increased expenses year by year.

Although pledged gifts don't come close to providing all 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 us generous legacies. The 5% income from these funds (including the funds generated by the sale of the 525 Olive site) provides most of the remaining 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. This practice depletes our resources, and we are coming close to making difficult decisions about staffing levels.

My continuing 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. The LLC that owns a portion of the 525 Olive building continues to market the commercial space facing 5th Avenue. At the time of writing, we have one very strong prospective tenant for half of the space and several organizations interested in the other half. We pray for this rental project to be consummated in 2025.

I want to thank retiring Chapter members Stacey Klamann, Russ Okihara, Tonya Chavis, and Bob Reed for their faithful service and leadership. Continuing to offer their time and talent on Chapter are Kimberly Fernandez, Sue Kelly, Phyllis Lengyel, Blair Shamel, Allen Mutchler, Angel Ibarra, and Paul Teyssier from within the parish, and Steve Turnbull, the Rev Canon Andrew Green, and Neil Malmquist representing the diocese. We were all deeply grieved by the death of first-year Chapter member Jill Sanford in the fall. Betsey Monsell continues to serve as an exemplary Treasurer. Tom Barb stepped back after faithful service as Chapter Clerk and was succeeded by the Rev. Michael Kilpatrick. Andrew Brooks was appointed Diocesan Chancellor in November, and we are fortunate to have found Mark VonderHaar to succeed him as Cathedral Chancellor. We have a wealth of talent at St. Paul's, and we are blessed.

I am grateful every day for the many unpaid lay and ordained ministers who lead so much of what we do and are always flexible and good-natured about accommodating the whims of the clergy. Prominent among them are our honorary lay Canons: Dean's Verger Lisa Churchill, Canon Sacristan Konnie Dadmun, and Canon Usher Lucinda Parsons; but there are literally dozens of people who give generously of their time and talent so that the cathedral can implement our many ministries. We also give thanks for our corps of retired clergy who help out with funerals, midweek services, healing prayers, and other pastoral offerings.

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 & Receptionist

Jennifer Jow, Facilities & Hospitality Manager

Wayne Riehm, Communications Coordinator

Kate Gould, Minister for Children and Families

Susan Jester, Evangelism and Public Relations Coordinator

Erin Sacco Pineda, Director of Finance

Wes Dayhoff, Accountant/Bookkeeper

Stacey Harper, Derric McKinnie Facilities Team Members (a.k.a. "Sextons")

And numerous talented vocalists leading the sections in our choirs

The following beloved parishioners and clergy were called home to God in the course of 2024: Ric Todd, Jill Sanford, Ron White, the Rev. Canon Lee Teed, Gloria Genovese, and Rachel Ware. We also sadly lost Theo Bellow, who for over two decades led the Zydeco band at our Shrove Tuesday service. We give thanks for their lives and pray for their peace and joy in the fullness of the Kingdom.

St. Paul's continues to strive to be true to our mission to Love Christ, Serve Others, and Welcome All; we also hope to do our part in the broader mission of the Church: "to restore all people to unity with God and each other in Christ." (BCP p.855). It is my joy to serve you in pursuit of these missions.

Respectfully submitted,

Penelope Bridges

DEAN'S WARDEN REPORT

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

Chapter, including retreat and Mutual Ministry, nominating committee- 19

Building and Grounds- 7

Finance -5

Endowment- 4

Stewardship- 9

Annual Meeting- 1

Women Together (monthly meetings and planning)- 8

Family Ministry- 1

Sunday Worship- 29, Evensong-7, Forum- 1, online-3, Christmas-1, Out of town-4

Dean and Wardens- 10

Social- brunches, lunches and dinners- 4

Zydeco Mass and Dinner

Ashes-to-Go

Major Gifts- 8

Strategic Planning-8

Audit-1

Evangelism-3

Document review and signing

Ministry Fair

In Gathering

I also wrote a Lenten Reflection and letter for the weekly bulletin.

It was a pleasure and an honor to serve.

Respectfully submitted,

Kimberly H. Fernandez

PEOPLE'S WARDEN REPORT

I attended 58 meetings during the past year divided between 10 ministries (Chapter, Dean & Wardens, Endowment, Youth and Family, Adult Formation, Finance, Stewardship, Evangelism and Incorporation, Strategic Planning, Major Gifts). I attended 5 forums and participated in or led two of them ("What is Chapter" and "Introducing Chapter Nominees").

I led the Chapter Nominating Committee for 2025 Candidates and our dedicated members consisting of retiring Chapter members and the Dean and Wardens contacted well over 80 potential candidates and held 6 meetings over 4 months before finalizing our slate. I gave one of the Stewardship Witness addresses during the 10:30 service this year and as a warden co-signed checks when needed.

All was not nose-to-the-grindstone however: I went to 6+ concerts in our music series as well as an Evening of Irish Music fundraiser, and attended Women Together most months as well as 2 Community Dinners, 2 Newcomers' Brunches, 2 Major Gifts Gatherings, a Gala for St Paul's Senior Services, Pride of Partnership with Voices of Our City (delicious, fun and uplifting) and a Family Movie Night. I went to a tour of the Museum of Us arranged by Robbi and Rocky Ewell which included one year of membership (!), brought soup for Maundy Thursday Soup Supper, and brought some coffee hour goodies along with others 4 times. I finished my fourth year of Education for Ministry in June and completed the 4 sessions of an Evangelism Class offered in February and March. I helped buy and gift wrap Christmas presents for an ECS family. and helped prep the early service Ingathering Sunday Brunch. Probably my favorite activity was being on a team for Ashes To Go for the second time: it is really a wonderful experience which is deeply appreciated by all who participate.

Because I sing in the Choir and in Schola, I usually sing at morning and Evensong services each Sunday. The excellence of our music program also requires regular rehearsal time, and I estimate that time is usually about 3-4 hrs a week in addition to the actual services. I documented attendance at 78 services last year and estimate that it took close to 200 hours including rehearsals. This is, of course, independent of my duties as Peoples Warden.

It has been an honor to serve as People's Warden this year, and to get to know more of you wonderful members of the active and supportive community which makes up our Cathedral.

Respectfully submitted,

Susan Kelly

FINANCIAL REPORTS

2024 BALANCE SHEET AS OF DECEMBER 31, 2024

	Operating Fund	Special Funds	Major Gifts Campaign	Enduring Funds	Nutmeg & Olive LLC	TOTAL
ASSETS						
Cash & Investments	\$ 116,196	\$ 383,153	\$ 933,850	\$ 7,156,190	\$ 6,867,721	\$ 15,457,110
Receivables & Prepaid Expenses	66,658	2,000	995,878	-	14,898	1,079,434
Property & Equipment	4,595,910	-	-	-	10,005,528	14,601,438
Interfund Loan	107,596	-	(50,000)	(36,134)	(21,462)	-
TOTAL ASSETS	\$ 4,886,360	\$ 385,153	\$ 1,879,728	\$ 7,120,056	\$ 16,866,685	\$ 31,137,982
LIABILITIES & NET ASSETS						
LIABILITIES						
Payables	\$ 29,574	\$ 2,488	\$ 674	\$ -	\$ 57,478	\$ 90,214
Payroll Liabilities	97,626	-	-	-	-	97,626
Lease Commitment	54,067	-	-	-	-	54,067
TOTAL LIABILITIES	181,267	2,488	674	-	57,478	241,907
NET ASSETS						
Unrestricted	103,788	-	-	-	-	103,788
Chapter Designated	4,541,843	251,899	183,745	4,675,465	16,809,207	26,462,159
Donor Restricted	59,462	130,766	1,695,309	1,197,144	-	3,082,681
Endowed	-	-	-	1,247,447	-	1,247,447
TOTAL NET ASSETS	4,705,093	382,665	1,879,054	7,120,056	16,809,207	30,896,075
TOTAL LIABILITIES & NET ASSETS	\$ 4,886,360	\$ 385,153	\$ 1,879,728	\$ 7,120,056	\$ 16,866,685	\$ 31,137,982

2024 OPERATING BUDGET VS. ACTUAL

INCOME	2024 ACTUAL	2024 BUDGET	\$ VARIANCE	% VARIANCE
Pledge, Plate & Other Offerings	\$ 1,205,614	\$ 1,165,600	\$ 40,014	3%
Program & Other Income	56,450	57,600	(1,150)	-2%
Facility Use Income	90,182	87,000	3,182	4%
Transfers from Enduring Gifts Funds & LLC	589,017	589,016	1	0%
Transfer from Undesignated Bequests	80,000	80,000	-	0%
Transfers from Special Funds (for matching purposes)	47,090	59,975	(12,885)	-21%
TOTAL OPERATING INCOME	\$ 2,068,353	\$ 2,039,191	\$ 29,162	1%

EXPENSES	2024 ACTUAL	2024 BUDGET	\$ VARIANCE	% VARIANCE
Clergy Compensation	\$ 467,001	\$ 464,763	\$ (2,238)	0%
Lay Compensation	820,724	855,771	35,047	4%
Worship & Music	48,045	52,025	3,980	8%
Outreach & Mission	6,025	6,000	(25)	0%
Hospitality	27,027	19,700	(7,327)	-37%
Christian Formation	8,105	9,150	1,045	11%
Congregational Life	35,835	41,450	5,615	14%
Buildings & Grounds	236,640	216,900	(19,740)	-9%
Administration	177,436	167,020	(10,416)	-6%
Denominational Obligations	206,585	206,412	(173)	0%
TOTAL OPERATING EXPENSES	\$ 2,033,423	\$ 2,039,191	\$ 5,768	0%
NET OPERATING INCOME	\$ 34,930	\$ -	\$ 34,930	

2025 BUDGET (COMPARED TO 2024 BUDGET)

INCOME	2025	2024		%
	BUDGET	BUDGET	\$ VARIANCE	VARIANCE
Pledge, Plate & Other Offerings	\$1,218,880	\$1,165,600	\$ 53,280	4.6%
Program Income	45,000	57,600	(12,600)	-21.9%
Facility Use Income	115,500	87,000	28,500	32.8%
Transfers from Enduring Gifts Funds & LLC	706,021	589,016	117,005	19.9%
Transfer from Undesignated Bequests	-	80,000	(80,000)	-100.0%
Transfers from Special Funds (for matching purposes)	49,198	59,975	(10,777)	-18.0%
TOTAL OPERATING INCOME	\$2,134,599	\$2,039,191	\$ 95,408	5%

EXPENSES	2025	2024		%
	BUDGET	BUDGET	\$ VARIANCE	VARIANCE
Clergy Compensation	\$ 478,216	\$ 464,763	\$ 13,453	3%
Lay Compensation	849,705	855,771	(6,066)	-1%
Worship & Music	53,100	52,025	1,075	2%
Outreach & Mission	6,000	6,000	-	0%
Hospitality & Fellowship	24,620	19,700	4,920	25%
Christian Formation	4,550	9,150	(4,600)	-50%
Congregational Life	52,050	41,450	10,600	26%
Buildings & Grounds	240,905	216,900	24,005	11%
Administration	180,734	167,020	13,714	8%
Denominational Obligations	244,719	206,412	38,307	19%
TOTAL OPERATING EXPENSES	2,134,599	2,039,191	95,408	5%
NET OPERATING INCOME	\$ -	\$ -	\$ -	

2024 SPECIAL FUND ACTIVITY

FUND NAME	BJL LNCE	INCOME	TRANSFER TRANSFERS		TRANSFER		BJL LNCE
	JAN 1, 2024		(TO) FROM	(TO) FROM	(TO) FROM	EXPENSES	DEC 31, 2024
			OPERATING	CAMPAIGN	ENDURING		
Bequests	98,200	45,782	(80,000)			(18,290)	45,782
Memorials	26,929	2,305				(5,203)	24,031
Administrator's Roll Table	1,000						1,000
Liturgy & Worship	7,034					(5,615)	1,419
Albs and Vestments	4,106						4,106
Altar Guild	6,493	92					6,585
Docent Ministries	190						190
Stewardship Memorial Roller Fund	3,438						3,438
Verger Ministry	927	50				(26)	951
Latino Ministries	2,778					(1,406)	1,372
Fields of Cathedral Music	13,932	15,288	(8,333)			(800)	20,087
Music - Designated/Restricted	3,425						3,425
Sesquicentennial Music Fund	11,910					(9,000)	2,910
Organ Scholar(s)	4,481						4,481
Music Visitation	4,005						4,005
PACEM Fund Distributions	1,815		(2,000)	(12,208)	15,193		2,740
Music Endowment Fund Distributions			(10,075)		10,075		
Music Library	2,342						2,342
Clergy Pastoral Needs Fund	5,295	7,115	3,600			(12,679)	3,331
Non-American Deans' Good Fund	26,852					{26,852}	
Stephen Ministries	809	1,125				(544)	1,390
Sabbatical Fund	744						744
Financial Services (Alms) Fund	2,620	500					3,120
Outreach - General	13,305	18,289	(27,525)		31,091	(20,789)	14,371
Outreach - Showers of Blessings	25,980	3,123				(4,366)	24,737
Fields of Military (FOMOS)	4,153					(46)	4,107
Fair Trade	1,536	2,673				(3,500)	709
Simpler Living	288	70				(193)	116
Evangelism (Cathedral for the City)	30,651	21,128				{27,435}	24,344
Performing and Visual Arts	2,056	10,000				(1,483)	110,573
Children & Family Ministries	1,699	437	{1,200}			(355)	581
Youth Ministry	1,555						1,555
Seminarian Support	3,851				401		4,252
Congregational Development	9,099					(640)	8,459
Adult Education	5,720						5,720
Women Together	1,575	4,559				(3,632)	2,502
Buildings and Grounds	50,224	775	50,000			(47,450)	53,549
Chancel Redesign	2,677	1,112				(3,789)	
Collaborative Sales/Marketing	82,401	33,500	(19,500)		(5,000)	(1,812)	89,589
TOTAL SPECIAL FUNDS	\$ 466,188	\$ 167,923	\$ (95,093)	\$ 2,208	\$ 511,760	\$ 95,902	\$ 382,665

2024 MAJOR GIFTS CAMPAIGN UPDATE

Major Gifts Campaign

Activity since Inception and Balances at December 31, 2024

INCOME	
Pledges and contributions to the campaign	\$1,966,220
Contributions designated by Chapter	40,000
Transfers from Special Funds	274,389
TOTAL INCOME	2,280,609
EXPENSES	
Campaign Consultants	224,185
Architectural & Design Services	135,825
Legal Fees	16,931
Construction & Permits	7,833
Other	16,782
TOTAL EXPENSES	401,556
Spendable Cash (excludes \$50k loan)	\$ 854,639
Pledges Receivable	\$1,024,415

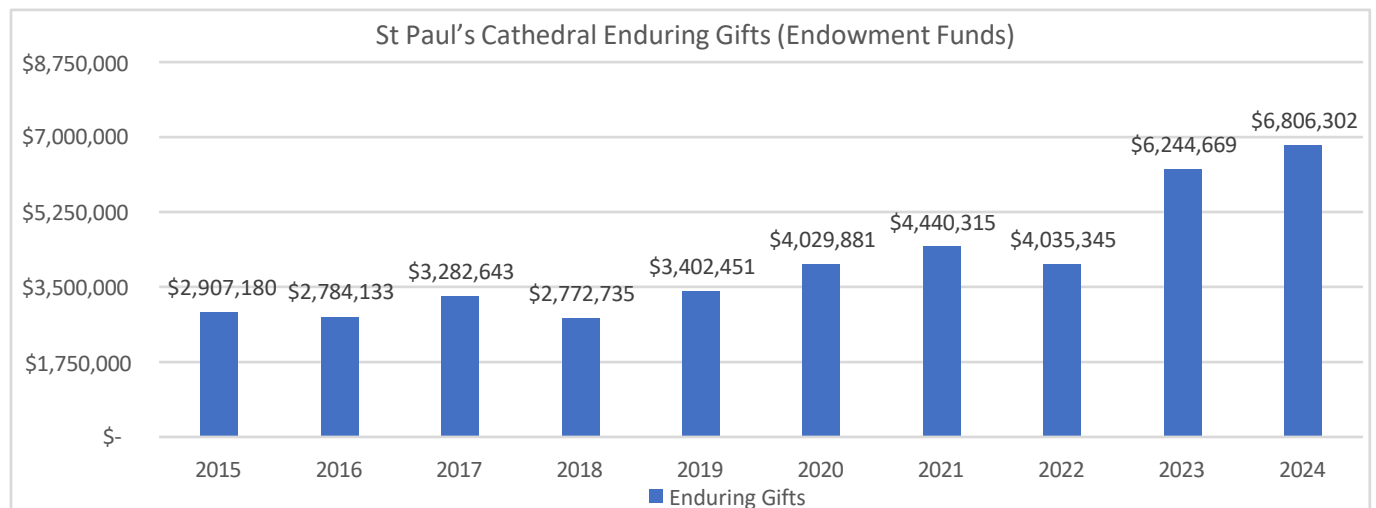
ENDOWMENT REPORT FOR YEAR ENDED 12/31/2024

Committee:

Ellen Hargus, Chairperson
Dean Penny Bridges
Kimberly Fernandez, Dean's Warden
Sue Kelly, People's Warden
Jim Cunning
Jean-Rodolphe Luthi
Blair Shamel
David Spencer
Roland Tactay

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.



Prepared by Betsey Monsell, Treasurer

Summary Of 2024 Enduring Gifts (Endowment Funds) Activity:

Beginning Balance 1/1/2024	\$6,281,332	
Contributions	140,092	Bequests & gifts
Income	702,250	Increased market value of investments plus dividends and interest
Distribution	-291,643	Annual 5% distribution to the Cathedral
Management Fees	-25,729	
Ending Balance 12/31/2024	\$6,806,302	

Note 1: Balance of endowment funds held by LA Diocese at 12/31/2024 was not available in time for this presentation; 11/30/2024 balance was used.

Note 2: Contributions to the Cathedral Fund during 2024 included a bequest and a gift totaling \$140,092:

1) \$40,000 contributed Q1 2024 from Jim Langston's estate. It is permanently endowed.

2) \$100,000 contributed Q3 2024 to establish the Harold T Lewis Music Endowment Fund. The Rev. Dr. Harold T Lewis retired as Rector of Calvary Episcopal Church in Pittsburgh in 2012. The contribution was a gift from his son Justin Lewis and son-in-law Roland Tactay in their father's memory to support music that represents the broad scope of music in the Anglican diaspora. The Cathedral may use distributions from the Fund to support the Cathedral's music programs and/or to fund special music events. It is permanently endowed.

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,

Ellen Hargus, Chair & Betsey Monsell, Treasurer

MUSIC REPORT

MUSIC DEPARTMENT REPORT

2024 was a year of many successes within the life of the Cathedral Music Department. We saw the successful completion of the capital campaign for the future Music Center which has been a long-time dream. 2024 also saw us fill all the vacant Staff Singer positions for the first time since the pandemic. The singers are the core of the choirs, and their talent and musicianship is one of the most visible things that make the cathedral choirs what they are. The group of Staff Singers we now have assembled is one of the finest groups of choral singers I have ever had the pleasure of working with and could not be more pleased to have them as part of the liturgical and musical life of the cathedral.

Our rebuild of the Chorister program for boys and girls continues. The choristers that we have enrolled in the program are progressing very well, and I am very proud of how much this group has accomplished! The biggest single challenge remains increasing the number of choristers and finding effective publicity methods that fall within the cathedral's limited budget.

Going forward in 2025, we look forward to increasing the frequency at which the choristers sing Evensong 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 began another season with a slightly reduced number of concerts. We look forward to exploring ways to increase awareness and attendance for these wonderful programs.

Our weekly Organ Recital series continues each Friday at 1pm. The audience for these recitals has continued to show steady growth, both online and in person.

The Cathedral Choir and Cathedral Schola were very pleased to give the premiere performances of several new, commissioned works. There will be a few more of these first performances of newly composed pieces continuing into 2025. These wonderful new compositions were made possible by the generous giving to our Sesquicentennial fund. Many of these will be published in 2025, making these new works widely available to other choirs.

2024 also saw the departure of our Assistant Organist, Gabriel Arregui. This position remains unfilled with Canon Martin Green fulfilling the duties of both roles.

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

I look forward 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,

Martin Green
Canon for Music / Organist and Choirmaster

**LITURGY,
WORSHIP,
&
PASTORAL
CARE**

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, Cn. 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 confer with Cn. Martin Green 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 west and south columbaria, coordinate and ensure pastoral needs are being met, maintain the prayer lists, and serve on planning teams for special services for the city.

The average attendance for the 2024 calendar year for the 8:00 was 48, 166 for the 10:30, and 55 for 5:00 Evensong. There were twelve funerals and seven weddings. 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 participate in our diocesan deacon outreach projects for migrant workers in the greater San Diego area.

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,

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.

- 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 such as diocesan ordinations and Light Up for Pride. We currently use a three-person Eucharistic altar-service team (crucifer plus two acolytes to assist at table setting and chalice). We now have nine regularly serving volunteers plus three-four occasional youth servers; this is not sustainable, and recruitment continues to 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 allow more frequent options to those who express an interest in becoming an Acolyte or Chalice Bearer. Aspiring Acolytes have the opportunity to “shadow” other Acolytes, typically during a 10:30 Eucharist. We continue to foster young acolytes who have expressed their 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, which we will refine as volunteer time allows.
- We collaborate with the Children, Youth, and Family ministry for the Christmas family service, 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 is continuing to staff the many services at the cathedral. Currently the teams are almost filled.

We have new members this year, Phyllis Lengyel, Frances Doyle, Gale Graysage and EmmaJean Amann.

There has been an unusual number of serious surgeries causing members to be out for months at a time. The teams rallied and other altar guild members stepped in to help.

We continue to thank the Rev Canon Michael Kaehr for his laundering of the large pieces of the linen.

The team leaders and those that have been doing special tasks for the ministry continue to do their work.

I will be transitioning from this ministry as leader during this year of 2025.

Respectfully submitted,

Canon Konnie Dadmun

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 28 years for the Sunday services, memorial services, ordinations, and other special events.

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 in our teams.

I look forward to 2025 to once again serving in this very fulfilling ministry. Our Ushers are truly wonderful and capable of being flexible and caring in serving the needs of our congregation.

Respectfully submitted,

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, Almira Fort, Todd Hurrell, Jairus Kleinert, Don Mitchell, Stephanie Pierce, and Wanda Porrata. Some serve as "Early Verger" for 8am services, helping to assure the timely setup and table service at that Eucharist.
- 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, ordinations, and funerals.
- In the coming year, we hope to 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,

Canon Lisa Churchill, Dean's Verger

LECTOR MINISTRY REPORT

The Cathedral Lectors are participants in the ministry of clearly and meaningfully proclaiming God's word by reading the lessons and leading the Prayers of the People at Sunday Eucharists, Evensongs, and special services. Typically, five lectors are needed every Sunday to cover our three regular services. The Cathedral is fortunate to have a solid cadre of 38 dedicated and experienced readers.

While 2023 was a bumper year for new lectors, growth slowed in 2024, but the number of ministry participants remains at a comfortable level. With 38 active lectors, most are able to read at least once every two months. Sarah Landaburu became a lector mid-year, and Nancy Tarbell returned to active participation after having been on hiatus for several years. Antonia Franco and Peter del Nagro moved out of the area, and our beloved Ric Todd died in 2024. Several other lectors are now temporarily inactive.

In early September, we participated in the cathedral's Ministry Fair. This was followed by the annual Lector Workshop on September 28th. At the workshop, sound technician Craig Monsell provided helpful instruction on how to make the best use of the sound system, and lectors had an opportunity to take turns reading for each other and offering constructive comments.

The monthly lector schedule is generated using Ministry Scheduler Pro (MSP) software and then reviewed and revised as necessary by the lector coordinator before being published to lectors. Most lectors read between six and ten times during the year, but this will vary depending on the individual lector's willingness to read at multiple service times, their participation in other ministries at service times, and their ability to accept requests for substitutes from other lectors.

If you feel called to this ministry, please let me or a member of the clergy know of your interest in serving.

Respectfully submitted,

Mark Lester, Lector Coordinator

THE DAILY OFFICE REPORT

The Daily Office, or Morning and Evening Prayer, is the pulse and rhythmic heartbeat of the Church's daily praise of God. Marking the hours of each day with set prayer is a practice that originated in ancient times. As early as A.D. 60, the church encouraged morning and evening prayer and, by the fourth century, many churches held public services where regular attendance was expected. The retention and celebration of corporate daily prayer has been one of the hallmarks of Anglicanism. This practice was carried over from the monastic community into the *Book of Common Prayer* (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 2024, 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 2024: the Very Rev. Penny Bridges, Rev. Cn. Richard Hogue, Jr., Rev. Cn. Brooks Mason, Cn. Lucinda Parsons, Frank Borik, Tonya Chavis, Ellen Hargus, with substitutions from the attendees.

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

Respectfully submitted,
The Rev. Canon Brooks Mason

PASTORAL CARE REPORT

Our nine-member Pastoral Care Team consists of clergy and laity who meet once a month on Zoom to review and discuss the status of those in our cathedral family who are grieving, who need pastoral care, anointing, referrals, and support. 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 Visitors* and Cathedral Visitors (EVs and CVs); Card Ministry volunteers Stacey Klamann, Mary Rathbun, and clergy who write and mail notecards to those confined indoors; Friends of Military Outreach and Support (FOMOS): Rev. Susan Astarita, Jen Jow, and Wanda Porrata follow up with our active and retired military; the Clergy Discretionary / Pastoral Needs Account which is an important financial resource for pastoral needs and outreach assistance; Caring Connections which focuses on those who live alone and is currently looking for leader(s) to continue a buddy system where people regularly check on one another and report back if follow-up is needed; and tracking those parishioners over 90 years of age.

The Stephen Ministry program is also associated with Pastoral Care as it is important to evaluate and assess how to best respond to each person's situation and care.

*Eucharistic Visitors in-person visits - there were 88 visits to 223 people logged in 2024. We have 5 EVs with a rota of people 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 people who are temporarily incapacitated. During Christmastide, EV's deliver poinsettias to individuals from our pastoral care list. We currently have no CV visits. Cathedral EV and CV requirements are to successfully complete appropriate modules of the "Safe Church Safe Communities" training required by the Episcopal Church every three years and complete a diocesan Eucharistic Visitor training session when offered.

All of these statistics are offered with many thanks for the hard work and dedication of the clergy and laity ministering in these programs, and with special recognition to the late Jill Sanford, a longtime Eucharistic Visitor and Stephen Minister.

Respectfully submitted,

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.

We continued with our monthly Continuing Education sessions and built funds for future training with the help of donors. Our monthly CE program was both in-person and virtual. Topics included loneliness and mental health, bringing the caring relationship to a close, prayer, and caring for people experiencing a major medical crisis. We also enjoyed fellowship at our Valentine's Day and Christmas potlucks.

The annual Stephen Ministry in-house retreat "Staying spiritually healthy in conversations across differences" was led by the Rev. Canon Richard Lief on August 24.

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

We currently have 12 care givers including 2 lay leaders. The Leaders are the Very Rev. Penny Bridges, the Rev. Cn. Brooks Mason, Roxanne Perfect-Knight, and Terry Kelly. We acknowledge Peter Del Nagro who moved to Ohio and give special recognition to the late Jill Sanford, a beloved Stephen Minister and member of our congregation.

Respectfully submitted,

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 140 niches have now 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, so 69 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 consists of the Rev. Canon Brooks Mason, the Administrator & Dean's clerical designee; Kathleen Sheehan Burgess, the Cathedral's Director of Administrative Operations; Betsey Monsell, the Cathedral Treasurer; and members of the congregation Ken Tranbarger and Bob Holt. The Committee oversees the reconciliations of columbaria purchases and payments and the Agreement and Rules forms for both columbaria.

The Columbaria Committee held their last quarterly meeting in June to review the status of niche and plaque sales, maintenance, financial account activities and investments presented by the Cathedral Treasurer. Now that the second columbarium has been built, the Committee will have an annual rather than quarterly meeting unless circumstances require meeting. The Committee maintains appropriate communications with the Dean, Chapter, and outreach/advertising associates.

Respectfully submitted,

The Rev. Canon Brooks Mason

**CONGREGATIONAL
LIFE
REPORTS**

CONGREGATIONAL LIFE REPORT

What a year that has passed! So much happened, and St. Paul's remains a bedrock for so many in what can feel like the most turbulent of times. This report is offered in gratitude for this community, the vitality it shares with so many, and for my colleagues. None of us can sustain our mission alone, and I am so glad God gives us so many gifts through each person who considers this cathedral their spiritual home. It is truly a blessing to serve alongside you all, and we are so fortunate to have each other.

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

- Morning Prayer Tuesday, Wednesday, Thursday
- Weekly staff meeting
- Weekly meeting with the A/V team
- Weekly meeting with Wayne (communication coordinator), Susan Jester (evangelism, incorporation, and external communication), and Kate Gould (Children, Youth, and Family Minister)
- Weekly meetings and coordination with Netzel Grigsby Associates (ended officially in September 2024)
- Proofread regular communications
- Prepare weekly E-Newsletter (September '24 – January '25)
- Monthly executive staff meeting
- Monthly pastoral care meeting
- Monthly cathedral clergy meeting, active and retired
- Monthly finance committee meeting
- Monthly stewardship committee meeting
- Monthly fourth Friday noon Eucharist
- Twice monthly Young Adult Bible Study/Meetup
- Regular communication with Sound Image, our AV maintenance contractor
- Regular participation in liturgies in preaching and presiding
- Regular participation in pastoral care
- Other duties as assigned

I also serve on our diocesan Executive Council, this being my second year of a three-year term; we have monthly meetings as a body of the whole and for subcommittee assignments.

- 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

A/V & Livestreaming

Starting the fall of 2024, Sound Image, our AV installation company, contracted with us for maintenance (in March of 2023 they 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). Those most attuned to how things literally sound in the cathedral have noticed that Paul Young, our in-house AV and tech assistant, has been quite pleased with our most recent updates in late 2024. This is due entirely to Paul and Sound Image's work with us, and we are in the best position vis-à-vis AV in my time here at St. Paul's. Paul deserves our gratitude!

This ministry is the essential life blood of our digital outreach efforts; this is both a form of evangelism as well as pastoral care (allowing those who cannot come in person to still have a worship experience). I appreciate everyone who participates in it. Along with Paul, I want to thank Mike Thornburgh, our AV control room maestro who makes so much happen for us and our broadcasting abilities. I am also exceedingly grateful to our AV room operators, Jim Wright, Marshall Moore, and the volunteers under training, Bram Davis and Mark Sanzi. I also want to thank our nave sound volunteers from this past year: Craig Monsell, Marshall Moore, Bill Eadie (retired from this ministry in 2024), Bo Anacta (also retired in 2024), Tom Merrick, Bob Knight, and Lorenzo Nericcio (started in December 2024), and Mark Sanzi.

If you feel at all called to explore this vital ministry, please speak to Paul Young, Mike Thornburgh, or me. One does not need to be an AV wizard, and in fact our biggest need is simply someone to turn microphones on and off from the iPad, so one can sit almost anywhere in the church and help everyone else hear what's going on!

Music Center Major Gifts Campaign

First, thank you all for your donations and willingness to imagine a better future for our music program as well as the future of the arts in our Fine City. This will truly be an offering to the betterment of San Diego's music scene, as some outside donors like the Parker Foundation proved, but more on that in a bit. We

are striving to be the Cathedral for the City! None of it would be possible if it weren't for this community and your willingness to invest in us.

This was our cathedral's biggest achievement in 2024, at least in terms of fundraising and forward movement for our campus, if not overall. Though the work of this campaign extends back to my earliest days at St. Paul's in late 2021, its success relied on the willingness of many to lead and guide this massive effort. Campaigns of this magnitude take place mostly in the background at first, and thus the work of everyone listed below was done in "quiet" until we officially and publicly launched the Music Center campaign on April 7th, 2024, the second Sunday of Easter. It concluded in September for all intents and purposes, and has been a resounding success. As of this writing, here is where things stand:

Reported as of 01/23/2025:

Reported to Date: **\$2,558,538 = 102.3%** From All Gifts

Minimum Anticipated (verbal): \$24,000 = 0.96% From All Prospects Solicited from Pending

TOTAL (Projected): \$2,582,538 = 103.3% of Campaign Goal

Balance Required: (\$82,538) = From Priority Prospects to be Solicited

Total Campaign Leadership giving to date: \$275,980 = 11.0%

The numbers above come from 202 generous donors and a successful matching gift grant with the Parker Foundation for \$25,000 which you all responded to resoundingly well with an additional \$25,000! A special thank you to Maureen McNulty for her hard work and guidance in grant making. It cannot be overstated how few religious groups get grants of this sort from non-religious granting organizations such as the Parker Foundation; this was an incredible offer on their part.

I want to thank the core leadership of the campaign, which comprised the Campaign Steering Committee: Dean Penny Bridges, Tonya Chavis, Rockette Ewell (cochair), Kimberly Fernandez, Martin Green, Janet and Paul Hagen, Sue Kelly, Justin Lewis, Maureen McNulty, Russell Okihara (cochair), Donna Perdue, and our consultants, Katie Khasim-San, Jeanne Schmelzer, and their leader Cody Grigsby, as well as campaign assistant Roberta Price.

I also want to thank the Leadership Giving Committee: Russ Okihara (cochair), Kimberly Fernandez (cochair), Betsey Monsell, Sue Kelly, and Allen Mutchler. They helped the chapter not only get on board but also to invest their own leadership and capital in this campaign. As you will see in the numbers below, chapter gave over 10% of the initial goal to kickstart our efforts.

And of course, going back to 2022, the Campaign Feasibility Study Committee: Tonya Chavis, Konnie Dadmun, Darien DeLorenzo, Rockette Ewell (chair), Pat

Kreder, Justin Lewis, Maureen McNulty, Russell Okihara, Don Pellioni, and the Rev. Thomas Wilson (chaplain).

Two of the names you saw the most above in this campaign's leadership are Rockette Ewell and Russ Okihara. Their passionate work, forward facing leadership, personal outreach, and willingness to take appropriate risks proved to be the key to this entire process. Their work was so momentous to our success that Dean Penny, our consultants from NGA, and I put Russ and Rocky up for fundraising volunteers of the year awards with the North County Philanthropy, which they deservedly won in November. I apologize that I neither was able to celebrate that achievement with them nor to inform the congregation until now. They more than earned this recognition among their peers here in San Diego, and St. Paul's can thank them for helping us all to see and realize the dream of a Music Center here at the Cathedral.

Finally, I want to thank Dean Penny for entrusting this task to me, encouraging, challenging, and supporting me throughout the process of making this all happen. I am deeply excited to see the fruits of our community's life and labor come to fruition this year as construction begins in earnest. There were certainly challenges, but the congregation's vision, as enacted as best we understand it, was always the purpose behind her actions and mine, and we are both immensely happy with our communal achievements.

For those unacquainted with the project, here is the overhead rendering of what will happen to the Great Hall basement area which will be renovated to the Music Center (bottom left corner is 5th Avenue, top right is the Dean's Courtyard):



Stewardship

Thank you for pledging to St. Paul's annual operating fund! As of my writing of this we sit at \$1,031,686 (232 pledges total to date, 9 of which had not pledged last year but have for 2025 totaling \$30,320) of the \$1.1 million goal. Just as last year, 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. We are still anticipating 26 renewals of pledges from 2024 for a projected \$33,740, which projects a total 2025 pledge of \$1,065,427 over 258 pledges. Still, as ever, it is imperative to our growth and survival that successful evangelism and incorporation bring in new disciples who may contribute to the collective good out of their own gratitude to God.

	\$	#
2025 Pledge Goal	1,100,000	
Renewed Pledges	1,001,367	223
New Pledges	30,320	9
Total Pledges Secured	1,031,687	232
Remainder to Goal	68,313	
Goal Completion (%)	94%	
Anticipated Renewals	33,740	26
Total Pledges Projected	1,065,427	258

Pledge income for 2025 has exceeded our 2024 pledging total (\$1,023,536.06 over 255 pledges) while overall giving is essentially flat over the past decade. Despite fewer pledges. Despite fewer pledges for 2025 (232), this shows the generosity of our people who have remained committed and more deeply so! I would point to factors such as our completion of the largest fundraising effort in St. Paul's history (Music Center campaign to the tune of \$2.5 million) and that most of our pledgers are on fixed incomes, trying to overcome both inflationary pressure of the past years along with great uncertainty as to economic policies of the new administration and potential effects. Simply put, more people are feeling tightness in their financial position but are nonetheless exceedingly beneficent to St. Paul's Cathedral.

I write this with special gratitude for those who have served on the Stewardship Committee this past year, Demetreus Gregg, Kimberly Fernandez, Sue Kelly, Justin Lewis, Wanda Porrata, and most especially our chair Jairus Kleinert, who has been so instrumental to this ministry's accomplishments this year and for four previous campaigns. Jairus will be stepping down as chair following the annual meeting. I am immensely grateful for all he has done to support the collective generosity of St. Paul's!

It is with equal gratitude that I announce Demetreus Gregg will be the new chair of the Stewardship Committee. Demetreus has been a development officer for the Baltimore Symphony and St. Bart's, Poway. He comes with many gifts, a fresh take on what St. Paul's can accomplish, and a good understanding of what we have already accomplished during Jairus' time as chair. We so look forward to your leadership in this capacity, Demetreus.

Additional good news, Jairus will be active in the Legacy Society's leadership. With Demetreus and Jairus helping to lead the way, we are in very good shape to adapt to and overcome the challenges of the coming years as demographics and other social changes emerge within our congregation. I couldn't ask for better lay leadership, and I hope you all join me in thanking Jairus for his service, and in supporting Demetreus as his successor.

And finally, we are enormously thankful 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 of Christ far beyond any single lifetime. If you have any questions about Legacy Society, please talk to me Jairus, or Pat Kreder. All one needs to do to join is make St. Paul's a beneficiary of one's estate planning and let us know. We wouldn't be in the favorable position we are without so many of our forebears in faith bestowing great gifts to our common life.

Young Adult Ministry

Many conversations at St. Paul's of late have been about the necessity to bring in younger adults and generations, particularly Millennials and Gen-Z. Being a Millennial myself, I don't believe there is some quick fix or magic formula that will do this overnight. Instead, it is the slow and steady work of relationship and trust building which are the path forward for us to grow our community, not merely sustain it. This past year, I couldn't be as consistent as I would have liked with our young adult group, between the Music Center campaign and life events for my family.

Still, the committed core is there, and ready to expand! The usual ways we met were on Wednesday nights at 7pm, either for Bible Study in the main office, or out at various watering holes across the city. I want to thank Angel Ibarra, Sterling Winchester, and Lorenzo Nericcio for filling in the gaps when I couldn't be present. I also want to thank Jairus Kleinert for inviting the group to a holiday party at his and Chris's place in December where we socialized and took in some data for the strategic plan as it relates to young adults.

Much will be made of the strategic plan, and that's well and good. However, if there is something everyone here can do to contribute to the long-term success of our collective mission and vision, it is authentically and intentionally building

relationships with folks in the generations mentioned above. Get to know someone, build a rapport, and invite them to any of our church events you feel may be even remotely of interest to them. If there is a younger adult in your life, please either put them in touch with someone you know in the congregation who is approximately their age. It's unlikely they would suddenly be every Sunday attendees, or become immediate leaders, but we must start somewhere. Jesus isn't waiting for us, so we may as well get to it.

Respectfully submitted,

*The Rev. Cn. Richard Hogue, Jr.
Canon for Congregational Life*

PS: On a personal note, 2024 ended with some of the worst events in my life. My mother (Marlene Hogue) was diagnosed with stage 3 ovarian cancer in the late summer, and in September it became clear it was worse than initially thought. My father died suddenly at the end of October, which made me more grateful that we visited my parents in late September. Mom had significant surgery the week of Thanksgiving and is still healing from it. This year has kicked off no better, as the Eaton Canyon fire has touched so many of our loved ones, perhaps much like many of you. Please continue to pray for Marlene Hogue and for the Kalmus family (our god kids who lost their home to the fires). I am trying to be gentle with myself in grief for my father and worry for my mother. I appreciate all the grace that has been shown to me in this extremely difficult season of my life by Dean Penny, my colleagues on staff, and the entire congregation.

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 2024, we held seven meetings. The total attendance was 254. The total intake of money paid by the attendees was \$4037.

Respectfully submitted,

Kimberly Hall Fernandez

CATHEDRAL COMMUNICATIONS REPORT

Marketing Campaigns

When St. Paul's holds a major event, enters a major holiday season or initiates a fundraiser it is my responsibility to communicate the "who", "what", "where", "how", "why" and "when". The process usually involves the following steps:

- Collecting the details
- Branding / Designing
- Choosing the appropriate outlets, such as:
 - o Website
 - o Calendar
 - o Email
 - o Social Media
 - o Paid Advertising
 - o Physical Collateral
- Implementation

The above steps can vary in involvement and often our major events will likely use all of the above outlets. In this way, our major communications are marketing campaigns. Each year we have anywhere from 35-40 of these types of communications, not including regular weekly worship, weekly music offerings, prayer services, or outside group events held at St. Paul's.

Design Work

Over the course of the year, St. Paul's and its ministries require the designing of collateral to effectively communicate their message, event, campaign, etc. This requires that I put on my graphic designer hat, and weave together text and visuals for several different outlets, while maintaining a consistent brand. This may include graphics for the website, email or social media, each with different constraints and size requirements. I primarily design content for the above mentioned 35-40 communications.

In addition to the digital design work, print still has its place in our communications efforts. This year I put together approximately:

- 5 Banners
- 4 Direct Mailers
- 4 Door Hangers
- 4 Print ads
- 1 Brochure (Stewardship Campaign)
- 10 Printed Flyers

The above doesn't include the routinely updated service schedules posted in the marquees, directional signage around the Cathedral Campus or one-off informational signage.

Facebook

Facebook continues to be our most active and used social media platform. We regularly post photos and time-sensitive updates to our page. Additionally, I post a link to our weekly "Enews".

For our more prominent events, I will create a Facebook Event and budget an advertising campaign. In 2024 we had 9 ad campaigns, compared to last year's 7 campaigns. You can view the combined results from these 9 campaigns below. If you would like a further breakdown by campaign, feel free to contact me directly.

Total Year's Budget :	Total Year's Spend :	Total Year's Impressions:	Total Year's Reach :	Total Year's Clicks :	Average Click Through Rate:	Average Cost Per Click:	Total Results :	Average Cost Per Result:
\$900	\$844	97,978	46,488	7,457	7.26%	\$0.15	1,042	\$1.29

*The "Total Results" in the above chart combines event attendance and landing page views as not all campaigns had the same intended result.

Enews

Each week I send out the "Enews" email to our 1,600+ recipients, which has details about the upcoming Sunday services, announcements and upcoming event details. This task involves the creation of graphic design elements (such as email header, or images which accompany announcements), curating announcement text and ensuring seamless customer journey via hyperlinks (usually to our website, Facebook event, or email address). The below metrics are for the entire year of 2024 and include other emails sent out such as death notices, stewardship campaign emails and any special updates from the Cathedral (but do not include emails sent from specific Ministries):

Total Emails Sent in 2024:	Total Number of Recipients:	Total Number of Emails Opened:	Average Open Rate:
75	123,167	56,910	51.51%

Virtual Engagement

I keep track of our weekly virtual engagement. This includes Morning/Evening Prayer attendance as well as YouTube views of our weekly worship services. YouTube views are usually collected no more than 24 hours after an event. I've included 2023's monthly and weekly averages for comparison.

Service:	Yearly Totals	2024 Monthly Avg	2024 Weekly Avg	2023 Monthly Average	2023 Weekly Average
10:30 am Views	5,948	495.67	114.384	442.167	102.038
5 pm Views	5,067	422.25	97.442	215.333	49.6923
Organ Recital Views	8,572	714.333	164.846	411.917	95.058
MP Attendees	2,183	181.917	41.981	169	39
EP Attendees	722	60.167	13.885	67	15.462

Additional Responsibilities

In addition to the above, my regular responsibilities include the following:

- Regular correspondence with ministry leaders for communication details.
- Uploading sermons to our website.
- Making edits to our website, which include the updating of content (text/images) on existing pages, creation of new pages and keeping content up to date.
- Updating the Cathedral's calendar (eSpace), ensuring event descriptions are current and consistent across all platforms, they have relevant images and hyperlinks work.
- Archiving all our live streamed services from YouTube to Vimeo. A weekly task which involves downloading from YouTube, uploading to Vimeo and coping over service descriptions.

Respectfully submitted,

Wayne Riehm, Communications Coordinator

EVANGELISM/INCORPORATION, MEDIA & PUBLIC RELATIONS REPORT

The Evangelism Ministry goals and mission are to spread the Good News of Christ in thought, word and deed outside our 4 walls. We take the church to the streets and engage our community leaders and community organizations in activities that highlight the love of Christ for all people. We have accomplished those goals this past year by actively being involved with our community through prayer walks, a door-to-door hanger program, holding movie nights, and community dinners, involvement in all the Pride activities in our neighborhood, press releases and creating media relations, Ashes To Go, Light Up The Cathedral, and a fairly aggressive social media campaign advertising out programs and ministries and events.

This year we implemented 6 door hanger walks reaching 3000 residences. We sent 3 direct mail pieces to over 5000 residences each total 15,000 mailers inviting our neighbors to various programs and promoting our Christian progressive theology and inclusive, safe services and events. We touched over 800 people in the Ashes to Go program and received and prayed for several hundred prayer requests of those we met on the street on Ash Wednesday. We attended and sponsored a table at the Harvey Milk Diversity Breakfast. We worked with close to 200 Interfaith Leaders during Pride week and participated in the Pride Parade of 200,000 and hosted the Light Up The Cathedral Interfaith Celebration of Pride which over 550 people attended from our neighboring communities.

We received major TV Media coverage of Blessing of The Animals, Ashes To Go, Palm Sunday Parade, Light Up The Cathedral on 4-6 stations at each event which reaches several hundred thousand viewers. Our FB social media page has received over 1000 new views for the last 6 months. We also sponsored a Candidates' Night with a local community organization which reached 150 people in person and was covered in 2 news outlets. We have been on the front page above the fold of the Union Tribune twice this year. UT circulation is 200,000+ plus the online coverage. We have sent out 10 different Press releases and Media Advisories. We also had ads in our local community newspapers for various events.

We have had over 100 Newcomers in our Pathways program since January 2024. All have been tracked through the 6 steps of Pathways which include contacting the newcomer 4 different times and in some cases meeting with the

individuals. 30 have become members, others are involved in ministries or attend regularly. We have hosted 3 Newcomers' Brunches with a total of 62 total attending. 15 went to the Inquirers' Class. We have held monthly Evangelism Committee meetings, and we have 15 active Committee members. We have reached all our goals for 2024.

Respectfully submitted,

Susan Jester

AUDIO VIDEO MINISTRY REPORT

"If it weren't for electricity, we'd all be watching television by candlelight."

-George Gobel

AV Upgrade

The Cathedral Black Magic video system is working flawlessly. The three new camera options added to the original six positions have added an even more professional dimension to our already professional broadcasts. The new Allen & Heath SQ6 mixing board and audio system, has recently been completely re-tuned, calibrated and balanced thanks to a renewed Service Maintenance Contract with the original installer, Sound Image. The recent complete review and maintenance on the audio system has greatly enhanced audio quality in the Nave, the Chancel, the Queen's Courtyard and Broadcasts.

The Team has also expanded its 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.

I should also mention that the Audio Assist system in the nave is working quite well for those who need additional enhanced audio in the services.

Streaming

We continue Broadcast and Archive streaming on the YouTube platform from the Cathedral Channel. This platform is extremely reliable and stable.

People

Our team of video operators includes Jim Wright, Marshall Moore, Bob Knight, Paul Young, Mike Thornburgh, Bram Davis and Mark Sanzi.. Our Nave audio iPad operators are Craig Monsell, Bob Knight, Jim Wright, Marshall Moore, Tom Merrick and Lorenzo Nerrichio. Also available for audio backup are Rev. Cn. Brooks Mason and Rev. Cn. Richard Hogue, Jr.. 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.

Guild Room

The Guild Room AV system works mostly as planned. However, better masking and shading of the windows is needed to maximize the benefits of

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. These conditions are extant from the previous year.

Respectfully submitted,

Mike Thornburgh

A note from Dean Penny:

“I hear from all parts of the Episcopal Church that our streaming is among the best available. I am very proud of Mike and our A/V team!”

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 several ministry leaders who 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 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, and 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 2024:

- St Mark's – \$700 for Back-to-School Backpack Bash
- Episcopal Community Services -\$100 pumpkin patch for Head Start families.
- Episcopal Community Services-\$700 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.
- RefugeeNet - \$500 – helps kids who need after-school tutoring/most students are ESL
- 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. They 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. Their 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.

Respectfully submitted by,

Jennifer "Jen" Jow & Diane Lopez Hughes

Outreach Co-Chairs

[THE PEACE AND JUSTICE OUTREACH MINISTRY REPORT](#)

The Peace and Justice Ministry seeks to assist parishioners and others in carrying out our Christian commitment to serve Christ in all persons and to strive for justice and peace among all people. A fuller description of the Ministry's mission is given on our parish website, at <https://stpaulcathedral.org/peace-and-justice/>. We meet on the third Wednesday of certain months.

In 2024, the Ministry engaged in the following activities:

The Listening Hub

Our chaplain, Rev. Canon Richard Lief guided this group, which he founded two years ago to promote conversations across differences. For each meeting a theme is presented, for example: "Recall a time you received a life-changing kindness." Participants are asked to respond from the heart to the four questions from The Episcopal Church program *E Pluribus Unum*: What do you love? Where do you feel loss? Where do you hurt? What do you dream? Participants experience being present with others at a deep level, opening them to receive the grace and love of God. Meetings are held on the second and fourth Thursdays of the month at 4:30 PM.

Forum: "Separation of Church and State, Part 1"

Member Jerry Coughlan, a trial lawyer with experience in litigating constitutional issues, described the Supreme Court's shifting interpretation of the Establishment Clause of the First Amendment, and the rise of Christian Nationalism. (A recording of the forum is posted on St. Paul's YouTube channel.)

Forum: "Recalling the Magna Carta to Life for America"

Member Bill Hammond presented a statement of principles he drafted, modeled on the "Reclaiming Jesus Declaration" promulgated by the Presiding Bishop and other religious leaders in 2018. His statement expands on the Declaration to reach a larger audience, not exclusively Christian, to include moral social principles based on the U.S. Constitution and the United Nation's Universal Declaration of Human Rights.

Postcard Campaign

Members, parishioners and their families, friends, and neighbors wrote by hand and mailed over 900 nonpartisan “get out the vote” postcards to registered, but infrequent voters in rural areas, urging them to vote in the November 2024 general election.

Forum: “Vote Your Values”

Mae Chao, primary author of the diocesan nonpartisan positive voter participation initiative, led a discussion based on the Presiding Bishop’s injunction: “Cast your vote, not on a partisan basis, not based on your biases, but vote your values. Vote the values of human dignity and equality.”

Town Hall on Ballot Propositions

Ms. Lori Thiel of the League of Women Voters, on the invitation of parishioner Jen Jow, explained state and local measures on the ballot, and discussed the politics and strategies underlying the measures.

Advocacy: “Wear Orange Sunday”

Nearly 100% of the attendees of the Sunday Eucharists wore orange ribbons to raise awareness of gun violence and call attention to the need for common-sense gun laws.

Resettlement of Refugees

Parishioner Joan Reese has been assisting RefugeeNet, an affiliate of the diocese, in resettling families who have been displaced from their homes due to conflict exacerbated by climate change. They have been admitted by the U.S. State Department but have been awaiting resettlement in camps, sometimes for years, until they can be resettled with the help of an organization such as RefugeeNet that will help them become self-reliant and contributing citizens.

Plans for 2025 include the following:

Forum Classes on Civil Discourse

Canon Lief and Jerry Coughlan will assist Dean Penny and Canon Richard Hogue in leading a series of five classes in a curriculum developed by the

Episcopal Church Office of Government Relations called “Make Me an Instrument of Peace.”

The Listening Hub

Canon Lief will continue to lead the program, incorporating the principles learned in the forum classes on civil discourse.

Part 2 of the Forum on Church and State will be presented by Jerry Coughlan.

Resettlement of Refugees

Joan Reese will continue to foster and coordinate donations and other assistance by our parishioners to RefugeeNet in resettling refugees.

Respectfully submitted,

Paul Teyssier, Chair

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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; fair trade and social justice; sustainable consumption; and political advocacy.

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

- Collaborated with other Episcopalian faith communities to organize both Lenten and Season of Creation book studies
- Held several Creation Care Forums and contributed to Creation Care Sunday and Season of Creation liturgies and events
- Held our annual planning retreat
- Helped to organize local/global climate action events and actions
- Continued to collaborate with Sacred Ground in Action in exploring a thoughtful way forward in relationship with our Kumeyaay neighbors
- Collaborated with Family Ministry (Earth Day film and activities) and Outreach (Shelter Decorating) to support community events

We were not able to find a successor to our convenor. After communicating with Dean Penny, she raised the issue with Chapter. Chapter member Paul Teyssier, Peace and Justice chair, kindly agreed to be a conduit for communication until a new convenor is identified.

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

EDSD and our sister churches, we also collaborate with the Interfaith Coalition for Earth Justice, San Diego 350, and Interfaith Power and Light. At this critical time we will increase our work with like-minded organizations to advocate for climate justice.

We have \$307.64 in our Cathedral account.

Respectfully submitted,

Diane Lopez Hughes

SHOWERS OF BLESSINGS REPORT

2024 was another great year for our ministry. Our decision to move inside the Great Hall year-round has pleased everyone, volunteers and guests alike. Being all together in a warm room makes all our work easier and faster and has encouraged more conversation and relationships, a real sense of community.

Here are our numbers for the year 2024:

Total Number of guests served 552 (between 40 and 60 per event)

Total volunteer Hours worked 889 for the year

FUMC volunteers hour for the year 163+ (cooking shopping serving)

Hot Breakfasts served 50-70 per event- hot plates +24 To go bags

Clothes 40-50 guests served

Showers average 14-18

Haircuts average 8-11.

Partnerships:

FUMC: Breakfasts

Assistees: hats, gloves, backpacks and hoodies given out 3 times a year

And this year our parishioner Bree Powell brought some of her Navy eye doctors and opticians to test guests for eyeglasses along with a lot of glasses for them to choose from, a much needed service.

Respectfully submitted,

Claudia Dixon

FAIR-TRADE AND EPISCOPAL RELIEF & DEVELOPMENT

The Fair-Trade ministry continues as a bi-monthly sales event offering fair trade coffee, chocolate bars, tea, cocoa, cashews, olive oil, and dates. Sales occur after the morning worship services on the 1st and 3rd Sundays of the month unless there are scheduling conflicts. Proceeds from the sales benefit small scale farmers around the globe, and the dates and oils come from Palestine which is critical to aiding that area's economy.

This year we decided not to hold the Alternative Gifts EXPO which had existed in some form or another for nearly 20 years. The EXPO had provided an outlet for Fair Trade vendors and non-profits to offer gift items that are an alternative to the normal economy's model.

Equal Exchange, from whom we get our fair-trade products, has a partnership with Episcopal Relief & Development (ERD) whereas a small percentage of our sales go to ERD. ERD is an important player in disaster work and health, education, and community development around the world. We hope to hold a designated ERD Sunday in 2025.

Respectfully submitted,

Carolyn Lief

FORMATION REPORTS

ADULT FORMATION REPORT

Adult Formation at St. Paul's took on a variety of forms in 2024, each of which provided opportunities for us to deepen our faith and continue to grow and learn.

Committee Members: Konnie Dadmun, Calvin Johnson, Barbara Parry, Sue Kelly, Jasmin Kaeser, Lorenzo Nericcio, Sterling Winchester

Sunday Forums: In 2024, the St. Paul's Adult Formation Committee hosted 37 Sunday Forums. Of those, 17 Forums included a guest speaker from outside of the congregation, extending our reach and welcoming ideas from newcomers of the community. The Committee also welcomed back several past presenters who led us on Biblical excavations, the history of St. Paul's Cathedral, and an interfaith conversation about Hinduism and Christianity. Other highlights included several presentations by local authors on their new books, as well as timely conversations about the Diocesan Anti-Gun Violence Working Group, Reparative Justice, and Dismantling the Doctrine of Discovery. Our average attendance each week was 26, meaning that over the course of the past year we welcomed over 900 attendees to our Sunday Forums.

For Lent in 2024, our Sunday Forums explored Peter Bolland's book "The Seven Stone Path" in a five-part series.

We were also honored to co-sponsor several Sunday morning Forums with our partners in the Simpler Living and Peace & Justice Ministries as part of seasonal offerings around Creation Care and national current events.

Seasonal Formation Classes: Broader Adult Formation included seasonal classes such as the "What is a Christian?" class for newcomers, and book studies focused on reconciliation with indigenous people and gaining a greater understanding of Jesus as "the Son of Man" in particular time and place.

Future Committee Membership and Leadership: In 2025, Calvin Johnson and Donna Perdue have assumed the responsibilities of the Chair for the Formation Committee. Having served on the Formation Committee for the past several years, Barbara Parry has announced she is stepping down, and the Committee thanks her for her service to Adult Formation.

Respectfully submitted,

Sterling Winchester, Committee Chair

YOUTH & FAMILY MINISTRY REPORT

The Youth and Family Ministry continues to be in a state of fluctuation and growth. We have 33 families on our weekly email list. We see anywhere from 3-12 children in the Prayground on any given Sunday. Demographically speaking, the majority of our children are under the age of 6. We have a handful of children that are 8-12 years old and just two teenagers who are active in the church.

Prayground and Formation

We use the Illustrated Ministry miniRevolutions curriculum. Each week the curriculum focuses on one of the readings from the lectionary. For children in the Prayground, the toys available relate to the theme of the reading and there is usually a craft or coloring page. For example: For Matthew 2 at Epiphany where the Magi are following the star, we had a wooden tray full of stars and gold and silver pom poms and the children used a set of wooden tweezers to carefully remove the stars and place them on a wooden dish, until they found the one larger, brighter star – the Magi's star. So, while there is some free play that happens in the Prayground, we do have a structured curriculum that we run. For older children who are not in the Prayground, I send a weekly email to parents with the curriculum from miniRevolutions along with an animated video of the reading of the week.

We are working with our teens, who participated in our “Advent in Narnia” reflection series, to get two service projects up and running. They asked that their formation be more hands-on in helping the community around us. One project will be to deliver soup and fresh baked rolls to our unhoused neighbors in the park across from the Cathedral. The other project will be a #cookievangelism project where we will deliver cookies with a note of thanks to the hourly workers in the community around the Cathedral (think baristas, restaurant workers, convenience store workers, landscapers, and our own sextons). We want to show our appreciation for the jobs they do to help our community run.

Special Events

We had a very successful “Mad Science” themed Trunk or Treat in October! We served over 225 children. We offered science experiments, face painting, two food trucks, photo booth, pumpkin decorating, and 15 trunks. We added bubble machines this year that were a big hit with the younger children and had a Greeter's Table set up at the entrance/exit. We were able to get some more

community involvement by having the Hillcrest branch of the San Diego Public Library come host a trunk. We'd love to see this community participation grow for next year. We will use the same theme next year since it was so popular and will add a small area with tables and chairs for those eating from the food trucks. This year we launched the Community Dinner Party Project. This is a monthly dinner held in the Guild Room for people who are looking for the kind of community that church offers but who do not feel comfortable with organized religion. It's also been an opportunity for those in our community who are looking to combat loneliness by gathering in community outside of regular service. CDPP is an opportunity to reach out to the "spiritual but not religious," the "spiritual refugees", and the "nones". We usually have between 15 and 25 people attending. Most months we have a theme, and we always serve high quality, delicious food. All are welcome!

Looking Forward

We would like to be able to offer a formation opportunity for the 9–12-year-old children beyond what we email to parents weekly.

We would like to collaborate with St. Luke's across the park in terms of a youth/teen group.

Respectfully submitted,
Kate Gould

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,

Lucinda Parsons, Prayer Group Facilitator

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

ADMINISTRATION REPORTS

DIRECTOR OF ADMINISTRATIVE OPERATIONS

As St. Paul's Cathedral's Director of Administrative Operations, I am responsible for the following departments, teams, and duties: Accounting, Human Resources, Security, IT, Buildings & Grounds, Hospitality, the Archives, Events Ministry & Revenues, and the LLC's liaison between it and the Cathedral as well as it's representative on the board for the 6th & Olive Tower Association. I sit on the committees for Buildings & Grounds, Finance, Columbaria, Landscape, Arts & Culture, and lead my volunteer floral arrangers called the "Petal Pals". I work closely with our partner organizations, such as Voices of Our City Choir, vendors, facility event clients, and the various contractors for the Cathedral. I assist with wedding coordination as needed and am known to produce a fine charcuterie spread or two along the way.

Here are highlights of the many areas of work my teams and I have accomplished in 2024:

Events Ministry & Rental Revenues:

Some history: The original project started with the Revenue Research Task Force in 2020 in anticipation of the opening of the new campus, the transformation of the Cathedral's nave with the removal of the pews, and the shifting and opening of spaces in the 1928 Great Hall building. Since then, we've had a "soft opening" in 2022-2023 to ease into the new spaces, learn their "ways" and increase our supporting assets which have helped increase our revenues through some "a la carte" options from buying out the 35-40 transient/non-monthly parking spots in the tower parking garage to linen use.

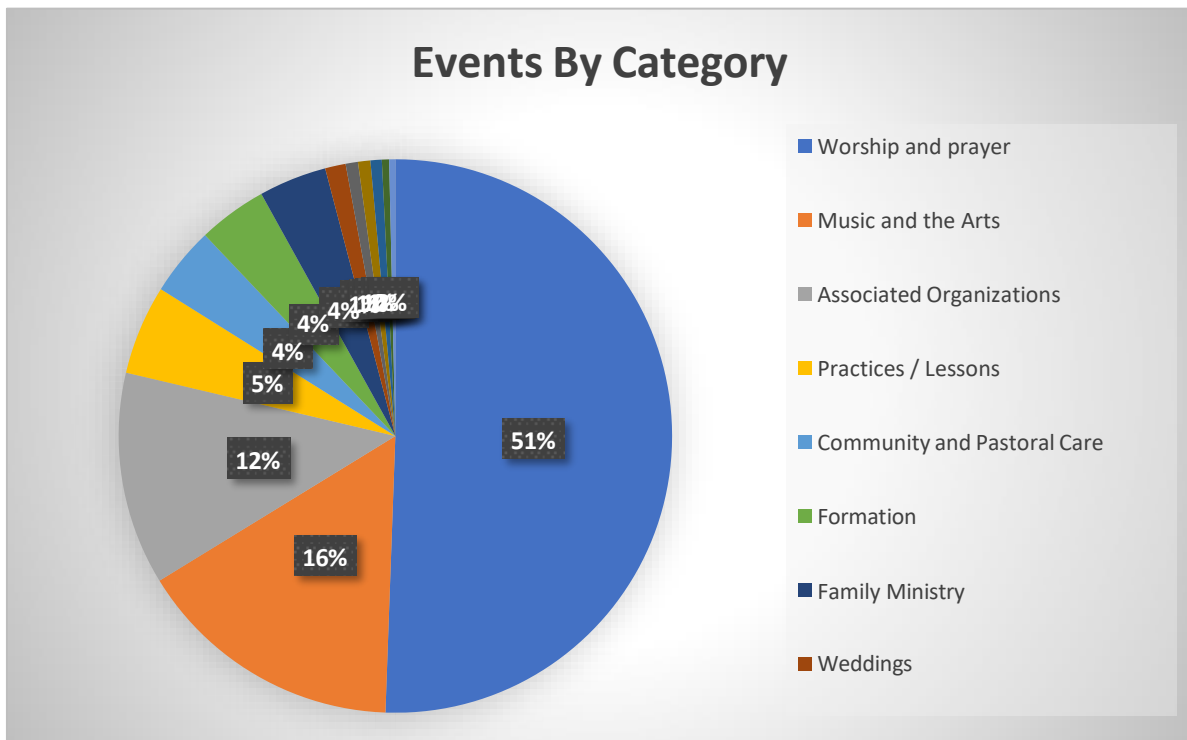
2023-24 we fine-tuned our efforts in completing our website development of the online presence of our rental spaces with 360-degree images, examples of various room use and set ups, maps of the rooms. We continued to attempt to develop a good Event Intake form to replace the paper versions we had relied on in the past. We had been working on developing a document that could handle the intake information and sort it out to the various "owners" for different departments and elements of the events. It had been an elusive component to the whole process.

For 2024 we adjusted rental rates between +3%-5%, and have not had push back from our clients about the rate change, so we think we got the change right . Through the backstage efforts of the accounting/admin team we've

developed an effective and efficient paperwork system of letters of agreement, insurance documentation, billing and collections, and other best practices that have contributed to the successful addition to the operating budget this year. This month's financial reports indicate the revenue from rentals will be close to or exceed \$100,000 for the operating budget. The 2024 budgeted goal for the Facility Use income was \$87,000 realizing a very healthy 15% increase over the goal.

This feels like a tangible and quantifiable success for our efforts, and we could not have succeeded without the support of my teams --Jen Jow leading as our Facilities and Hospitality Manager, Wes Dayhoff in Accounting and Admin Support, Judy MacDonald in Reception and Admin Support, and the Facilities Team Members aka "boots on the ground" Stacey Harper and Derric McKinnie and their excellent work. We've focused on and have produced high quality, high customer service, mission forward, event and hospitality system that will continue to support the Cathedral and it's operating budget for years to come.

The chart below shows a breakdown of the types of events that we've hosted at the Cathedral in 2024. The largest use of our campus spaces is our worship, as it should be. The variety of ways that we have the campus "in play" through the non-worship rentals and use is varied.



The table below shows the growth of our space use over the past year:

Events	2023 Totals	2024 Totals	% +/-
Single Occurrence Outside Events	76	94	+24%
Single Occurrence Inside Events	71	201	+183%
Recurring Outside Events	301	344	+14%
Recurring Inside Events	92	216	135%
Total Event use (non-service)	549	847	+55.74%

Less quantifiable, but just as worthy a value, is the evangelism to the wider communities we serve at St. Paul’s Cathedral: for the Episcopal, the regional neighborhoods, the LGBTQ+, and the city overall. With the rentals, we are now hosting people not just from our Banker’s Hill and Hillcrest communities, but folks coming to our campus from around the country and the world with conferences, retreats and concerts. Rough reviews of the number of people on our campus being here for reasons beyond religious services, during 2024 it comes in at over 50,000 visits to our campus by people attending concerts, meetings, weddings, funerals, and everything in between. Our reach can truly spread beyond our imagination.

The 2025 Budget shows the Facilities Rentals with a new goal of 33% higher than last year at \$115,000. I believe we’re on target for another robust year. I’m not certain that a large amount of growth will be possible as there are limits to how many rentals the campus and teams can physically support. That said, I believe having a healthy goal and working toward a “stretch goal” is a great way to develop sales and a drive for improvement.

Additional highlights from the year:

Accounting:

Not always the most exciting place to report on, this year has been different. Adding Wes to our team and increasing his hours this year has been the best decision we've made in a long time! Wes has been a key player in completing the hard work of setting up systems for the rental revenues to be properly billed and collected upon. His system is helping us capture the funds we've negotiated and follow up anyone with open balances.

Partnership agreements have been a new thing we've added. Having an agreement in place for our "frequent flyers" in the rentals department will lock in pricing and a standing letter of agreement for our regular/VIP clients. It allows our partners lower than list pricing since they'll be doing multiple rentals a year. It locks their pricing in for 2 years and memorializes any standardization of rentals we can. This cuts down on the number of "touches" a client needs for a booking. It streamlines the paperwork, so we don't have to write a letter of agreement for every event and helps our partner organizations which are 98% non-profits like us, plan and budget for their expenses. Wes and I have worked together to develop agreements for several organizations to use various spaces such as:

- [Voices of Our City Choir](#) (office, rehearsal, kitchen use for choir meals, recording and performance venue space)
- [Episcopal Diocese of San Diego](#) (just to formalize use and get insurance on file. We don't charge EDSD for room use, only expenses incurred for their events such as ordering food, linen cleaning fees, etc.)
- [Episcopal Community Services](#) (meetings and events)
- [St. Paul's Senior Services](#) (meetings and events)
- [San Diego Rescue Mission](#) (meetings and events)
- [Regional Task Force on Homelessness](#) (meetings and events)
- [Economic Development Council of San Diego](#) (meetings and events)
- [ACLU](#) (meetings and events)
- [Miller Music Academy](#) (children's music training)
- [Zen Soul Balance](#) (sound baths on campus)
- [La Jolla Symphony & Choir](#) (concert, rehearsal spaces)
- [SDSU's Choral program](#) (concert, rehearsal, reception spaces)

The Event Intake Form has been completed and launched. It lives on our website in the "Space Rentals" section that is easy to fill out, and easy to get your event request into the right hands for review, vetting of the dates, and generates messages to all the pertinent individuals who are affected by the

request (i.e.: music department if it's a concert, facilities department for most things, communications department if that's relevant, etc.) This form has been years in the making and Wes found something that works well for our needs, built out the system and we've launched it and are relying on it at this point. Please use it the next time you want to book a meeting room or event here at the St. Paul's campus.

Accounts receivable and collections have been improved. We've leveled up our letters of agreement, our communications with clients regarding pricing and other expectations. We've been consistent in the collections process, so we have very little uncollectable outstanding balances. Wes is consistent in following up and staying on top of the booking details. I still work on the sales and logistics side, but less of the paperwork gets stuck in the inbox on my desk, and we're able to process requests much more quickly and accurately now.

We've updated our Accounting Procedures and our Employee Handbook manuals. There were minor adjustments to both manuals, but the necessary changes were made to be in compliance with current HR law and accounting best practices.

Human Resources:

In addition to the manual updates, we have begun to roll out a new automated timekeeping program to all employees. Staff will be able to punch in and out of their smart phones, improving the recordkeeping and accuracy of payment for the time worked. This technology will bring us into best practices and alleviate some liability and risk we take on not having a system like this in place. Our vendor, Paychex, has been helpful in our training and rolling out the program for staff. We have about half the paid employees trained and beginning to use the system. The other half are being trained next month, and we are expected to "go live" officially at the end of February.

In September I was able to create and produce an All-Staff Retreat. We were able to get everyone together (not an easy feat) and spend half a day at the Dharma Bum Temple in Hillcrest. We had a day full of meditation, self-care, vegetarian food, and team building. It was the first time in my nine year tenure that we had a retreat like this, and we are looking forward to having one a year.

The self-care aspect of the retreat has been rolled out into the general office culture for SPC. It's a vague term that gets overused, but to us in management,

it means that we're working intentionally to encourage and support our staff on their journey for good health (both physical and mental).

Ways that the Executive Staff members have been working with their teams to do things like encouraging the use of the Employee Assistance Program (EAP) benefits. Encouraging and enabling staff to take the time off they are entitled to and have earned as a benefit is also something we work consciously and consistently on. Institutionally we work on covering the workload amongst the team, cross-training for various duties, allowing staff to go on vacation or stay home sick without worrying about what happens if they aren't at work. Several of us over the past year were away for chunks of time for vacation, personal, or health reasons, including myself. Being able to rely on my teammates when I was unable to be in was stress relieving and I was able to be away so I could be fresh when I returned.

After spending the past year easing into the concept, I feel that 2025 will be a year to "thrive" and grow the self-care journey further. The ongoing effort to alleviate some of the day-to-day stress we face needs to be a part of our work environment.

Security

Though we've tried several times now to get the Department of Homeland Security Non-profit Security Grant to harden resources at houses of worship, we were passed over again this year and did not win the grant funds we requested. You may recall we were able to secure the grant in 2016 for \$75,000 and were able install 16 cameras around and in the nave as well as some additional entry hardware and a few key fob doors. Unfortunately, I have not been able to recreate 2016 success in the applications we turned in for 2019, 2023, and 2024.

Having received the grant once before in 2016 has worked against our scores and it appears we will not be able to achieve the DHS grant anytime soon. Self-funding this project looks likely, and we'll need to make a commitment to this important safety need we have on campus.

The good news is, the grant preparation work was not in vain. The work involved in writing the grant helped us to create a plan for a comprehensive security system that would improve and update the current security on campus. The price tag is \$150,000. This would add 20 new cameras inside and around the perimeter of campus and upgrade the 16 original cameras we installed in 2018

which have become obsolete, as has the motherboard that runs them. They still work, but they are aging out of usefulness. Fob key entry around campus, like what we have in the tower building, is also on the agenda. Adding Butterfly access points that can remotely open is an important add to what currently exists.

We'll need to work together as we balance the sustainable budget, to ensure we get security upgrades funded and the systems implemented.

Buildings and Grounds:

On January 22, 2024, we had massive flooding on campus in several different locations and to varying degrees. There was a deluge of rain that day, but there were several issues that we have fixed that contributed to the flooding. Drainage in the Queen's Courtyard has been fixed as well as the copper gutters being repaired. New sump pumps have been installed near the Great Hall basement offices, and the women's vesting room. Installing a drain in the breezeway has not been completed, but all other mitigation and remediation efforts have been taken care of.

We've worked closely with the Simpler Living committee to evaluate our trash and it's disposal. We reviewed, but rejected, composting on campus and have received an exemption for any city policies regarding composting requirements. We've reviewed the use of reusable items for our events, instead of disposable goods. Jen Jow and I have been able to work out a system and if there are events with attendance under 60, we use reuseable plates, silverware, glassware, etc. If there are 60+ we use either a hybrid of disposables and reusables or can use all disposables. For the last several years we've sourced our paper plates, cups and utensils as compostable goods only to be as responsible as we can with our care of the environment. There are dishwashing opportunities after events, and we're always looking for volunteer help to wash and put away the reusables. Simpler Living folks have stepped up and helped us wash dishes so we could use the reusables.

We've done repairs around campus and are committed to not deferring maintenance but keeping to a regular maintenance schedule.

In 2024 we were able to commission and complete a Reserve Study with the help of Sonnenberg & Associates. This provided us with the needed information to best inform the Chapter and LLC what funding would be needed for

maintenance in the future. The LLC has developed a reserve fund, and the Cathedral has a Buildings & Grounds Special Fund that is funded in lieu of a reserve fund. The Cathedral's endowment serves as a reserve fund and the special fund can be restored as needed by direction of Chapter.

We have also commissioned Southern Cross Property Consultants to help us develop a formal maintenance schedule and review campus to help us prioritize the most immediate repairs and maintenance needed.

We have begun the construction phase of the 3rd floor bathroom installation in the Great Hall building (located between the Fireside Room and the Family Ministry room on the 3rd Floor). Once that is completed, we'll be able to transform the rest of the 3rd floor into the new offices for Voices of Our City Choir, move them out of the Great Hall basement, and then begin the work of the new Music Center. We're excited to be working with Domusstudios as our architects again on these projects. They're wonderful partners in the stewardship and development of our campus.

We expect the permits to come through in the early spring, so we'll be working quickly to get things in place to align with the timing of the permits and stay on track for completing the Music Center in a timely manner and on budget.

Hospitality:

Not to be confused with Event Rentals, my role in the Hospitality of the Cathedral has me producing events and working closely with Jen Jow on executing various visions and missions. My team hosts the following events/receptions: regular coffee hours, newcomer brunches, Zydeco Reception, Holy Week receptions for renewal of vows, Maundy Thursday soup supper, Easter Vigil reception, Easter Sunday "pumped up coffee hour", St. George's Day high tea reception, art openings, Light Up the Cathedral for Pride reception, Pride Parade post-parade picnic, the Legacy Society brunch, in person dinner meetings for Chapter or retreats. In addition, we supported the major gifts campaign with several receptions, and support Stewardships' efforts as well for the Ingathering post-service lunch and anything else anyone would like us to host. We love to party!

We've added many new assets to help us produce great events for our congregation and community, but also to have ready to rent out a la carte (such as theatrical uplights, tea lights, lazy-Susans, linens, bar toppers, silverware

that matches and has enough sets for events up to 150 folks, serving platters and bowls that are chip resistant, are all white so they all match each other, and lighter weight than ceramic equivalents. While we've invested some money in these assets, we're able to recoup the expenses with our rental efforts.

With roughly over 50,000 interactions a year of people coming onto campus related to non-religious service events and use of the facilities, radical hospitality must be our mission and vision. I work closely with my teams in hopes that a positive experience on campus or dealing with any of us on staff helps integrate people into the St. Paul's community. It's our ministry and I feel that our efforts are only improving and increasing our impact over time.

Professional Development:

This year's professional development goals were big, but I was able to achieve them all. I went to a conference in March for Episcopal Parish Network held in Houston. I also attended a conference for The Church Network in Lexington, KY.

I'm up to complete my Certificate for Church Administration through The Church Network this year, after starting the process in late 2020, and will attend the national conference being held in Oklahoma City in July.

In 2025 I'll be going to the Episcopal Parish Network's conference in Kansas City at the end of February. They will be having a discussion about churches finding new avenues of revenue through rentals of their spaces (hmmm, sounds familiar, right?!). I've been asked to speak at this session about our program at St. Paul's, and will be giving an 8–10-minute presentation.

I've been invited to attend the Church Pension Group's conference at Camp Allen outside of Houston at the end of March. In addition to the traditional conference things, we'll be doing self-care work and activities, so I'm excited to see what I might be able to bring back to the team from that experience as well.

Other things I did this year: Attended the Voices of Our City Pride in Partnership event and accepted the first award given by the choir to a recipient of their choice, and they chose St. Paul's (even over their golden buzzer hitter from America's Got Talent!). I attended ECS's gala, St. Paul's Senior Services Gala, St. Paul' Senior Services Prayer Breakfast, the Harvey Milk Diversity Breakfast.

I'll wrap this up with a note about my personal health. I had bariatric surgery 11/29/23 and spent 2024 recouping from the procedure and losing weight. To date I have lost 157 lbs. and am so much healthier for it. I've reduced my medications, no longer have sleep apnea, or a problematic left meniscus. I'm more active and just happy to be healthy again. The support I've received from my teammates and the St. Paul's community has been so caring during this journey, I just wanted to take this opportunity to thank everyone for their kindness and for their support.

Respectfully submitted,

Kathleen Sheehan Burgess

BUILDINGS & GROUNDS COMMITTEE REPORT

The Buildings and Grounds Committee (the “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, furnishings, and equipment. In addition, the Committee seeks to support the Cathedral staff charged with facilities planning and maintenance. The Committee has no independent contracting, procurement, or execution authority. The Committee meets on the third Monday of the month at 6 pm, on Zoom. The Disaster Preparedness, Landscaping, and Sustainable Sourcing Subcommittees include members from the Committee as well as other parishioners and work as autonomous subcommittees with the Committee on selected matters.

The Committee worked with Chapter and Cathedral Staff to complete the Reserve Study and review the condition of all buildings and improvements on campus. Examples of categories covered are roofing, exterior painting, flooring, and furniture. Chapter voted on allocation of funds and a schedule for addressing Reserve Study items. The Reserve Study process led to updating the Preservation and Maintenance Inventory which will be a guide for maintenance updates in the future. Cathedral staff developed a facilities management program and a Preventative Maintenance Calendar to keep track of work needed and performed using the spreadsheet from the Reserve Study.

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 directed to the Dean, staff, and Chapter. The Committee monitored continuing efforts to modify the sound system installed during the chancel upgrade. Other projects included: replacement of doors around campus; painting doors, woodwork, and steps; procuring a maintenance contract for the HVAC system; removing graffiti from transformer boxes; addressing plumbing issues; and replacing lights around the Cathedral in time for the Light up the Cathedral event in July. A vendor was selected to install a new outdoor lighting system before next summer. The Committee also considered upgrades to the security system and supported staff preparation of a grant application to add security features to the campus.

The Committee focused on mitigation of water damage from the rain and floods last winter, including addressing the source of water intrusion into the nursery, ramp area, offices, and guild room, and installing sandbags. The Committee considered addressing drainage issues by installing underground drainage in the Queens Courtyard and replacing copper gutters.

The Committee also worked with staff on the early stages of the Music Center project. This included clearing out the undercroft and considering donation sources for unneeded items and finding space for groups and items displaced by the construction, including our tenant Voices of the City. Staff is working with an architect to create a space for Voices on the third floor, including installation of a bathroom.

The Committee, in concert with the Sustainability Committee headed by Joan Reese, continues to examine improvement of Cathedral processes for sustainability to decrease the Cathedral's carbon footprint and introduce sustainable practices to the community. These include the process of using reusable dishes and utensils at Cathedral functions; events with fewer than 80 people use reusables but if there are more volunteers to wash the dishes it can be a larger crowd. The Committee examined options for marking disposal containers to demarcate waste and recycling bins to prevent fines for improper disposal by the Cathedral's waste management company and worked to implement composting at the Cathedral to the extent possible or required by law. This led to an examination of the performance and cost of the Cathedral's waste management contractor, Road Runner, which was replaced by a more affordable company EDCO.

The Committee worked with staff to find solutions for maintaining the landscaping in the Queen's courtyard and on the Sixth Avenue and Nutmeg parcels installed as part of Gabe Hulbert's Eagle Scout project. Work was done by Robert Mayberry, parishioners on the landscaping committee (headed by Kris Hatch) and a landscaping company, Land Logic, hired mid-year after a lengthy search. Landscape improvements included installation of sprinklers, debris removal, mulching, and replacement/reviving cypress trees in the Queen's Courtyard. The sign for the Eagle Scout project was damaged and then stolen and the Committee will look for a more permanent solution.

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

Respectfully submitted,

Susan S. Hulbert, Chair

NUTMEG & OLIVE, LLC REPORT

Nutmeg & Olive, LLC is a subsidiary corporation of St. Paul's Cathedral, formed by Chapter in 2004 to maximize the return on the Cathedral's land assets. N&O owns approximately 6% of the 525 Olive building, including the Cathedral's offices and underground parking, the Guild Room, and the commercial space on the first floor facing 5th Avenue.

The team remained the same at the beginning of the year with Dean Penny, Jim Greer, Mark Lester, Betsey Monsell and Ken Tranbarger as managers; Andrew Brooks (Legal), Tom Delaney (Project Manager), Kathleen Sheehan Burgess (Administration and 6th and Olive Association Representative) and Erin Sacco Pineda (Accounting and Audit) as contractors; Russ Okihara as Chapter representative; and Kendall Squires as Manager Emeritus.

A change took place when Andrew was appointed Chancellor for the Diocese. While still with the LLC in 2024 Andrew obtained Diocesan approval of our long-term lease with the Cathedral. He also was responsible for the resolution of our property tax calculations.

The rental of our space is still in process. The prospect we had last year at this time did not materialize and we now have a high-end Bodega reviewing a lease.

Kathleen helped us complete a reserve study that suggested around \$60,000 to be annually reserved for replacement and major repairs based on the expected lives of each of the major cost elements. We have set aside that number plus another year and one half to cover until the end of 2024.

In addition to the reserve study, Kathleen made certain that our expectations were fulfilled by the 6th and Olive Association. It is now running effectively.

The property tax issue took at least six months to resolve. It now is clear that we need to pay for the commercial space and associated parking. The incoming tenant will include the amount for that space in the triple net rent that they pay. We incur the amount for the space housing the Cathedral, and that is exempt.

Meanwhile our investments grew substantially, and the value of the investments has grown to \$6.7 million from \$6.2 million at the beginning of 2024. This performance is net of the \$300k we needed to withdraw for the Cathedral operating budget.

2024 was a challenging year for the rental property offset by gaining understanding and agreeing to the reserve and taxes and good market growth.

Respectfully submitted,

Ken Tranbarger

God is able to bless people abundantly, so that they will have everything they need and more to share with others.

2 Corinthians 9:8