



ST PAUL'S CATHEDRAL  
EPISCOPAL

*Love Christ • Serve Others • Welcome All*

# 2025 Annual Reports

**Presented Sunday January 25, 2026  
The Very Reverend Penny Bridges, Dean**

St. Paul's Cathedral

2728 Sixth Avenue

San Diego, CA 92103

[www.stpaulcathedral.org](http://www.stpaulcathedral.org)



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**ANNUAL  
MEETING  
2026  
DOCUMENTS**



**St. Paul's Episcopal Cathedral**  
**Annual Meeting Agenda**  
**January 25, 2026**

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

<b>Opening Prayer</b>	<i>The Rev. Canon Brooks Mason</i>
<b>Call to Order</b>	<i>The Very Rev. Penny Bridges, Dean</i>
<b>Quorum (50 qualified members required)</b>	<i>Michael Kilpatrick, Chapter Clerk</i>
<b>Appointment of Secretary</b>	<i>The Very Rev. Penny Bridges</i>
<b>Approval of 2026 Annual Meeting Agenda</b>	<i>The Very Rev. Penny Bridges</i>
<b>Approval of 2025 Annual Meeting Minutes</b>	<i>The Very Rev. Penny Bridges</i>
<b>Voting Procedures as adopted by Chapter</b>	<i>Mark VonderHaar, Chancellor</i>
<b>First Ballot for Chapter and Delegate Election</b>	<i>Mark VonderHaar, Chancellor</i>
<b>Update on Nutmeg &amp; Olive LLC</b>	<i>Ken Tranbarger, President, Nutmeg &amp; Olive, LLC</i>
<b>Second Ballot (if required)</b>	<i>Mark Vonderhaar, Chancellor</i>
<b>Financial Report</b>	<i>Betsey Monsell, Treasurer</i>
<b>Investments Report</b>	<i>Betsey Monsell, Treasurer</i>
<b>Stewardship Report</b>	<i>The Rev. Canon Richard Hogue</i>
<b>Music Center Progress</b>	<i>The Rev. Canon Richard Hogue</i>
<b>Chapter Election Results</b>	<i>The Very Rev. Penny Bridges</i>
<b>Honor Outgoing Chapter Members</b>	<i>The Very Rev. Penny Bridges</i>
<b>Dean's Remarks</b>	<i>The Very Rev. Penny Bridges</i>
<b>The Robinson Cross</b>	<i>The Very Rev. Penny Bridges</i>
<b>Hymn 535 Ye Servants of God</b>	<i>Seonjeong Park, Interim Choir Director</i>
<b>Adjournment</b>	<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 *Catolisch-Paderbornisches Gesang-buch*, 1765; harm. Sydney Hugo Nicholson (1875-1947).

**ST. PAUL'S EPISCOPAL CATHEDRAL**  
**SAN DIEGO, CALIFORNIA**  
**MINUTES OF ANNUAL MEETING**  
**JANUARY 26, 2025**

- A. **OPENING PRAYER** – The Rev. Canon Brooks Mason
- B. **CALL TO ORDER** – The Very Rev. Penny Bridges, Dean of the Cathedral  
Dean Penny called the meeting to order at 1221hrs. She announced that vandals had targeted the Cathedral with hate graffiti on doors and walls. A police report was made, and the areas affected are being remediated. Dean Penny read a letter from Bishop Susan to our Cathedral family that was both comforting and encouraging.
- Dean Penny then noted the return of the Chapter Clerk, The Rev. Michael Kilpatrick, to duty, which prompted a warm welcome home from the Cathedral family
- C. **CALL TO QUORUM** – The Rev. Michael Kilpatrick, Clerk and Secretary of the Chapter  
The clerk was informed there were 141 currently present at the meeting. To proceed with the annual meeting, a quorum must be established with at least 50 qualified electors being present. The Clerk proceeded to read Canon 5 of the Episcopal Diocese of San Diego Canons entitled Electors and Elections, 5.00, Qualified Electors.  
The clerk called for those who believed themselves qualified as electors pursuant to Canon 5 to make themselves known. The proctors reported that 118 attendees identified as qualified electors and a quorum was established.
- D. **APPOINTMENT OF THE SECRETARY** - The Very Rev. Penny Bridges  
Dean Penny asked for a motion to elect the Rev. Michael Kilpatrick as Clerk/Secretary of this meeting. Blair Shamel made the motion as stated, and Roxanne Perfect-Knight seconded. The vote was called and, without opposition, **APPROVED**
- E. **APPROVAL OF THE 2025 ANNUAL MEETING AGENDA** - The Very Rev. Penny Bridges  
Dean Penny asked for a motion to approve the 2025 Annual Meeting Agenda. Phyllis Lengyel offered the motion as stated, and Justin Lewis seconded. The vote was called and, without opposition, **APPROVED**
- F. **APPROVAL OF THE 2024 ANNUAL MEETING MINUTES** - The Very Rev. Penny Bridges

Dean Penny explained that the minutes were taken a year ago and were posted about a month ago. Additionally, they were reviewed by the Chapter. As such, Dean Penny called for a motion to approve the 2024 Annual Meeting Minutes as submitted. Mark Lester offered the motion, and Allen Mutchler seconded. No amendments or discussion were presented, the vote was called, and without opposition, **APPROVED**

G. **VOTING PROCEDURES AS ADOPTED BY THE CHAPTER** – Mark VonderHaar, Esq., Chancellor

Dean Penny introduced the new Chancellor, Mark VonderHaar, Esq.

The ballots were then handed out to the electorate.

The seven candidates for the Chapter were introduced and asked to stand and be recognized: Joanna Airhart, Frank Borik, Robbi Ewell, Demetreus Gregg, Robert Heylmun, Stacey Klamann, and Roland Tactay. Dean Penny explained that electors should vote for no more than five candidates. The election will fill four three-year terms and one two-year term.

Dean Penny explained that the current candidates (6) for the Lay delegates to the diocesan convention fit perfectly with the numbers needed, including the alternates. Delegate candidates were Lisa Churchill, Angel Ibarra, Allen Mutchler, and Blair Shamel; alternate candidates were Stacey Klamann and Diane Lopez Hughes, They were asked to stand and be recognized. She asked for an election by acclamation. **APPROVED**

H. **FIRST BALLOT FOR CHARTER ELECTION** – Mark VonderHaar, Esq., Chancellor  
Voting is underway.

**UPDATE ON NUTMEG AND OLIVE LLC** – Ken Tranbarger, President, Nutmeg and Olive, LLC.

- Ken acknowledged several people including administrator Kathleen Sheehan Burgess, as key to success.
- The spaces for lease are not yet leased, but we are in conversation with a potential lessee and hope to have these spaces leased soon.
- We are working on a property tax issue.
- Our investment portfolio increased from 6.2 million dollars to 6.7 million dollars in 2024.

I. **STRATEGIC PLAN OUTLINE** – Blair Shamel

Dean Penny introduced Blair to talk about the draft of SPC's Strategic Plan for our near term future at Saint Paul's Cathedral. Note: this draft has not yet been reviewed by Chapter.

Blair began by describing the Congregational Assessment Tool (CAT) survey conducted by Holy Cow Consulting. The intent was to hear as many voices in our community as possible. We had 182 responses. However, only seven (7) responses were from people under 35 years old. Blair opined that we must do much better at "intergenerational relations" in bringing younger folks into our family. There were nine goals proposed by the committee.

First, we need to get better at welcoming newcomers.

Second, what can we offer to a younger generation to bring them to SPC?

Third, working on offerings in worship and programs that are not only traditional but contemporary as well.

Fourth, expand our offerings of music and the arts, as revenue generators.

Fifth, concentrate and increase our service to the oppressed and marginalized, committing to social justice and environmental issues and causes.

Sixth, Focus on increasing our congregation through "radical welcome."

Seventh, Come up with new and innovative offerings of intergenerational fellowship and social gatherings, thus making our community more visible to our neighbors and the city as a whole.

Eighth, Offer year-round programs relating to formation.

Ninth, Be good stewards of finances and our campus.

J. **FINANCIAL REPORT** – *Betsey Monsell, Treasurer*

Betsey reported on the draft 2024 financial reports. These reports show what we owe and what we own. The good news is that the Cathedral has no debt.

In 2024, we had a small surplus. For 2025, we have adjusted the cost of living for staff at 2.5%. Additionally, we project that there will be increased costs relating to utilities, insurance, and contract work. Lastly, we have increased our Common Life Share to the diocese by \$18,000 and pledged \$20,000 per annum to the diocesan Courageous Love campaign. After careful consideration by the Chapter, we will draw an additional \$191,000.00 from the Cathedral Fund to balance the 2025 budget. Our projections regarding our budget and operating costs have been the most accurate in recent times, and as such, we are in excellent financial shape.

Betsey proceeded to report on Special Funds. Our Music Center campaign was incredibly successful, raising 2.5 million dollars for remodeling and construction that begins very soon.

K. **INVESTMENTS REPORT** - *Betsey Monsell, Treasurer*

Betsey reported that it was a good year regarding investments. She noted the generosity of giving. She reported that from 2015 to now, we have received several substantial gifts, increasing our invested funds from \$3,000,000.00 in 2015 to almost \$7,000,000.00 today. We have had a double digit return for the last two years. We received a gift from Jim Langston's estate of \$40,000.00, designated for the cathedral endowment; and Justin Lewis and Roland Tactay made a gift of \$100,000 to start a special music endowment in memory of Justin's father the Rev. Dr Harold Lewis.

Betsey commented on the extraordinary giving that supports the work of the cathedral. Betsey encourages us to consider leaving a gift through estate planning (wills and trusts) to the cathedral.

Blair Shamel asked about the role of "Friends of the Cathedral" and what the funds were used for. Betsey explained that the funds were generally used for music, such as subsidizing the salary for the sub-organist, or special music programs, such as Christmas and Easter. Paul Hagen asked about the difference between a true endowment and the quasi-endowment.

L. **STEWARDSHIP REPORT** – *The Rev. Canon Richard Hogue , Canon for Cathedral Life*

Richard first noted the extraordinary hearts of the cathedral family and their giving in this year's stewardship campaign, stating that as of today the congregation has committed to a little over \$1.03 million through 232 pledges, fewer pledges than in 2024 but with larger amounts.

He then asked that the stewardship committee members stand and be recognized. He singled out the stewardship chair, Jairus Kleinert for special praise. Jairus has been chair for the last five years but is stepping down today. Richard announced the new chair of the Stewardship committee, Demetreus Gregg.

M. **MUSIC CENTER CAMPAIGN** - *The Rev. Canon Richard Hogue*

Richard turned to the music center capital campaign which has raised \$2.5 million (202 pledges). The music center will add so much to the cathedral, the neighborhood, and the city of San Diego. Again, he

acknowledged the generosity and love of the donors. He noted that one anonymous donor just signed a commitment letter for \$250,000 this week.

Richard recognized the committee members for their dedication and hard work: Tonya Chavis, Rockette Ewell, Martin Green, Janet and Paul Hagen, Sue Kelly, Donna Perdue, Justin Lewis, Kimberly Fernandez, and Russell Okihara. Russ and Rockette were co-chairs of this campaign. Our consultants from Netzel Grigsby Associates were so impressed with their work that they nominated Rocky and Russ as Volunteers of the Year of the North County Philanthropy Society; they won the accolade.

Richard acknowledged the leadership of the Chapter, who led the way, giving 11% of their own gifts to the campaign's overall goals. Finally, Richard acknowledged the work of the Feasibility Study Team.

Some construction has begun, and the planned movement of Voices of the City into temporary third floor space is coming soon (a bathroom is to be installed first) then the major work of construction, the fruits of the Music Center Campaign, will begin.

N. **HONOR OUTGOING CHAPTER MEMBERS** - *The Very Rev. Penny Bridges*

Dean Penny recognized the outgoing Chapter members Tonya Chavis, Russell Okihara, Stacey Klamann, and Bob Reed, and also our wardens Kimberly Fernandez, Dean's Warden, and Sue Kelly, the People's Warden.

O. **THE DEAN'S REMARKS** - *The Very Rev. Penny Bridges*

Dean Penny recommended that we watch the video of Bishop Mariann Budde's homily at the recent presidential inaugural service and her call for unity, mercy, and compassion. Penny announced that our Lenten series this year will focus on "civil discourse." Later in the year, we will have periodic forums where we can practice what we will have learned during the Lenten series. She also asked if anyone would have a conservative friend who might be willing to participate in a panel discussion.

We need to strengthen our ties to one another as well. Over 200 of our parishioners joined at social events during January 2025. Dean Penny added that if anyone is interested in hosting an event in their home or at the cathedral, they should let her know right away. She reminded us that the congregation is aging, and we must attract younger people to the cathedral. How do we make ourselves more attractive to younger people while remaining faithful to our faith and tradition?

Dean Penny noted that during Christmas, she observed teens, who, when the Lord's Prayer was being recited, did not participate. She notes that we need "deep formation" of younger folks, and one example of this is

Kate Gould, with the kids at the services, where she has a book to teach them the Lord's Prayer. Penny reminded the attendees that they had identified ministry with families as a top priority in the survey, so she is asking for volunteers to step up and get involved in the ministry of formation.

She invited parishioners to consider sponsoring an event at SPC. She stated that the sponsoring does not have to be a classical event but something that lends itself to bringing people here to experience our cathedral family.

Dean Penny noted that plans are underway for St. Paul's to host the North American Dean's Conference in 2026. The last time we hosted this event was in 1994 when Jim Carroll was Dean.

Dean Penny recognized Sterling Winchester for his leadership of the adult formation ministry. She announced the retirement of Canon Konnie Dadmun as leader and trainer of the Alter Guild, and a well-deserved standing ovation followed.

- THE ANNOUNCEMENT OF THE ELECTION
  - Elected to three-year terms-
    - Robbi Ewell
    - Stacey Klamon
    - Demetreus Gregg
    - Roland Tactay
  - Elected to a two year term-  
Joanna Airhart

Penny also announced that Kimberly Fernandez has accepted her invitation to serve a second term as Dean's Warden.

P. **THE ROBINSON CROSS AWARDS** - *The Very Rev. Penny Bridges*  
Dean Penny explained that the Harold Robinson Cross was inaugurated in 1997 and awarded to those who had offered their time, talent, and treasure over an extended period of time. This year's recipients are Rockette Ewell and Russ Okihara.

Q. **THE SINGING OF HYMN 535, "ye servants of God"**

R. **ADJOURNMENT** – *The Rev. Canon Brooks Mason*

S. The Annual meeting ended at 1357hrs

# 2025 REPORTS



## ANNUAL REPORT OF THE DEAN

As I write this in mid-January, the news of my upcoming retirement is just breaking for the Cathedral community. I am already overwhelmed by your expressions of love and support. Please know that this was not an easy decision; however, I am convinced that this is the right time for St. Paul's to call new leadership, as the long construction period ends. Please refer to my retirement letter, elsewhere in this packet, for a summary of so much that we have done together over the last twelve years.

A hallmark of my tenure has been construction: construction of 13 bathrooms, one 20-story building, a flexible and accessible chancel and nave, and the soon-to-be-completed Music Center. The latter project was mostly constructed over the course of 2025, after the successful capital campaign, and we anticipate opening the Music Center in the next couple of months. We have also seen the implementation of the commercial space under the Cathedral's Administrative offices in 525 Olive building: this space will house two commercial entities which will yield rental income to Nutmeg & Olive LLC, a wholly owned subsidiary of the Cathedral.

In 2025 we took the elements of the Strategic Plan that was being developed over the previous year and condensed them to four priority goal areas. Although we have not developed detailed tasks for each goal area, they have already led to new initiatives and fed into considerations for the 2026 operating budget. The four goal areas are as follows:

1. Build disciples for today and future generations by enhancing formation and discipleship, developing worship, music, fellowship, and social, environmental, and racial justice activities
2. Build community and congregation life by ensuring the cathedral is a welcoming place for all; foster deeper member engagement; prepare and anticipate growth, expand leadership and participation.
3. Stewardship of Resources by reviewing and optimizing operations, educating and growing financial pledging, and investing in facilities and maintenance for long-term community usage ("Church as Place").
4. Be a Cathedral "in" and "for" the city by expanding interfaith and civic engagement, by effectively utilizing our campus as a community hub and continuing our partnerships (ecumenism), and leadership in city-wide matters.

I am very grateful to Blair Shamel, Demetreus Gregg, and the other members of the Strategic Planning Task Force for the work they have done over the last two years on this project.

A number of our ministries were particularly vibrant in 2025. The ministry of Evangelism and Incorporation, led by Susan Jester, ensured that our special events were well advertised to the community and that newcomers were welcomed and nurtured. New initiatives/experiments included the Community Dinner Party, the Young Adult Bible Study, the Sunset Meditation, and Yoga before Evensong.

Our Children, Youth and Family ministry went through a leadership change, as Kate Gould departed for new opportunities and Taylor Milam-Samuel came on board. Taylor has revitalized the Sunday School, with the result that we are seeing significant growth in our younger demographics, an essential piece of ensuring our future.

Our music ministry also went through significant change, with several longtime singers departing, the establishment of a Music Administrative Assistant position, and the re-establishment of the Organ Scholar position. We welcomed Angel Mannion to the administrative position, only to lose him after several months, and Seonjeong Park joined us as organ scholar. At the end of the year we said a loving goodbye to our longtime Canon for Music, Martin Green, and I appointed Seonjeong as Interim Choir Director, to allow for a comprehensive search for the next Canon for Music. At the time of writing this we are about to welcome our interim organist, Michael Lawrence. Staff singer Rich Dawes has expanded his role to include the Music Administrative Assistant duties. We are extremely fortunate to have had the assistance of Bruce Neswick, an internationally renowned choir director, organist, and composer, who has retired to San Diego and has helped us out on several occasions. Bruce continues to be a great supporter and wise counselor in this time of transition.

Our Adult Formation ministry has been somewhat low-key in recent years, and it seems that having a Sunday forum every week at 9 am, with a different topic each week, is no longer attractive to most parishioners. This is not at all due to a lack of leadership, as Donna Perdue and Calvin Johnson have been very effective coordinators and hosts of the forums. We will continue to offer a Forum in 2026, but on a different schedule.

One topic area that has attracted keen interest is that of addressing the polarization of our nation and community. The Lent course on Civil Discourse, published by The Episcopal Church, and the workshop *Depolarizing Within*, offered by Braver Angels, were both well received, and we are planning a full day Braver Angels workshop in Lent. I hope that in some small way St. Paul's can contribute to building a healthier civic environment through educational events like this.

Our Showers of Blessings ministry continues to flourish, serving our unsheltered neighbors and providing opportunities for parishioners and others to serve. I am grateful to Claudia Dixon and Sharon Semple for leading this ministry, and to our friends at First United Methodist Church and Assisteens for their regular participation.

Our other significant outreach ministry is our partnership with Voices of our City Choir, who now occupy the third floor of the Great Hall building for their offices and recording space. I am very grateful to Richard Hogue for bringing Voices to us, and to Steph Johnson and Lindsey Seegers who are wonderful, collaborative leaders of Voices. This partnership continues to bless us in multiple ways.

I want to thank retiring Chapter members Sue Kelly, Phyllis Lengyel, Paul Teysier, and Blair Shamel for their faithful service and leadership. Continuing to offer their time and talent on Chapter are Joanna Airhart, Kimberly Fernandez, Stacey Klamann, Allen Mutchler, Angel Ibarra, Rob Ewell, Demetreus Gregg and Roland Tactay from within the parish, and the Rev Canon Andrew Green and Neil Malmquist representing the diocese. Bishop's Warden Steve Turnbull stepped down after four years and Bishop Susan appointed Elaine Turnbull to succeed him. Betsey Monsell continues to serve as an exemplary Treasurer. The Rev. Michael Kilpatrick serves as Chapter Clerk and Mark VonderHaar as Cathedral Chancellor. We have a wealth of talent at St. Paul's and we are blessed.

As I've already mentioned, we experienced staff turnover in the Music and Formation ministries in 2025. We also had some staff changes in other ministry areas at the end of the year, notably saying goodbye to receptionist Judy MacDonald as she enters a well-earned retirement.

We are blessed to have a fantastic staff team at St. Paul's. Here is the list as of December 2025:

Director of Administration, Kathleen Sheehan Burgess  
Canon Liturgist, the Rev. Canon Brooks Mason

Canon for Congregation Life, the Rev. Canon Richard Hogue  
Canon for Music, Canon Martin Green\*  
Receptionist/Registrar, Judy MacDonald\*  
Temp Receptionist/Registrar and Rental Events Coordinator, Emmi Bissell  
Facilities & Hospitality Manager, Jennifer Jow  
Communications Coordinator, Wayne Riehm  
Family Minister, Taylor Milam-Samuel  
Director of Finance, Erin Sacco Pineda  
Accountant, Wes Dayhoff  
Evangelism and Incorporation, Susan Jester  
Audio-Visual Coordinator, Mark Sanzi  
Organ Scholar, Seonjeong Park  
Facilities Team Lead, Stacey Harper  
Facilities Team Member, Dominic Gilbert  
Facilities Team Member, Derric McKinnie\*  
Music Administrative Assistant & Staff Singer, Rich Dawes  
Staff Singer, Emily Barger  
Staff Singer, Julia Cordani  
Staff Singer, Antonia Fuenzalida  
Staff Singer, Allen Pace  
Staff Singer, John Peeling  
Staff Singer, Richard Stanford  
Staff Singer, Elena Vizuet  
Staff Singer, Libby Weber  
Staff Singer, John Yokoyama

*\*Names marked with an asterisk indicate individuals no longer on our staff in 2026.*

My position as Dean involves a certain amount of activity in events in the wider community. In 2025 these included the following:

- Blessing at Martin Luther King Jr All People's Celebration
- Reflection at interfaith World Peace Day
- Invocations at St. Paul's Senior Services Prayer Breakfast & Summerfest
- Participation in climate change vigil
- Reflection during the annual Walk with the Suffering on Good Friday
- Presiding at San Diegans for the Prevention of Gun Violence annual vigil
- Invocation for the California Assembly on the occasion of honoring LGBTQ heroes including Susan Jester

Throughout my tenure I have served as one of the five managers of Nutmeg and Olive LLC. We had some turnover in this area in 2025: Mark Lester stepped down after serving for 12 years; Jim Greer retired after some six years; Chapter appointed John Powell and Russ Okihara to succeed them. The current roster is myself, Betsey Monsell, John Powell, Russ Okihara, and of course Ken Tranbarger, still serving as President. Ken is the "last man standing" of the original managers, and I am deeply grateful to him for hanging in there and shepherding this seemingly interminable project to its successful conclusion. We also enjoy the expertise of Tom Delaney, our consultant from Springline Consulting, Cathedral & LLC Liaison Kathleen Sheehan Burgess, Chancellor Mark VonderHaar, Chapter Liaison Roland Tactay, and Kendall Squires as Manager Emeritus.

In 2025 we said goodbye to several beloved individuals as they were gathered home to God. These included Julia Gorman, The Rev. Canon Lee Teed, Michael Evans, Alan Sparks, Eileen Hackim, Harold Potter, Bill Eadie, and Bert Zwiers. Rest eternal grant unto them, O Lord, and let light perpetual shine upon them.

Our Director of Administration will report on the highly successful rentals ministry that she has developed: it is now a significant percentage of our operating budget, and it brings in hundreds of people who otherwise would never enter St. Paul's. We have developed a number of partnerships with local organizations including Voices of our City, La Jolla Symphony and Chorus, and various boards, arts organizations, and other non-profits. It is deeply satisfying to see St. Paul's living out its calling as Cathedral for the City in this way.

Many, many people give generously of their time, talent, and treasure to support the ministry of St. Paul's Cathedral. If I start to list them this report will be far too long. Just know that I give thanks to God every day for the privilege of serving this vibrant, loving, and faithful community for twelve wonderful years. This is an extraordinary church. We are blessed to be able to Love Christ, Serve Others, and Welcome All, and I look forward to cheering you all on (from an appropriate distance) in the future.

*Respectfully submitted by The Very Rev. Penny Bridges*



# ST PAUL'S CATHEDRAL EPISCOPAL

January 6, 2026

Dear St. Paul's family and friends,

January 6 marks the Feast of the Epiphany, commemorating the revealing of Christ to the peoples of the world. In some parts of the Christian church, January 6 is celebrated as Christmas Day. So it is an auspicious day for our faith, regardless of the variety of Christianity that we practice.

I have chosen Epiphany as the occasion for me to share some important news with you. In February I will complete twelve years joyfully serving as your Dean. It has been the most fun, the most fulfilling, the most holy and extraordinary time of my life, and I dearly love this congregation. Together we have moved St. Paul's forward, equipping our campus and our ministries in multiple ways to be relevant and useful for many years to come.

A few highlights:

- We installed colored lights around the cathedral, making it visible even from the air and allowing us to convey messages of mourning, hope, and solidarity.
- We inaugurated Light Up the Cathedral for Pride, sharing a message of unconditional love with thousands of our LGBTQ siblings.
- We developed a broadcasting ministry, streaming our services and musical events across the country and the world.
- We updated the church space, enlarging the chancel and making it accessible and flexible, and replacing the pews with chairs that can be moved at will to accommodate all kinds of events.
- We completed the long-term project of selling part of our city block and partnering with a developer, resulting in splendid new offices and community meeting spaces.
- We are about to complete the beautiful music center which will attract top-drawer musicians to apply for the position of Canon for Music.

Some of our less visible achievements have been equally impactful, as we constructed a strong financial system with best accounting practices, and instituted appropriate standards for human resources, audits, and Safe Church Safe Community training and compliance.

I am very proud of all that we have done together.

*Love Christ • Serve Others • Welcome All*





ST PAUL'S CATHEDRAL  
EPISCOPAL

In April I will turn 68, having spent 29 years of my life in ordained ministry. It is time for me to change the rhythm of my life. As many of you know, I now have two precious grandchildren; and I long to have the leisure to return to my first love of music, once again playing in a symphony orchestra and singing in a choir on a regular basis. Full-time ministry has been a wonderful adventure, and a challenging one. I am tired, and I sense a drop in my energy levels. You all deserve a Dean who is at the top of his or her game, who can give you the vibrant leadership you need to move forward as a spiritual cornerstone of San Diego.

After much thought and prayerful discernment I have decided to retire from active ministry, and from the position of Dean, on May 31 of this year. I hope that we can together celebrate the past twelve years and enjoy a "good goodbye".

You may wonder why I have chosen this timing, particularly in view of Martin's recent departure. I know that it's a lot to process. I had fixed on my retirement date well before Martin announced that he was leaving. May 31 is Trinity Sunday: it marks the end of the Easter cycle of the year and the beginning of the long "green season", which is a good time for interim clergy to arrive and settle in. It's also a logical time for a change of leadership, as St. Paul's completes a long period of campus improvements.

I had originally planned to share this news with you at the end of January, but I realized that, for those standing for election to Chapter, it would be unkind for them to be elected and only then discover that the landscape was about to shift radically. I wanted to give our Chapter candidates the opportunity to know what lies ahead.

I have absolute confidence that St. Paul's will continue to flourish after my departure: we have built a strong and cohesive team of staff and volunteers who are well equipped to carry the Cathedral forward through the interim period.

I am glad that we have interim musicians in place and that the music search committee has started its work under the leadership of Donna Perdue. I hope that before my last Sunday with you, we will have called the next Canon for Music.

There will be more to share later, both in terms of the transition process and in plans for celebrating our shared ministry. For now, I ask for your prayers, and I give the deepest of thanks to our loving God for the incredible privilege of serving as your Dean.

Your sister in Christ,

The Very Rev. Penny Bridges

*Love Christ • Serve Others • Welcome All*

## DEAN'S WARDEN ANNUAL REPORT 2025

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

Chapter, including retreat and Mutual Ministry- 13

Building and Grounds- 2

Finance -5

Endowment- 3

Stewardship- 2

Annual Meeting

Women Together (monthly meetings and planning)- 9

Sunday Worship- 23, Evensong-1, online-4, Out of town- 10, illness 2

Dean and Wardens- 9

Social- brunches, lunches and dinners- 5

Ashes to go

Strategic Planning-1

Evangelism- 5

Funerals- 3

St. George's Day

Light up the Cathedral for Pride

Document review and signing (multiple)

Personnel Committee- 2

Sanctuary Task Force- 4

Zoom with Paul T regarding Peace and Justice

Episcopal Church Immigration Updates Zoom- 6

Meaning, Purpose and Spirituality in Medicine Conference

Showers of Blessing

I also wrote a letter for the weekly bulletin.

It was a pleasure and an honor to serve.

*Respectfully submitted by Kimberly H Fernandez*

16 January 2026

## People's Warden Report, 2025

2025 was a busy year for your Wardens at St Paul's Cathedral, especially for me as a member of both our Cathedral Choir (10:30 and extra Easter and Christmastide services) and Schola (which concentrates on Evensong services). These commitments meant singing at over 97 services during the year with at least an additional 200 hours of rehearsal time, but the pleasure of singing among such fine musicians and the quality of our music library makes the effort well worth the 6-1/2 hours a week. When I visit family in other states I am able to join them in their choirs as well and this adds to the enjoyment of my vacations! Godspeed to Music Canon Martin Green, and welcome to interim director Seonjeong Park and interim organist Michael Lawrence who will be continuing our fine musical tradition at St Paul's.

My duties as People's Warden include attending various meetings throughout the year ranging from Chapter, Finance, Stewardship, Formation, and Evangelism and Incorporation with the Dean's Warden balancing out attending many remaining ministries so the two of us attempt to be aware of the activities and focus of the congregation. In this capacity I attended over 74 of our meetings and an additional online 16 meetings from the national church's Episcopal Migration Ministries weekly Tuesday updates on current issues surrounding emigration, immigration laws and policies. ICE activities and detentions, and reports from different dioceses on their activities and policies surrounding these issues and the people –including Border Patrol officers – who are effected by the changes presently being implemented. This was motivated by Dean Penny asking that a Sanctuary Task Force be formed and determine what the limits of St Paul's could do in the event of an individual request our help seeking asylum based on their immigration status.

This committee worked hard to develop both a policy for the Cathedral with designated procedures and also a detailed protocol to be followed by staff if either an individual or an government agent (presumably ICE) arrived on campus. We also printed and made available (with Chapter's approval) copies of the "red card" (detailing individual constitutional rights) for placement in the narthexes. The final Chapter approval of both the policy and protocol will hopefully be achieved this coming year as illness, accident, and time constraints have delayed this achievement.

I also took training through FAITH at Our Lady of Guadalupe Catholic Parish to become an Immigrant Court Observer but have yet to serve. We wrapped up the Strategic Planning Committee and instituted Personnel and Music Search Committees. On a brighter note, I was able to volunteer joining others in moving the Music Library, participating in Ashes to Go, helping Folder Fixers, and joined the Stewardship Committee mailing individual Pledge cards to each congregant. I polished up the pulpit before Easter asked by the Altar Guild, and I learned a lot from the 30 or so Adult Forums I attended at 9am on Sundays.

Not all of this was nose-to-the grindstone: I also enjoyed many of the monthly Community Dinners, Women Together meals and lectures, Newcomer's Brunches, a Morning & Evening Prayer Brunch, Chapter dinners, several Summer Socials, a Dean's Breakfast, attended St Paul's Senior Services Gala and ECS 's Moonlight Ball, the Pride Parade BBQ lunch, the 10<sup>th</sup> Anniversary of Showers of Blessings (with cake and balloons!), a Hymn Sing last January and numerous post-Evensong receptions with Friends of Cathedral Music. And who could forget the fine concerts held in the Great Hall and Cathedral? I was blessed to hear Musica Vitale, the Del Mar Quartet's Beethoven Concert, the vocal duo of Ingrid Stromberg and Daitong Li. the Good Friday Noon offerings, and the stupendous benefit performance of the Mahler 2nd Symphony with the San Diego Philharmonic under the direction of Diego Guerra which I attended by ushering and donating, as it was sold out.

In closing, I want to thank you all for your support of this wonderful place, so full of life, hope, and service. It has been a pleasure to work with Dean Penny and among you and get to know more of you dedicated and faithful people. May God continue to bless us all as we move into this year of change and uncertainty, relying always on his unfailing love for us all.

*Respectfully Submitted, Sue Kelly  
People's Warden*

# FINANCIAL REPORTS



**CONSOLIDATED BALANCE SHEET AS OF DECEMBER 31, 2025**  
**(WITH TOTALS FOR 2024)**

	Operating Fund	Special Funds	Major Gifts Campaign	Enduring Funds	Nutmeg & Olive LLC	2025 TOTAL	2024 (AUDIT) TOTAL
<b>ASSETS</b>							
Cash & Investments	\$ 243,541	\$ 294,776	\$ 402,935	\$ 7,686,686	\$ 7,525,471	<b>\$16,153,409</b>	<b>\$ 15,298,404</b>
Receivables & Prepays	41,792	64,000	710,634	-	-	<b>816,426</b>	<b>1,075,186</b>
Property & Equipment	4,518,377	-	-	-	9,363,700	<b>13,882,077</b>	<b>14,176,235</b>
Interfund Loan	(24,180)	25,500	(50,000)	48,680	-	-	-
<b>TOTAL ASSETS</b>	<b>\$ 4,779,530</b>	<b>\$ 384,276</b>	<b>\$ 1,063,569</b>	<b>\$ 7,735,366</b>	<b>\$ 16,889,171</b>	<b>\$30,851,912</b>	<b>\$ 30,549,825</b>
<b>LIABILITIES &amp; NET ASSETS</b>							
<b>LIABILITIES</b>							
Payables	\$ 44,866	\$ 3,270	\$ 113,617	\$ -	\$ 52,172	<b>\$ 213,925</b>	<b>\$ 113,194</b>
Payroll Liabilities	97,099	-	-	-	-	<b>97,099</b>	<b>97,625</b>
Lease Commitment	54,067	-	-	-	20,798	<b>74,865</b>	<b>54,067</b>
<b>TOTAL LIABILITIES</b>	<b>196,032</b>	<b>3,270</b>	<b>113,617</b>	<b>-</b>	<b>72,970</b>	<b>385,889</b>	<b>264,886</b>
<b>NET ASSETS</b>							
Unrestricted	69,649	-	-	-	-	<b>69,649</b>	<b>55,219</b>
Chapter Designated	4,464,310	208,154	199,736	5,065,046	16,816,201	<b>26,753,447</b>	<b>25,955,099</b>
Donor Restricted	49,539	172,852	750,216	1,411,591	-	<b>2,384,198</b>	<b>3,027,174</b>
Endowed	-	-	-	1,258,729	-	<b>1,258,729</b>	<b>1,247,447</b>
<b>TOTAL NET ASSETS</b>	<b>4,583,498</b>	<b>381,006</b>	<b>949,952</b>	<b>7,735,366</b>	<b>16,816,201</b>	<b>30,466,023</b>	<b>30,284,939</b>
<b>TOTAL LIAB &amp; NET ASSETS</b>	<b>\$ 4,779,530</b>	<b>\$ 384,276</b>	<b>\$ 1,063,569</b>	<b>\$ 7,735,366</b>	<b>\$ 16,889,171</b>	<b>\$30,851,912</b>	<b>\$ 30,549,825</b>

## 2025 OPERATING BUDGET VS. ACTUAL RESULTS

INCOME	2025 ACTUAL	2025 BUDGET	\$ VARIANCE	% VARIANCE
Pledge, Plate & Other Offerings	\$ 1,292,806	\$ 1,218,880	\$ 73,926	6%
Facility Use Income	99,030	115,500	(16,470)	-14%
Interest Income	41,278	45,000	(3,722)	-8%
Transfers from Enduring Gifts Funds & LLC	637,481	706,021	(68,540)	-10%
Transfers from Special Funds (for specific expenses)	53,481	49,198	4,283	9%
<b>TOTAL OPERATING INCOME</b>	<b>\$ 2,124,076</b>	<b>\$ 2,134,599</b>	<b>\$ (10,523)</b>	<b>-0.5%</b>

EXPENSES	2025 ACTUAL	2025 BUDGET	\$ VARIANCE	% VARIANCE
Clergy Compensation	\$ 481,809	\$ 478,216	\$ (3,593)	-1%
Lay Compensation	844,470	849,705	5,235	1%
Worship & Music	49,505	53,100	3,595	7%
Outreach & Mission	5,633	6,000	367	6%
Hospitality	27,175	24,620	(2,555)	-10%
Christian Formation	3,123	4,550	1,427	31%
Congregational Life	41,116	52,050	10,934	21%
Buildings & Grounds	234,411	240,905	6,494	3%
Administration	191,515	180,734	(10,781)	-6%
Denominational Obligations	245,319	244,719	(600)	0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 2,124,076</b>	<b>\$ 2,134,599</b>	<b>\$ 10,523</b>	<b>0.5%</b>
<b>NET OPERATING INCOME</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

## 2026 OPERATING BUDGET (COMPARED TO 2025 BUDGET)

<b>INCOME</b>	<b>2026 BUDGET</b>	<b>2025 BUDGET</b>	<b>\$ VARIANCE</b>	<b>% VARIANCE</b>
Pledge, Plate & Other Offerings	\$ 1,287,875	\$ 1,218,880	\$ 68,995	5.7%
Facility Use Income	125,075	115,500	9,575	8.3%
Interest Income	10,000	45,000	(35,000)	-77.8%
Transfers from Enduring Gifts Funds & LLC	723,895	706,021	17,874	2.5%
Transfers from Special Funds (for specific expenses)	88,701	49,198	39,503	80.3%
<b>TOTAL OPERATING INCOME</b>	<b>\$ 2,235,546</b>	<b>\$ 2,134,599</b>	<b>\$ 100,947</b>	<b>5%</b>

<b>EXPENSES</b>	<b>2026 BUDGET</b>	<b>2025 BUDGET</b>	<b>\$ VARIANCE</b>	<b>% VARIANCE</b>
Clergy Compensation	\$ 496,923	\$ 478,216	\$ 18,707	4%
Lay Compensation	919,802	849,705	70,097	8%
Worship & Music	51,866	53,100	(1,234)	-2%
Outreach & Mission	-	6,000	(6,000)	-100%
Hospitality & Fellowship	25,400	24,620	780	3%
Christian Formation	9,148	4,550	4,598	101%
Congregational Life	40,490	52,050	(11,560)	-22%
Buildings & Grounds	244,708	240,905	3,803	2%
Administration	184,160	180,734	3,426	2%
Denominational Obligations	263,049	244,719	18,330	7%
<b>TOTAL OPERATING EXPENSES</b>	<b>2,235,546</b>	<b>2,134,599</b>	<b>100,947</b>	<b>5%</b>
<b>NET OPERATING INCOME</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

## 2025 SPECIAL FUND ACTIVITY

FUND NAME	BALANCE JAN 1, 2025	INCOME	TRANSFER		EXPENSES	BALANCE DEC 31, 2025
			TRANSFER (TO)/FROM OPERATING	(TO)/FROM MGC & ENDURING		
Bequests	45,782	32,727	-	(43,982)	(1,800)	32,727
Memorials	24,031	4,960	(10,000)	-	-	18,991
Administrator's Round Table	1,000	-	-	-	-	1,000
Liturgy & Worship	1,419	-	-	-	(80)	1,339
Albs and Vestments	4,106	-	-	-	-	4,106
Altar Guild	6,588	350	-	-	(619)	6,319
Docent Ministries	190	-	(190)	-	-	-
Stew Dadmun Memorial Flower Fund	3,438	-	-	-	(142)	3,296
Verger Ministry	951	-	-	-	-	951
Latino Ministries	1,372	-	-	-	-	1,372
Friends of Cathedral Music	20,087	15,087	(8,162)	-	(1,627)	25,385
Music - Designated/Restricted	3,425	-	-	-	-	3,425
Sesquicentennial Music Fund	2,910	-	-	-	-	2,910
Organ Scholar(s)	4,481	-	-	-	-	4,481
Music Visitation	4,005	-	(1,200)	-	-	2,805
M.L.Gonzalez Music Admin Fund	-	54,000	(10,000)	-	-	44,000
PACEM Fund Distributions	2,740	15,046	(2,120)	(15,666)	-	-
Music Endowment Fund Distributions	-	15,092	(9,998)	-	-	5,094
Music Library	2,342	-	-	-	-	2,342
Clergy Pastoral Needs Fund	3,331	1,300	4,800	-	(7,985)	1,446
Stephen Ministries	1,390	1,150	-	-	(100)	2,440
Sabbatical Fund	744	-	-	-	-	744
Fulkerson Benevolent (Alms) Fund	3,120	500	-	-	-	3,620
Outreach - General	14,371	250	(27,283)	30,684	(719)	17,303
Outreach - Showers of Blessings	24,737	6,050	-	-	(5,683)	25,104
Friends of Military (FOMOS)	4,107	-	-	-	-	4,107
Fair Trade	709	2,957	-	-	(3,512)	154
Simpler Living	165	-	-	-	-	165
Evangelism (Cathedral for the City)	24,344	12,235	190	-	(27,169)	9,600
North Amer Dean's Conf (2026)	-	4,000	-	-	-	4,000
Performing and Visual Arts	10,573	400	-	-	(426)	10,547
Children & Family Ministries	581	380	-	-	-	961
Youth Ministry	1,555	-	-	-	-	1,555
Seminarian Support	4,252	393	-	-	-	4,645
Congregational Development	8,459	754	-	-	(946)	8,267
Adult Education	5,720	-	-	-	-	5,720
Women Together	2,502	4,294	-	-	(5,169)	1,627
Buildings and Grounds	53,549	51,193	38,290	-	(117,408)	25,624
Columbarium Sales/Maintenance	89,589	27,500	(16,500)	(4,000)	(3,755)	92,834
<b>TOTAL SPECIAL FUNDS</b>	<b>\$ 382,665</b>	<b>\$ 250,618</b>	<b>\$ (42,173)</b>	<b>\$ (32,964)</b>	<b>\$(177,140)</b>	<b>\$ 381,006</b>

## MAJOR GIFTS CAMPAIGN & MUSIC CENTER UPDATE

### Activity since Inception through December 31, 2025

<b>INCOME</b>	
Pledges and contributions to the campaign	\$ 2,222,450
Contributions designated by Chapter	40,000
Transfers from Special Funds	290,055
<b>TOTAL INCOME</b>	<b>2,552,505</b>

<b>EXPENSES</b>	
Campaign Consultants	224,185
Architectural & Design Services	186,260
Legal Fees	16,931
Construction & Permits	1,156,950
Other	18,228
<b>TOTAL EXPENSES</b>	<b>1,602,554</b>

<b>Balances at December 31, 2025</b>	
Spendable Cash (excludes \$50k loan)	\$ 239,318
Pledges Receivable	\$ 710,634

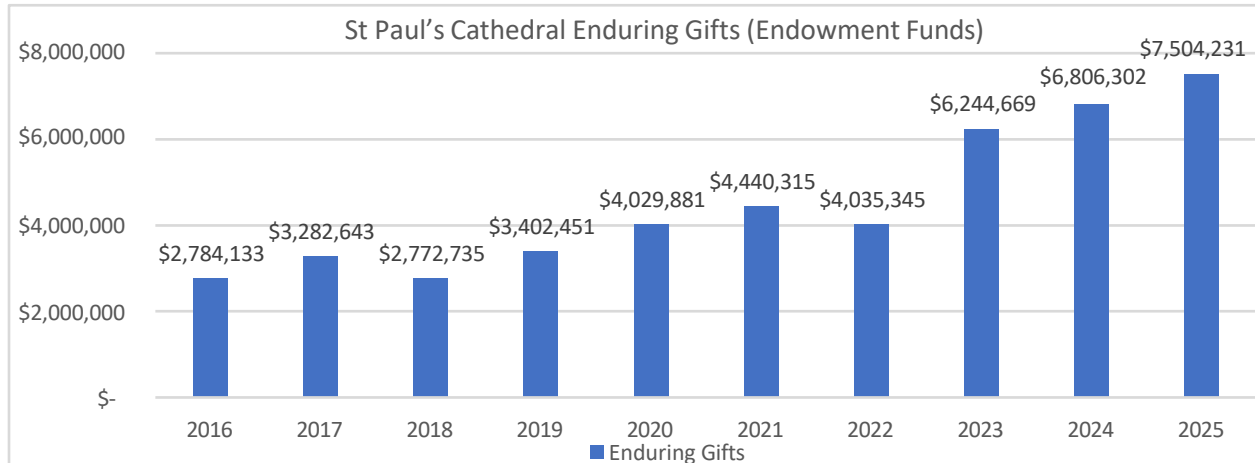
## ENDOWMENT REPORT YEAR ENDED 12/31/2025

Committee:

Ellen Hargus, Chairperson  
Dean Penny Bridges  
Kimberly Fernandez, Dean's Warden  
Sue Kelly, People's Warden  
Jim Cunning  
William Hay  
Jairus Kleinert  
Blair Shamel  
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 2025 ENDURING GIFTS (ENDOWMENT FUNDS) ACTIVITY:

<b>Beginning Balance 1/1/2025</b>	\$6,800,180	
<b>Contributions</b>	58,287	Bequests & gifts
<b>Income</b>	1,197,997	Increased market value of investments plus dividends and interest
<b>Annual Distribution</b>	-307,492	Annual 5% distribution to the Cathedral
<b>Extra Distribution</b>	-191,204	Extra distribution to balance 2025 Operating Budget
<b>Extra Distribution</b>	-25,500	Extra distribution needed to fund buildings & grounds
<b>Mgmt Fees</b>	-28,037	Fees to Episcopal Church Foundation & State Street Investment Management
<b>Ending Balance 12/31/2025</b>	<b>\$7,504,231</b>	

Note 1: Balance of endowment funds held by LA Diocese at 12/31/2025 was not available in time for this presentation; 11/30/2025 balance was used.

Note 2: Contributions to the Cathedral Fund during 2025 included bequests and gifts totaling:

- 1) \$9,782 contributed from the Estate of Jim Langston. It is permanently endowed.
- 2) \$34,200 contributed from the Estate of Anne Vafis
- 3) \$11,000 contributed from the sales of Columbarium niches
- 4) \$3,200 of gifts from several individuals to the Harold T Lewis Music Endowment Fund
- 5) \$105 misc.

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.



**LITURGY,  
WORSHIP,  
&  
PASTORAL  
CARE**

## CANON LITURGIST

The Canon for Liturgy is directly responsible for ensuring that our worship services are carried out with reverence, dignity, and in good order. Some of these responsibilities continue with online services which require the use of Zoom video communications, Jitsi 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, Mark Sanzi, Mike Thornburgh, Jonathan Widener, and cathedral staff colleagues 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 concurred 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.

I also serve the Bishop and the Diocese by assisting with the planning and preparation of diocesan liturgies such as Ordinations, Reaffirmation of Ordination Vows, clergy conference, annual Deacons' Retreat, and regular diaconal meetings.

I'm a member of the diocesan Clergy Enrichment Committee, the Association for Episcopal Deacons (AED), the Vergers Guild of the Episcopal Church (VGEC), and Regional Co-Chair and Officer of the Order of St John. In 2025, I attended the AED Triennial Conference in San Antonio, TX, the Episcopal Church Pension Group (CPG) CREDO 431 Conference for Stipendiary Deacons at Bellwether Farm, OH, the Order of St John Pilgrimage to Malta, the OStJ Leadership Workshop in Texas, and the OStJ Investiture weekend at Washington National Cathedral. I continue to participate in our diocesan deacon outreach projects for migrant workers in the greater San Diego area and the Faithful Accompaniment In Trust and Hope (FAITH) ministry in San Diego.

In 2025, the average Sunday attendance at our 8:00 service was 51, 181 for the 10:30, and 68 for 5:00 Evensong. There were twenty-one funerals and two weddings. The virtual viewers at streamed and recorded services are accessible on 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'm grateful for our many ministers who support and help to maintain the full worship life of our community and city and for supporting me in my ministry at the cathedral.

*Respectfully submitted by the Rev. Canon Brooks Mason*

## ALTAR GUILD REPORT 2025

Did you know the Altar Guild is one of the busiest Ministries at the Cathedral? Altar Guild (AG) is not just a Saturday or Sunday volunteering opportunity. AG is working on preparations for services in many ways throughout the week and in a variety of ways you may not have realized!

Altar Guild job is to prepare for the church services (cleaning, setting up of the vessels and the silver pieces used in service, putting vestments out for the clergy, flowers are watered and freshened if needed). On the day of regular services AG will set the wine and wafers and all other objects needed for the service out on the credence table on the chancel. Then afterwards, AG will clean up, take linen home to wash and iron what had been used that day. At the end of last service of day, all the silver and vessels are wrapped up in special containers and put away in their secured storage spaces.

Volunteers for AG take on different roles: someone orders supplies, someone keeps vestments and linens clean, some order flowers, and for large services, we such as Christmas, we prepare one or two days before the services. The same is true for Holy Week and Easter. There are many opportunities to work on special services which all have their own unique preparations. AG is one thing: NEVER BORING! The Altar Guild is a vital ministry to worship services. They support the clergy so they can just walk in and put their vestments and do the service.

Currently, there are several opportunities to volunteer for Altar Guild. We have lost several members of the teams for health reasons, so we are very hopeful we'll have some newly interested volunteers!

We continue to thank the Rev Canon Michael Kaehr for his laundering of the large pieces of the linen. We'd like to acknowledge Craig Monsell for his extra efforts in getting the very crowded and not so organized Plenum storage in the church basement organized. Marie Kondo would be proud!

The team leaders and those that have been doing special tasks for the ministry continue to do their work, and we are truly grateful for their time, talents, and service.

I continue to be transitioning from this ministry as leader. If you have any questions or interest in volunteering for AG, please email me at

[Konnie.dadmun@gmail.com](mailto:Konnie.dadmun@gmail.com)

*Respectfully submitted, Canon Konnie Dadmun*

## ACOLYTES & CHALICE BEARERS

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 (one or two have regular engagements each Sunday at the 8am Eucharist). 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 at 10:30 (crucifer plus two acolytes who assist at table setting and chalice). The 8am service remains a challenge to staff. We now have eleven regularly serving volunteers plus an occasional youth server; recruitment continues to be a big focus in the coming year. Just recently, one of our prior youth servers re-joined the corps as an adult!
- Training sessions and workshops are held as volunteers to provide them are able. Special one-on-one training sessions may be arranged as possible to allow more frequent options to those who express an interest in becoming an Acolyte or Chalice Bearer. Aspiring Acolytes are encouraged to “shadow” the other Acolytes, typically during a 10:30 Eucharist. We continue to foster young folks who have expressed a desire to begin or 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 family services, 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 engage in additional ministries that 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 plan on providing occasions to enhance the corps, recruit additional servers, and hold more social gatherings to provide opportunities for team building, camaraderie, and additional/special training.

*Respectfully submitted by Canon Lisa Churchill, Dean's Verger*

## 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 29 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. Twenty-five is the total average number of Ushers.

I look forward to 2026 to once again serve 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 by Canon Lucinda Parsons, Head Usher*

## VERGER REPORT

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

- There are eight commissioned, serving Vergers at Saint Paul's: Lisa Churchill, Cherie Dean, 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 ministered as a St. Paul's 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 staff not only scheduled rites and ceremonies, but also Evensong, weddings, funerals, occasional events (such as baptisms, ordinations, and special prayer services), and Altar Server training sessions. Vergers lead 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 in particular liturgical needs and procedures, such as the annual Diocesan Convention, ordinations, and funerals.
- In the coming year, we plan to conduct more training sessions for all Vergers and Servers, continue to formulate an online training course for Altar Servers, attend Altar Guild "Boot Camps", recruit new Vergers, and work with other parishes in the diocese as requested.

*Respectfully submitted by Canon Lisa Churchill, Dean's Verger*

## LECTOR MINISTRY

The Cathedral lectors, or readers, share the ministry of clearly and meaningfully proclaiming God's word through reading the lessons and leading the Prayers of the People at Sunday Eucharists, Evensongs, and special services. Typically, five lectors are needed each Sunday to cover our three regular services. In 2025, the Cathedral was fortunate to have a group of 37 dedicated and experienced readers engaged in this ministry.

260 reading assignments were made during 2025. Most lectors read between six and ten times during the year, but this varied, due to 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.

While several lectors were temporarily inactive during 2025, I note with sadness the death of our beloved Julia Gorman, and David Spencer's move to Ohio.

In September, we participated in the Cathedral's Ministry Fair. This was followed by the annual Lector Workshop on October 11<sup>th</sup>. At the workshop, lectors had an opportunity to review procedures, and practice reading for each other in the Cathedral. Two new lectors, who will make their debuts in 2026, were recruited through these events.

If you feel called to this ministry, or simply want to talk about possibly serving in it, please let me or a member of the clergy know of your interest.

*Respectfully submitted by Mark Lester, Lector Coordinator*

## THE DAILY OFFICE

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 2025, 8:00 Morning Prayer was offered Monday through Saturday and 5:00 Evening Prayer Monday through Friday on Zoom. In September, we moved from the cathedral Zoom account to the Jitsi open-source platform. This venue is easily accessible from the cathedral calendar page and will continue until further notice. We have welcomed many visitors and returning attendees.

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 2025: The Very Rev. Penny Bridges, Rev. Cn. Richard Hogue, Jr., Rev. Cn. Brooks Mason, Cn. Lucinda Parsons, Frank Borik, Tonya Chavis, Ellen Hargus, Diane Lopez-Hughes with substitutions from the attendees.

The average attendance recorded for virtual Morning Prayer is 7. The average attendance recorded for Evening Prayer is 3.

*Respectfully submitted by the Rev. Canon Brooks Mason*

## PASTORAL CARE

Our ten-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. 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; Lay Eucharistic Visitors\* and Lay Cathedral Visitors (EVs and CVs); Card Ministry of volunteers Stacey Klamann, Mary Rathbun, Joyce Vogel 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; our new Home Alone (formerly Caring Connections) ministry which focuses on those who live alone is in the formation process; 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.

\*Lay Eucharistic Visitors in-person visits - there were 101 visits to 239 people logged in 2025. We have 6 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.

*Respectfully submitted by the Rev. Canon Brooks Mason*

## STEPHEN MINISTRY

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.

Our quarterly Continuing Education sessions continue and with the help of donors, some funds are available for future education and gatherings. Our quarterly CE program remains both in-person and virtual. Topics included caring assertiveness, anger from women's perspective, and a Lenten quiet day. We also enjoyed fellowship at our Christmas potluck.

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

We currently have 11 caregivers including 2 leaders: Roxanne Perfect-Knight, and Terry Kelly. The clergy leaders are the Very Rev. Penny Bridges, and the Rev. Cn. Brooks Mason.

*Respectfully submitted by the Rev. Canon Brooks Mason*

## COLUMBARIA

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. 64 niches and 57 plaques remain available for purchase 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 Administrator; Betsey Monsell, the Cathedral Treasurer; and a selected member of the Chapter and the congregation. The Committee meets on an as-needed basis. The Columbarium Administrator and Cathedral Bookkeeper oversee the reconciliations of columbaria purchases, payments, and the Agreement and Rules forms for both columbaria.

When in session, meetings review the status of niche and plaque sales, maintenance, and financial account activities and investments presented by the Cathedral Treasurer. The Committee maintains appropriate communications with the Dean, Chapter, and outreach/advertising associates.

*Respectfully submitted by the Rev. Canon Brooks Mason*

# CONGREGATIONAL LIFE REPORTS

## CONGREGATIONAL LIFE

### **Executive Summary**

Throughout 2025, Congregational Life experienced renewed strength across all ministries. AV and livestreaming operations stabilized through major repairs and new volunteer recruitment and the hiring of Mark Sanzi as the AV Tech Assistant. Family ministry flourished under new leadership, newcomer engagement deepened through the Pathways program, and Stewardship advanced through a successful campaign. Formation offerings expanded and we tried new things, Pride and Evangelism efforts strengthened the Cathedral's public witness, and the Music Center construction began.

For context, my regular activities were and are:

- Morning Prayer leaders on Thursdays (previously participated Mon – Thurs until May)
- 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/Taylor Milam-Samuel (Children, Youth, and Family Minister)
- Proofread regular communications
- 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
- Assigned to diocesan strategic planning taskforce by Bishop Susan in December '25

### **A/V & Livestreaming**

The year began with technical challenges, including failing chancel lighting and staffing gaps. Across spring, Gene Killian and contractors worked to secure replacement fixtures, with successful installation completed September 24. A new real-time communication system between vergers and the AV booth launched in September, greatly improving worship coordination. AV operations expanded through volunteer recruitment, particularly with the addition of Mark Sanzi as AV Technician and later volunteers such as Charles Calabria and Ty Cayatineto, who produced high-quality short-form videos. The AV team covered numerous Holy Week, Pride, Evensong, and seasonal services, ensuring high-quality livestreaming throughout the year.

### **Children, Youth, and Families**

Family Ministry saw transformative growth. Early in the year, SPY Club and Sunday School restarted, followed by Family Minister Kate Gould's departure in May. Volunteer leadership sustained the ministry through summer until the hiring of Taylor Milam-Samuel in August. Under her leadership, Sunday School relaunched September 21 with 12 children and grew to 16 in November. Family programming expanded to include Advent grab-bags, film-based discussions, and a Christmas Eve Family service with enthusiastic child participation. The ECS family gift drive matched four families, collecting nearly \$1,000 in donations and fostering parish-wide generosity.

## **Evangelism, PR, and Incorporation**

Evangelism efforts were steady with Pathways communications reaching 54–94 newcomers through personalized emails, brunches, and follow-ups. The year included two Newcomer Brunches, and ongoing greeter-table coordination improved Sunday hospitality. Susan Jester coordinated major media presence around Ashes to Go, Blessing of the Animals, and a gun-violence vigil covered by UT and multiple networks. Pride season brought extensive logistical coordination for Light Up the Cathedral, parade participation, and interfaith partnerships. Neighborhood engagement continued through thousands of targeted mailers for Holy Week, Fall events, and Advent.

## **Formation and Spiritual Offerings**

Formation offerings included two major book studies—Elaine Pagels' 'Miracles and Wonder' and Norma Wong's 'When No Thing Works'—as well as the successful 'What is a Christian?' film series, which drew 8–10 weekly participants. Film Spirit is the continuing ministry started from this with the help and facilitation of David Stump in 2026. Monthly sunset meditation continued with Dharma Bum Temple leadership. Plans for 2026 include expanded Lenten Reflections and a new 'What is an Episcopalian?' series. Administrative support ensured smooth coordination of calendars, registrations, and communications. Additionally, the Community Dinner Party Project, originally led by Kate Gould but now me in conjunction with Demetreus Gregg and Maura Schmitz, welcomed an average of 25 and a maximum of 35 participants.

## **Fundraising**

Friends of Cathedral Music (FoCM) revitalized its presence through receptions, ministry fair participation, and donor engagement. The Music Center's remaining structural issues, including an irrigation leak requiring major remediation, were elevated for Chapter consideration and fortunately fits within the current contingencies of the Music Center campaign's budget. Late in the year, Chapter reviewed a Finance Committee recommendation to extend the Music Center campaign line of credit to 2028 due to adjusted pledge timing.

## **Legacy Society**

Under the leadership of Jairus Kleinert and supported by clergy and staff, a fall Legacy Society brunch welcomed 50 attendees at the home of Rev. Cn. Michael Kaehr. Ongoing planned-giving education and donor stewardship were integrated into the broader Stewardship strategy throughout the year.

## **Pastoral**

Pastoral care remained consistent and responsive. Across the year, support included memorials, premarital counseling for couples marrying in 2025–2026, and availability for pastoral concerns.

## **Stewardship**

The 'Growing in Faith Together' campaign represented a major milestone of the year. With updated collateral designed before Wayne Riehm's paternity leave, the campaign launched in October with a \$1.05M goal. Ingathering Sunday included special hospitality and strong turnout. By late November, Stewardship reported 145 pledges totaling \$817,839, with 67% of pledgers increasing their giving by at least 2%. Collaboration between Stewardship Chair Demetreus Gregg, staff, and volunteers ensured a successful campaign. We are currently at \$994,622.00 (\$55,378.00 short of goal) over 200 pledges, 11 of which are new.

## **Young Adult Ministry**

Young Adult Ministry maintained steady growth. Monthly Bible Study (first and third Wednesdays) continued with increasing attendance, supported by co-leadership when needed. Social events such as the December Young Adult Holiday Party drew 16 participants and strengthened community bonds. The WhatsApp group added new members throughout the year, showing promising generational engagement.

*Respectfully submitted, the Rev. Canon Richard Hogue*

## WOMEN TOGETHER AT ST. PAUL'S

Women Together at St. Paul's is a monthly lecture series designed to empower women with the theme of "Being a Christian Woman in a Diverse World." This program welcomes all women and features esteemed professors, authors, and clergy who share their expertise on a variety of relevant topics. The aim of these gatherings is to foster deeper faith and inspire personal spiritual journeys through engaging insights and meaningful fellowship.

### **Event Overview**

Each Women Together event includes:

- **Program:** Thought-provoking lectures and discussions from speakers with knowledge and experience in diverse fields.
- **Catered Dinner:** A shared meal providing an opportunity for networking and community building.
- **Fellowship:** Time to connect with other attendees, enhancing relationships and support among participants.

### **2025 Summary**

In the calendar year 2025, Women Together hosted a total of **seven meetings**. The outcomes of these gatherings are as follows:

- **Total Attendance: 269 women** participated throughout the year, showing strong interest and engagement in the series.
- **Financial Intake:** The series generated a total of **\$3,880** from attendee contributions, reflecting the commitment of participants to support this enriching experience.

### **Conclusion**

The Women Together series continues to serve as a vital platform for women seeking to navigate their faith in a diverse world. With inspiring speakers, communal meals, and opportunities for fellowship, the event has successfully fostered a supportive environment. The positive attendance and financial support in 2025 indicate a thriving community dedicated to deepening their faith and spiritual journeys.

*Respectfully submitted, Peggy Killian, Chair*

## COMMUNICATIONS

### **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 use all 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. Design is employed across the digital space and in print.

Digital design work comes in all shapes and sizes (literally). It could be something as simple as combining text and a photo for a social post. To something more complex, such as the illustrative visuals used for Advent branding, which appear across several different platforms. Either way, digital design is an essential piece to every campaign.

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

- 12 Signs/Banners
- 4 Direct Mailers
  - o Advent
  - o Community Dinner Parties
  - o Fall Events at St. Paul's
  - o Holy Week

- 3 Print ads
- 2 Brochures
- 8 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 / Meta Ad Campaigns

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, so that you don't have to be subscribed to view weekly content. We ended the year with approximately 2.8 thousand followers.

For our more prominent events, I will create a Facebook Event and budget a Meta advertising campaign. Meta ad campaigns are paid ads seen by users on Facebook and Instagram. In 2025 we only had 4 ad campaigns, compared to last year's 9 campaigns. You can view the combined results from these 4 campaigns below.

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:
\$310	\$329.42	264,704	140,424	17,246	6.11%	\$0.15	7,049	\$0.21

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

### Instagram

Last year we had 39 posts, which included event promotion, safety reminders, service offerings, celebration messages and more. We ended the year with approximately 980 followers.

### Enews

Each week I send out the "Enews". This email goes out every Thursday at 4 pm to our (approximately) 1,700+ recipients and contains information regarding the upcoming Sunday's schedule, announcements and event details. We currently use a platform called Constant Contact to accomplish this.

The creation of the "Enews" involves coordinating information between our ministries, outside organizations and our own internal departments. It employs my graphic design, proofreading and user experience skills. The customer journey is always at the forefront of my mind, ensuring hyperlinks go to appropriate webpages, information is consistent and design elements communicate as intended.

The below metrics are for the entire year of 2025 and include both “Enews” metrics and 20 other emails sent from the cathedral. Examples of other emails sent are death notices, stewardship campaign emails, special announcements and holiday appeal messages. These numbers do not reflect any emails sent from specific ministries.

<b>Total Emails Sent in 2024:</b>	<b>Total Number of Emails Opened*:</b>	<b>Average Open Rate**:</b>
72 (52 enews, 20 other)	58,096	53%

\* *“Total Number of Emails Opened”* is defined as how many individuals from our contact listed opened the 72 sent.

\*\* *“Average Open Rate”* is the average of all 72 email open rates. Open rate is the number of emails opened compared to number of emails received.

### **Virtual engagement**

Virtual engagement is the number of views we receive on YouTube for our streamed services. We currently only stream our 10:30 Eucharist, 5 pm Evensong and Organ Recital. YouTube views are usually collected no more than 24 hours after an event. I’ve included 2024’s monthly and weekly averages for comparison.

<b>Service:</b>	<b>Yearly Totals</b>	<b>2025 Monthly Avg</b>	<b>2025 Weekly Avg</b>	<b>2024 Monthly Average</b>	<b>2024 Weekly Average</b>
10:30 am Views	6,642	554	128	496	114
5 pm Views	4,920	410	95	422	97
Organ Recital Views	5,004	417	96	714	165

### **Additional Responsibilities**

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

- Archiving our live streamed services from YouTube to Vimeo. A weekly task which involves downloading from YouTube, uploading to Vimeo and coping over service descriptions. (As of September 2025, this duty was transitioned to the Audio-Visual department.)
- Ensuring consistent branding is implemented across all communications.
- Regular correspondence with ministry leaders for communication details.
- Uploading sermons to our website.

- Making edits to our website, which include updating 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.

*Respectfully submitted by Wayne Riehm, Communications Coordinator*

**[riehmw@stpaulcathedral.org](mailto:riehmw@stpaulcathedral.org)**

## Evangelism Ministry

The Evangelism ministry met its goals for 2025!

- UT Front Page coverage 4 times in 2025
- 2000 Doorhangers distributed in the neighborhood
- Greeter tables covered with volunteer greeters all 52 Sundays
- Added Greeter coverage to Evensong
- 2 more graduates of the Licensed Lay Evangelist Minister program
- 7 Community dinners offered attendance total was over 200 total
- 11 Evangelism committee meetings held
- 4 Direct mail pieces mailed to a total of 20,000 residences
- Numerous significant church services covered by 3-5 major tv outlets such as Ashes to Go, Blessing of the Animals, Light Up The Cathedral, Palm Sunday reached several hundred thousand households
- 3 Newcomer brunches held total 83 attended 15 attended What is an Episcopalian 30 new members
- Organized the 10<sup>th</sup> Anniversary of Light Up The Cathedral attendance 560 and an additional 700 online viewers
- Oversight of Ashes to Go 27 volunteers imposed over 600 people on the street
- Organized the Pride Parade and weekend activities 80 marchers and 38 on the trolley
- Organized hospitality activities around the St. Patrick's Day Parade
- Managed Pathways program of 100+ newcomers. Emails sent to all step 1,2 and 3 individuals. Recruited a Pathways manager for 2026
- Sponsored Harvey Milk Diversity Breakfast
- Managed press coverage of the 5 times tagging of the Cathedral

*Respectfully submitted, Susan Jester*

## AUDIO VISUAL MINISTRY

*"I refuse to take a single bite of my food  
until I find something good on T.V."*

**-Anonymous**

**AV UPGRADE:** The Cathedral Black Magic video system installed in 2023 continues to work flawlessly. The Cathedral's two handheld cameras, the JVC 4K and the Black Magic BMPCC 6K Pro (as mini rig) cameras, are now being used and integrated into services, Special Events and promotions. These enhancements have increased production values and quality to our already professional broadcasts. The Allen & Heath SQ6 mixing board and audio system is ready for the contractually authorized tune-up, recalibration and balance through our Service Maintenance Contract with the original installer, Sound Image. A complete review and maintenance on the audio system will greatly enhance the audio quality in the Nave, the Chancel, the Queen's Courtyard, and Broadcasts. Sound Image has been asked to review the AV system in the Guild Room. We look forward to this service happening soon.

The Team has also expanded its operational skills to include the integration of more creative graphics, music, and other pre-recorded media from the control room into the Cathedral during services and other presentations.

As a reminder from last year, the Audio Assist system in the nave is working quite well for those who need enhanced audio in the services.

**STREAMING:** We continue to Broadcast and Archive our streams on the SPC YouTube channel. This platform is extremely reliable and stable. Additionally, we maintain a separate archive for all SPC recorded services and events.

We also started an archive for the Music Ministry – cutting out all their musical performances and saving each one with a particular naming convention for easy reference.

**TEAM:**

Video/Stream Operators - Marshall Moore, Mike Thornburgh, and Mark Sanzi.

Nave Audio Engineers (iPad Operators) - 8:00 am service: Tom Merrick and Lorenzo Nericcio.

10:30 am service: Craig Monsell and Bob Knight

We have been fortunate to add two new volunteers to the AV Team, Charles Calabria and Ty Cayatineto, who are both college trained studio technicians and video editors. They both serve in the capacities of static cam operation and audio engineering. They also are both training as stream operators under the guidance of Mike and Mark. The Rev. Cn. Brooks Mason and Rev. Cn. Richard Hogue, Jr serve as backup audio engineers for the Nave when needed.

We will continue to search for more volunteers to augment our team even more in 2026.

Live broadcasting, event replays, scheduling, editing, archiving of services and events and YouTube channel monitoring is done by Wayne Riehm, Mark Sanzi, and Mike Thornburgh. Viewer statistics are monitored and reported by Wayne Riehm.

Audio Operation Standardization documents are currently being updated by Mark and Mike and should be ready for distribution early in 2026.

**GUILD ROOM:** The Guild Room AV system and public presentation space works almost as planned. *However, better masking and shading of the windows is needed to maximize the benefits of live and pre-recorded power point or other slide shows 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. See the reference to the GR involvement of Sound Image in the *AV UPGRADE*

section above. SPC Sextons are often called upon to assist in AV functions in the Guild Room, for which they have been properly trained.

**GREAT HALL:** Our aging Great Hall A/V system is in need of a total upgrade. The sound board being used on the 3rd floor can't even be serviced anymore; it's so antiquated. Failure of this system is imminent and should be addressed ASAP.

*Respectfully submitted 14JAN26 by Mike Thornburgh. Additions by Mark 20JAN26.*

# OUTREACH REPORTS



## OUTREACH REPORTS OUTREACH + MISSION REPORT

***“True outreach isn’t about giving what’s left over—it’s about giving what matters most: compassion.” -Anonymous***

The Outreach Committee is comprised of several ministries - Fair Trade, General Outreach, Sacred Ground in Action, Peace and Justice, Showers of Blessings, and Simpler Living - that act independently for the most part, proclaiming the Good News and following Jesus in our social justice work. We share our activities in a monthly written report to Chapter and through SPC bulletin announcements and other communication.

We often partner with other congregations, the Diocese, and community organizations, evangelizing through these connections as well as with the individuals served. These organizations include; EDSD Migration Mission, Gun Violence ministry, and Creation Care Community; TEC Office of Government Relations; the Interfaith Coalition for Earth Justice; and FAITH (Faithful Accompaniment in Trust and Hope) among others.

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, haircuts, masks, non-perishable foods, backpacks, jackets, sleeping bags).

We occasionally offer outreach opportunities within our St Paul’s community during the weekly coffee hour after each service and before and after Adult Forums.

We are committed to finding more ways to increase our efforts for social justice, and to invite more Cathedral members to this good work.

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 of ministry leaders.

List of local beneficiary organizations in the community and the program or area supported in 2025:

- St Mark’s – \$700 for Back-to-School Backpack Bash
- Episcopal Community Services-\$500 for Xmas gift cards to Uptown Safe haven Residents. \$50 for Christmas Tree and decorations.

- 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
- RefugeeNet - \$500 – helps kids who need after school tutoring/most students are ESL
- Interfaith Coalition Earth Justice - \$300 – numerous programs
- Via International \$225 – different programs. They partner with schools, churches, businesses, individuals, and local partner development organizations linking unique communities to support community-defined projects that contribute to improving the quality of life. Educate people to be agents of positive change in their own lives and in the lives of those in their communities.
- Vida Joven - \$325 - changing care **and** schooling to abandoned, abused, and orphaned **children** in Baja California, **Mexico**.
- Downtown Fellowship - \$100 – help the homeless
- Plants with Purpose - \$200 - restore hope by reversing two of the world's greatest challenges: global poverty and environmental damage. These problems are interconnected. Goal is to see creation's life-giving regenerative cycles restored and people renewed through their relationship to God, living in healthy sufficiency and empowered to dream.
- Comunidad de Luz - \$750 – it offers accommodations for up to 100 women and children, providing them with essential services, housing, psychological care, and job training. Aid those struggling to create a new life after migrating to the border.

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

## THE LISTENING HUB

The Listening Hub meets twice a month on the second and fourth Thursdays of except for July and August. We meet in the Great Hall at 4:30 pm. We began in 2022 in order to address the need to have people of diverse points of view be able to sit down and talk with each other around four basic questions: What do you love? What have you lost? Where do you hurt? What do you dream? Based on these questions there is a specific theme for each gathering. Each person shares their response to the theme and then there is a period of silence in order for each of us to absorb what has been shared and to pray for the speaker in silence. The aim is to share from the heart and to listen with the heart. We begin and end each gathering with prayer. Theme topics range from personal experience to news events and stories. There are some twenty people on the roster with eight to thirteen people in attendance at each gathering. The Listening Hub is open to all who wish to participate.

*Respectfully submitted, the Rev. Canon Richard Lief*

## SHOWERS OF BLESSINGS 2025 ANNUAL REPORT

2025 was another great year for our ministry. We celebrated our 10<sup>th</sup> year of service to our unsheltered and we are coming up to eleven with a great cast of volunteers, 10 Old timers and a large group of new ones. Being all together in the Great Hall has made a huge difference, as it did last year. More fellowship, friendship, laughter and good vibes. A real feeling of joy abounds. Special thanks to Dominic Gilbert the Sexton in charge of Showers, Sharon Semple and Lester Machado for their work in staging all our equipment and supervising everything and putting everything away. Also, to Randy McCosky who has been with us since day one for setting up tables and then breaking everything down and setting up for the next Cathedral event.

Here are our numbers for 2025:

Total number of guests served 640 (41-76) per event

Total number of volunteers hours worked, 984

FUMC volunteer hours 334 (cooking, shopping and serving)

Hot breakfasts served 50-70 per event + 24 to-go bags

Clothing 40- 50 guests served each event

Showers 203 (11-18) per event

Haircuts, 147 (11-16) per event (one of the most intimate and rewarding services we provide).

Partnerships

FUMC Breakfasts

Assissteens, teenagers bring gloves, hats, back packs and hoodies twice a year.

*Respectfully submitted, Claudia Dixon  
Admin Showers of Blessings*

## SIMPLER LIVING 2025 REPORT

As the federal administration challenges all aspects of creation care truths and climate change solutions, our Simpler Living Creation Care ministry remains dedicated not only to grow in relationship with God and Creation, but also to ramp up our response to the environmental crisis and excessive consumerism by living more simply in home, church, community, and the world. As creation care stewards, we educate and advocate for a healthier 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 global justice; sustainable consumption; the intersections between creation care and social justice, and political advocacy.

Our regular presence on the Cathedral Thursday e-bulletin/blog with prayers, education, and suggestions for actions or advocacy continues. We have sent out several e-blasts for time-sensitive opportunities.

This year once again we

- Collaborated with other Episcopalian faith communities to organize both a Lenten and Fall Adult Formation book study
- 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 and in advocating Indigenous solutions to protect God's creation
- Collaborated with Outreach (Shelter Decorating with live tree and sustainable decorations) to support community events

With consensus from our Simpler Living members, Diane Lopez Hughes resumed leadership of the ministry.

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 EDSD and our sister churches, we also collaborate with GreenFaith, Blessed Tomorrows, Province 8 Green Caucus, the Interfaith Coalition for Earth Justice, San Diego 350, and California Interfaith Power and Light. At this critical time we will increase our work with like-minded entities and individuals to advocate for climate justice.

We have \$165.00 in our Cathedral account.

*Respectfully submitted, Diane Lopez Hughes*

## FAIR TRADE AND EPISCOPAL RELIEF AND DEVELOPMENT

Our Fair Trade ministry continued this year with mostly bi-monthly sales following the 8 a.m. and 10:30 a.m. services. We sell coffee, tea, chocolate bars, cocoa, chocolate chips, salted and roasted cashews from Burkina Faso, dates from Palestine, and olive oil produced by a cooperative of Palestinian and Israeli women. We had robust holiday sales! All proceeds benefit the small farmers, growers and producers. Fair trade assures that no child labor is used in harvesting (such as cocoa) or production. Fair labor standards are used and costs reflect sustainable wages. Through a partnership with Equal Exchange, Episcopal Relief and Development receives a small percentage of sales proceeds.

Episcopal Relief and Development is a recipient of funds from St. Paul's outreach budget. ERD works with partners in over 40 countries globally as well as providing disaster relief in the US – for fires, floods, tornados, and hurricanes. A campaign to raise funds to purchase goats for ERD is in the works for 2026.

*Respectfully submitted, Carolyn Lief*



# FORMATION REPORTS

## YOUTH AND FAMILY MINISTRY

St. Paul's families are a wonderful group, and it's been a blessing to get to know them over the last few months. I started as the Youth & Family Minister in September and we've been able to accomplish amazing things in just a short amount of time: weekly Sunday School with attendance of 10-15 kids, a huge Trunk or Treat event with over 200 attendees, intergenerational Advent formation, and a successful \$1,000+ gift drive for families from Episcopal Relief Services (ECS). It's been a busy few couple months and I'm grateful for everything I've been able to achieve.

### **Sunday School**

Sunday School began on September 21st for Preschool through 5<sup>th</sup> graders, and we currently average 10-15 kids every week! It's available every Sunday with check-in starting at 10:20am in the Queen's Courtyard.

I'm the primary teacher, along with a trained volunteer. Our classroom is in The Commons and it's a joyful, welcoming space where we learn about God's love, read Bible stories, dance, and work on Bible-themed crafts. We use the Sparkhouse curriculum, and it's been a great fit. Weekly Sunday School is a new offering for St. Paul's, and it's been a success for both parents and kids.

### **Special Events**

Trunk or Treat was a ton of fun and a successful outreach event with 200+ attendees and exciting new vendors, including the Storybook Character Company, face painting, and Critter Encounters — all of which were a huge hit with families! We gathered contact information for nearly 100 families who attended. Volunteers from the Cathedral helped make it a wonderful event by providing help with set-up, greeting, clean-up, and decorated car trunks. We were blessed with 20 volunteers this year.

We also made some changes to the Christmas Eve Family Service this year, and it was a lot of fun! The kids dressed up in costumes and walked across stage and down the center aisle as our teen youth read from the pulpit. It was joyful to watch the kids help tell the story of Jesus's birth!

## **Holiday Gift Drive**

Family Ministry "matched" with four ECS families to provide Christmas gifts and household essentials for a new gift drive this year. Our families included two single-parent households, one multi-generational household with 10 people, and a family who currently doesn't have stable housing.

I'm incredibly grateful for the generosity of our congregation. We received donations totaling around \$1,000 and every person we "matched" with received at least two personalized gifts. We also had amazing volunteers who helped deliver gifts.

## **Advent Formation**

As part of Family Ministry's formation offerings this year, I prepared 12 advent "grab bags" with candles, wreaths, and devotionals for adults, 25 stand-alone devotionals, and eight family grab bags with books and at-home Advent activities. This was a multi-generational offering for members of the Cathedral, and it was a massive success. Both families and adults reported that the bags allowed them to slow down and focus on God during the busy season of Advent.

## **Looking Forward**

I have exciting plans for the Youth & Family Ministry in 2026 and I'm praying that it's our best year yet! Some of my plans include a new Pride outreach event in July, a week-long Vacation Bible School during summer, quarterly community-building lunches for families, fun intergenerational events like an egg hunt and coffee hour Trick or Treat, and community service opportunities. And of course, I'm continuing our wonderful weekly Sunday School for children in Preschool through 5th grade. I'm looking forward to a blessed year!

*Respectfully submitted, Taylor Milam-Samuel*

## CENTERING PRAYER

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 with a total average of 23 contemplatives. As noted in the church calendar, the Thursday Prayer Group meets from 5:30 pm to 7:00 pm and the Monday Prayer Group meets from 7:00 pm to 8:00 pm. Our annual silent retreat is held at Mission San Luis Rey in Oceanside.

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

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

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

*Respectfully submitted by Lucinda Parsons, Prayer Group Facilitator*

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

# ADMINISTRATION REPORTS



## DIRECTOR OF ADMINISTRATIVE OPERATIONS

2025 was a year defined by robust operational execution, growth across rental and partnership programs, major facilities progress in construction and our commercial leases, and deepened community engagement.

Revenue performance remained strong with the Rental Revenue Program (RRP) meeting or exceeding most targets. Parking income performed exceptionally well at 59% over goal, while Wedding revenue surfaced as a key area for strategic development in 2026. Operational resilience was demonstrated throughout incidents such as January's campus floodings, and the repeated hate-crime vandalism events, and the loss of our long term teammates, Canon for Music, Martin Green who has left for another position in a Cathedral in Long Island, NY. We will greatly miss Judy Mac Donald who is retiring after over 20 years as our Registrar and Receptionist. And, our Dean, the Very Rev. Penny Bridges for her much deserved retirement on May 31, 2026.

### **RENTAL REVENUE PROGRAM (RRP): RESULTS VS 2024**

- The RRP remained a significant contributor to operational revenues in 2025 as well as community engagement and attendance on campus for non-religious attendance.

<b>Category</b>	<b>2024 Actuals</b>	<b>% Over Goal</b>
Facility Use Income	\$111,000 (Goal: \$87,000)	Exceeded goal by 22%
2025 Facilities Use Income Goal	\$115,000	(+32.8% over 2024 goal) 3.5% over last year's results

## 2025 PERFORMANCE (AS OF DEC 31, 2025)

Category	Goal	2025 YTD	Notes
Facilities Rentals	\$115,000	\$115,530	Achieve and exceeded goal: -3.6% higher than Last Year's \$111,000 * 0.004% over this year's goal
Parking Income	\$19,500 goal	\$31219	Achieved and exceeded goal: *59% over goal
Wedding Income	\$12,000	\$7540.00	Did not achieve goal, targeted for additional work 2026: 50% below goal

### Success Drivers

- Strengthened event intake system and administrative operations. Refined and adapted new systems to grow with the evolving program allowing us better communication and payables relationships with our renters.
- Expanded partner agreements and predictable usage patterns. We have continued to develop our "Partnership Agreements" with other non-profits like Voices of Our City Choir, the ACLU and more. We are proud to have almost 30 Partnership Agreements in place with regular renters allowing us to develop deeper relationships and more successful ones at that.
- Enhanced Cathedral visibility in the general community and as a "Cathedral for the City" with the tenant growth (Heavenly Bodega; EyeEye) as well as the robust use of our facilities daily throughout the year.
- The Cathedral's campus is no longer "quiet except for Sundays". We are regularly engaging with the congregation, neighborhood

and general community all day, every day now, inviting thousands who wouldn't possibly never have stepped on campus before. Ministry balanced with monetization, again, and with successful, quantifiable results.

## 2026 RRP Focus

- Wedding Growth Plan:** We see an area for growth with our wedding bookings, but we also see a growth opportunity for wedding receptions as well. Working with Wedding Coordinator, Jonathan Widener, we'll be getting the word out about the Cathedral as a potential wedding venue for ceremony *AND* receptions. We have some marketing strategies to work on, and will be expecting increases in the wedding income columns in 2026. We've already met our quarterly goals with bookings for this year, so I'm confident we'll see growth in this line of income.
- **Parking 2.0 rollout:** It's no secret that the city is getting aggressive about it's pay to park in the Banker's Hill and Balboa Park area. We have the blessing of 70 parking spaces that we received as part of our sale of our property to Greystar to create the new 525 Olive Tower building. Of the 70 spots, 19 are reserved for staff and volunteers, and currently 14 are reserved for monthly parkers who pay a special fee to our parking partners, LAZ, who manages the relationships, sales, and accounting on our behalf. We are redeveloping our strategy this year to capitalize on street parking changes, especially during the week with more predictable M-F reservations in the garage that release the spaces for the weekend special events and congregational parking on Sundays. We walk a fine line of monetization vs. mission, so we're working hard to balance both. I look forward to your feedback once we implement the plan and signage in February 2026.
  - Continued refinement of pricing and intake workflows with systems, cross-training, development of the newly formed Rental Events Coordinator position and the training for that position to help with several department's supports.

## ACCOUNTING & ADMINISTRATION

- Worked with our Accountant Wes Dahoff as my assistant and aid in all things HR paperwork related, he handled all the Letters of Agreements with our busy Rentals program. He managed the development of systems and things like our “Event Intake Form” which has revolutionized the communications aspect of rentals. He’s been an invaluable constant and steady teammate who supported not only my department, but Stewardship, the Music Center Campaign, the LLC accounting, and more. He’s aided me during some difficult times and absences, so I am grateful for his faithful service to SPC and our Accounting excellence.
- Coupled with ESP Accounting’s Erin Sacco Pineda, and Treasurer Betsey Monsell, we have one of the best and most compliant departments of not only our Diocese, but I would counter with many other denominations I network with through The Church Network (an organization of Church Administrators from around the country from all sizes and denominations to work on the commonality of the Ministry of Administration. A great group and a great network of resources.)
- Our audits have been and continue to be “clean” since 2014’s approvals in 2015. I’m very proud of this team of professional and dedicated members. We are blessed for their stewardship and guidance on all things financial, HR compliance, and more.
- Supported 2025 Budget Forum, development of the budget, supported and advanced Strategic Plan goals and priorities into the planning and execution of the 2026 Budget.
- Conducted copier vendor evaluations, security, and AV planning and contract/project negotiations.
- Negotiated other contracts, maintained paperwork for multiple current and completed construction projects.
- Managed year-end and new-year transitions.
- Worked with other departments to complete compliance and training requirements such as Safe Church training of volunteers and staff throughout the year.

## OLIVE & NUTMEG LLC LIASON

- Worked in harmony with LLC as a Cathedral and LLC liaison on all matters LLC,
- Sit on the board of the HOA for the 6<sup>th</sup> & Olive Tower Association as the Board President representing the LLC in all matters regarding the shared spaces and accounting for them with our Greystar partners.
- Worked as project and construction liaison with Tom Delaney of Springline Consultants and Jen Jow, Facilities and Hospitality Manager for smooth construction projects for the commercial spaces and repairs of existing tower items such as doors and locks.
- Started creating an LLC history for the archives and possible publication regarding the 20+ year project of the Campus Redevelopment that has been achieved with the last commercial space being rented out in 2025.

## HUMAN RESOURCES

- Implemented Paychex timekeeping modernization.
- Supported Music Department HR transitions. Created new and expanded existing Job Descriptions and Letters of Agreement. Off-boarded and on-boarded several staff transitions and some terminations.
- Supported the Dean's development of the new Personnel Committee to support in future work of HR and compliance with the volunteer expertise in their secular lives to support us with their time and talent.
- Enhanced staff self-care and cross-training culture.
  - Developed and executed a Staff Retreat for the first time in 9 years that I had been on staff at that time. We were lucky enough to get to go offsite and have our retreat at the Dharma Bum Temple in Hillcrest. They welcomed us, helped us learn breathing exercises and we concentrated on team building and self-care development.
  - It was successful and we are having another retreat in March, 2026 for further team building, self-care development, and communication training.

- Happily celebrated my 10 year anniversary with St. Paul's as your Director of Administrative Operations on 11/4/25. I'm so proud and happy to work here.

## SECURITY

- Coordinated relationship, vetting and contracting with our newest partner in security, Simon Osamoh, from Kingston Security Consultants. They have aided us in the following:
  - Visited onsite and evaluated property
  - Created and distributed on time an 85-page Vulnerability Study.
    - Consulted with SPC and will aid in trainings and further development of weak spots in our security coverage (identified and called out in the study.
  - Prepared and aided in application of the security grants offered by the Federal and State governments
  - 
  - Managed January, February, March and several more incidents of a persistent hate-crime graffiti tagger with "church hurt" and some nasty messages left on the walls and doors of the Cathedral.
    - We have a terrific painter for help resolving the covering of the graffiti on an on call/911 basis.
    - We also have a relationship with the San Diego District Attorney's office, and the San Diego Police Department due to the nature and frequency of the incidents.
  - Consulted security professionals, local law enforcement and prepared for security grants.
  - Worked with the new Music Center construction and IT teams for security infrastructure, lay outs, and relocation of our security & safety systems and upgrades.

## BUILDINGS & GROUNDS

- Applied Reserve Study planning.
- Managed Great Hall Basement flood remediation.
- Oversaw 3rd-floor upgrades and tenant build-outs for the moving of our Ministry Partners, Voices of Our City Choir.
  - While we rent the offices to them at an under market value price, and donate the space for their outreach and choir practices, we are happy to do so in our mission for monetizing and mission with our Rentals program.
  - They've been a wonderful partnership in expanding our ability to reach people who have or are experiencing homelessness with grace, dignity and creativity. We are blessed for our partnership.
  - We look forward to integrating them into the new Music Center's use and expansion beyond our own choir into the world of music in San Diego.

## HOSPITALITY & EVENTS

- Delivered Holy Week, Easter, St. George's Day hospitality as well as Homecoming, Stewardship, holiday events, and farewell events for Martin Green in December.
- Created and expanded NeXtGen First Fridays. We have settled into an Open Mic Night format with various multi-generational themes to create a cross-pollination of generations and build a supportive and creative community. We invite all to gather and join us starting back up in March 2026. Bring your best act/writing/poem/karaoke song/whatever and or sit and enjoy the talent. We have nibbles and libations for sale at our developing "concession stand" with \$5 all you can eat charcuterie and beverages for sale and for free (depending on the beverage). Please come join us. Watch for restarting event announcements to come.
- Supported Wine-to-Water, Friendsgiving, and created art exhibits.
- Curated and executed the photography exhibition of Susan Forsburg's floral macro images called *Floral Immersion*. It was a highly successful exhibit resulting in several sales for Susan and a nice donation to our Arts fund so we can produce more exhibitions in 2026 and beyond.

## PARTNERSHIPS & COMMUNITY ENGAGEMENT

- Strengthened recurring partner agreements.
- Met with organizational leaders and potential renters.
- Toured campus repeatedly, almost weekly, to show and offer insights to rentals and community opportunities for use of spaces.
- Developed long term relationships with vendor partners resulting in positive and budget neutral fixes for many Buildings and Grounds issues and handy-person issues, and even donations to our charities and events.
- Hosted Hillcrest Business Association meetings as well as the San Diego Task Force on Homelessness, the LGBTQ+ SDPD meetings with the community leaders, and many more.
- Worked closely with VOOCC on fundraiser events, negotiations of agreements and partnership opportunities.

## PROFESSIONAL DEVELOPMENT

- Completed Certificate of Church Administration. Graduated with high standing and have become a group leader for both the local and the virtual Chapters of the organization, and a presenter for the Chapters and at the conference in 2025.
- Presented rental revenue case study at Episcopal Parish Network conference on behalf of SPC. It was well regarded and further presentation opportunities locally have surfaced because of this presentation and my project paper for The Church Network's certification program. Presented for EDSD as well in the Rentals and Real Estate Summit in September, 2025.
- Attended Church Network Annual Conference in Omaha, EPN Conference along with the Dean and Stewardship Chair/Chapter Member Demetreus Gregg in Kansas City, and the CPG's Camp Allen (invitational) Retreat at Camp Allen in Texas

## CHALLENGES & LESSONS LEARNED

- Capacity limitations continue with regard to rentals.
  - We feel we've hit a close capacity limit to the number of events on campus/rooms to rent/crowding of calendar and our own activities on campus that we're being more selective with rental approvals.
  - We are also hitting a capacity issue with staffing for the events and the budget for the hours the Facilities Team work to support the events.
  - We've worked through some of this in the 2026 budget and hope for hiring a few lower hour commitment team members to help spread out the schedule coverage.
- Incident response systems effective.
  - We need to up our training and preparedness for security events and health events on Cathedral property for safety and liability reasons.
  - We need helpers in this ministry of Security and Preparedness. Ross Sipple and Jen Jow are both leading the charge in change and updating systems and training.
  - Please connect with [jowj@stpaulcathedral.org](mailto:jowj@stpaulcathedral.org) if you would like to volunteer to help us.
- Wedding market requires targeted outreach.

## LOOKING AHEAD TO 2026

- Deepen RRP wedding strategy.
- Implement Parking 2.0.
- Continue development of community relations, congregational relations and vendor relations.
- Strengthen security infrastructure.
- Complete compliance and HR projects, train staff, develop new systems for financial tracking of purchases and work with LLC managers on LLC history project.

It is a pleasure and an honor to be in this role for the Cathedral for a decade plus now. Thank you for the opportunity to serve this community and the wider community of San Diego.

*Respectfully submitted, Kathleen Sheehan Burgess*

## **BUILDINGS & GROUNDS COMMITTEE**

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, furnishing, 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 other month at 6 pm, on Zoom.

The Committee includes two subcommittees, Disaster Preparedness and Landscaping, which include members from the Committee as well as other parishioners. The subcommittees work as autonomous subcommittees with the Committee on selected matters. The Committee's Sustainable Sourcing Subcommittee moved this year from the Buildings and Grounds Committee to Cathedral Operations as the methods identified by the Committee to advance sustainable sourcing will be implemented by the Operations Committee..

The Committee worked with Chapter and Cathedral Staff to hire a vendor and complete a Vulnerability Assessment, which examined disaster preparedness readiness and response and security vulnerabilities and needs for the Cathedral Campus. Subcommittees comprised of Committee members and other parishioners will be revived or formed to study the findings and to implement improvements in Disaster Preparedness (conducting active shooter and fire drills, developing escape routes, providing trained in AED and CPR, for example) and Security (cameras, locks, doors, barriers, for example).

The Committee received updates and contributed ideas to campus improvement projects, fulfilling one of its functions to serve as a sounding board for emerging suggestions for campus building matters to the Dean, staff, and Chapter. The Committee monitored continuing efforts to improve the sound system in the Cathedral. The Cathedral hired a vendor to replace the outdoor lighting and it was ready for Pride. The Committee monitored efforts to address the graffiti spray painted onto the Cathedral's exterior on several occasions, including hiring a vendor who expeditiously removed the paint. The Committee monitored progress on hiring a handyman for smaller jobs--he painted doors and windows, made minor repairs around campus, and fixed floorboards and running boards,

The Committee also worked with staff on the Music Center and its attendant projects. The Committee monitored work by an architect, contractor and staff to create new spaces for our tenant Voices of the City on the third

floor, including installation of a bathroom, flooring, an HVAC and heating system, additional and upgraded wiring to accommodate the Voices computer system, and furniture. Volunteers painted the space. On the Music Center itself, the Committee monitored with staff various stages of the project, including design progress, lead and asbestos abatement, unforeseen flooring issues (leading to installation of a floating floor), security and technology enhancements, dry wall installation, and weatherproofing for the Music Center itself and the areas outside of it.

The Committee worked with and advised staff on efforts to lease the Cathedral's commercial spaces. During this year, Heavenly Bodega signed a lease with the Cathedral and the Heavenly Bodega coffee shop and upscale grocery store opened in late November. Eye Eye, an eyewear company, signed a lease for use of the other space and construction is ongoing. Parking beneath the building is used by staff and parishioners; the Committee has worked with staff gathering information regarding monetization of the parking and on assuring sufficient parking for parishioners on Sundays, with spaces available at the ACLU and St. Paul's Senior Services parking lots.

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. Land Logic, the landscaping company hired last year, completed monthly trimming and landscape maintenance, debris removal, mulching, and tree trimming. The sign for the Eagle Scout project was damaged and then stolen and it will be replaced with signage consistent with the rest of the Cathedral's as the Music Center project is completed.

The work of the Committee is a team effort, and we are blessed by the outstanding leadership of Cathedral Administrator Kathleen Burgess and Facilities Director 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*

## CATHEDRAL ARCHIVIST

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

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

Our accomplishments in 2025 include:

- We continue to delve into more of the boxes that contain material for both the diocese and the cathedral. This is the first step in being able to categorize and know just what we have.
- In organizing the archive, we are using some of the wall space to display pictures and artifacts that represent many of the ministries of the cathedral. We modify this space as time allows, to reflect new items for display.
- Continued the on-going digitizing process of materials in the archive.
- Prepared displays to commemorate people and events.
- Assisted individuals and groups in researching documents in the archives.
- Several people have donated old bulletins, recordings and other material. These items help to fill the gaps in our record groups. In some cases, we are missing material and in other cases the donation is in better condition than the one we have. In any event, all donations are very welcome.

Our proposed goals for 2026 are:

- Continue the project of printing hard copies of various documents that are currently only available in electronic format. This will help us retain hard copy

material for our archive of the cathedral's weekly e-mail, letters & announcements and other materials.

- Find the appropriate location to display the re-framed red ink drawing entitled **Frohman's Vision** that is currently stored in the archive office. We are also considering what would be a suitable location in which to mount the Altar Rail Communion Gates and where and how to display the top of the Baptismal Font.
- Continuing work on increasing our storage capacity for materials in the vault and flat file area. This may be accomplished by reorganizing the shelving system in the vault and by combining some of the drawers in the flat files.
- Repairing and conserving some of our older documents & books.
- Continue the process of scanning and storing documents to make them more available as well as provide for redundancy. We started with the blueprints & drawings in the flat file cabinet. This will make them more readily available to those interested in the maintenance or enhancement of our cathedral spaces.
- Prepare displays of archived materials to assist in commemorating St. George's Day and other special days/events in the life of the cathedral.

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

This year, I want to thank several people who have devoted their time to helping in the archive. They are Gene Killian, Vesta Kowalski, Kaye Hobson and Andrew Welsch. They continue the work of sorting through boxes of material to help determine what needs to be retained and what should be disposed of. Also, they note in detail the major contents of a box. We are also doing work on photo preservation and scrapbook reduction. We are making some interesting discoveries along the way. A big thanks also to Kathleen Burgess, Judy Macdonald and Jen Jow for their help.

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

This will be my last report as the Cathedral Archivist. After 20 years, I felt it was time for someone else to take on this ministry. It has been my honor and pleasure to serve the

cathedral parish in this manner. I do wish to continue to be involved in some way as my time and energy permit.

If you are interested in the Cathedral Archives and would like to help, your assistance would be welcomed. Also, if you are interested in a tour of our archive, please contact me at the email address below or see me at Sunday services.

*Respectfully submitted, John Will Cathedral Archivist (retired)*

(619) 518-4716

[jjwillcv@gmail.com](mailto:jjwillcv@gmail.com)

## NUTMEG AND OLIVE, LLC

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

The team changed significantly during 2025 with the retirement of Mark Lester and Jim Greer. That was a great loss of historical knowledge and hard work. Russ Okihara and John Powell replaced them as managers joining Dean Penny, Betsey Monsell and Ken Tranbarger. Tom Delaney (Project Manager), Kathleen Burgess (Administration and 6<sup>th</sup> and Olive Association Manager) and Erin Sacco Pineda (Accounting and Audit) continue as contractors. Roland Tactay served as Chapter representative and Kendall Squires as Manager Emeritus.

Another change took place when Andrew Brooks was appointed Chancellor for the Diocese. Mark Vonderhaar, Cathedral Chancellor, has agreed to provide LLC support.

The rental of our space has been accomplished. Heavenly Bodega started operating just before the end of 2025. Their offerings are varied and delicious. Eye Eye, an optical firm, should start operation during the first quarter of 2026. Rent from both will start in 2026.

Kathleen made certain that our expectations were fulfilled by the 6<sup>th</sup> and Olive Association. It is now running effectively. She also organized our search for a property manager which was completed in January, 2026.

The property tax issues with the new space took several years to resolve. The Cathedral space has been exempted from property taxes retroactively and the county is refunding taxes previously paid.

Our investments have appreciated \$1.2m. After considering our contribution to the Cathedral and our support of tenant improvements, the net result is a growth of \$490k. The investment value is now over \$7.1m.

2025 was a great year for our rental property and our investments.

*Respectfully submitted by Ken Tranbarger*

**NUTMEG & OLIVE, LLC – 2025 OPERATING RESULTS**  
**(COMPARED TO 2024)**

<b>INCOME</b>	<b>2025 Actual</b>	<b>2024 Actual (Audited)</b>
Gain/(Loss) on Investments, net	\$ 1,138,541	\$ 669,067
Commercial Lease Rent	18,194	103
<b>Total Income</b>	<b>1,156,735</b>	<b>669,170</b>
<b>EXPENSES</b>	<b>2025 Actual</b>	<b>2024 Actual (Audited)</b>
Contracted Services	125,584	47,877
Insurance	16,932	14,015
Common Area Maintenance	50,731	42,000
Repairs & Maintenance	21,767	6,956
Property Taxes	(19,758)	46,328
Other Operating Expenses	2,209	1,811
<b>Total Expenses</b>	<b>197,465</b>	<b>158,987</b>
<b>DISTRIBUTION TO ST. PAUL'S CATHEDRAL</b>	<b>(250,000)</b>	<b>(250,000)</b>
<b>Net Income</b>	<b>709,270</b>	<b>260,183</b>
<b>Beginning Balance - Member's Equity</b>	<b>2025 Actual</b>	<b>2024 Actual (Audited)</b>
Beginning Balance - Member's Equity	16,461,178	16,553,239
Net Income (per above)	709,270	260,183
Depreciation Expense (non-cash)	(354,247)	(352,244)
<b>Ending Balance - Member's Equity</b>	<b>\$ 16,816,201</b>	<b>\$ 16,461,178</b>
<i>Property (non-cash)</i>	<i>9,363,700</i>	<i>9,657,859</i>

*Send out your light and your truth, that they may lead me, and bring me to your holy hill and to your dwelling.*

**Psalm 43:3**