Despite the many challenges to organized religion today, we at St. Paul’s Episcopal Church look back with gratitude, and we look forward with faith in an abundant future. As a large parish, blessed with a variety of talent and resources, we know we have a role in building a better world – moving ever toward Heaven on Earth – for our parishioners and our community. We work to discern God’s will for us, and to love God and each other, so that we can be brave, individually and together, in ways both big and small, on Sunday and every day.

We view the changes in the world today with a sense of wonder and beckoning opportunity rather than fear. The technological and communications revolutions mean we can learn and love more broadly than ever before. Our Episcopal faith and community remain a strong foundation for the church’s age-old struggle with eternal questions. At St. Paul’s we are safe, loved, and nourished to go into the world in peace as our best selves.

We will continue to build on those things which bind us across time and space, and which are the essence of St. Paul’s, according to our all-parish survey in 2014:

- A warm, caring, inclusive church family
- Services and programs that nourish us spiritually, emotionally, and intellectually
- Transcendent music and arts
- A surrounding community for which we care with our heads, hearts, and hands, and which loves us back
- The right balance of tradition and innovation, to help spread the Holy Spirit as far and wide and deeply as possible

The holy flame of St. Paul’s provides illumination and warmth for each of us, for our community, and for the broader world.
WE NEED A RECTOR WHO IS...

...able to keep that flame burning and even turn it up a notch or three, according to parishioners today. Who will this person be? After numerous forums, parishioner and staff interviews and a parish survey, a clear and inspired view of our next rector has emerged:

A soulful preacher/teacher who moves us to think and feel deeply. Such a person will be special in all interactions, but will consistently succeed in sermons that educate, illuminate, and draw people of all ages to St. Paul’s. As the head “teacher,” our rector should continue to inspire the very best from our Christian formation programs, from preschool through adulthood. In particular, we hope the new rector can continue to celebrate and increase the learning and fun for youth, young adults and Millennials, and young families in order to fill our seats with God’s people now and for years to come. We hope for someone who can use Scripture to help us wrestle with the issues of modern civic life, but consistently do so in a way that is inclusive, respectful, and productive in order to bring together a politically-diverse congregation.

A leader who will help us grow better, and bigger, in the right way. The next rector will help us strike the right balance of tradition and change. Experience in successfully leading and supporting growth would provide the best foundation for achieving the full potential of a large parish such as St. Paul’s. We need someone who encourages and enables new ideas while sharing responsibility by inviting people in and holding them accountable. We need someone who is socially responsible and can inspire more stewardship, even in a big church that already feels well-funded. We need a rector who can make everyone feel and be part of the parish story, not just an appreciative spectator.

A pastor who is warm and engaging, with a good sense of humor. Someone whose own relationship with God is an inspiration and a light for how he or she loves others. Someone whom we can claim and cherish, and who will claim and cherish us, too. Someone who is empathetic. Someone who has the support of family, friends, and colleagues in his or her relationship with us. Someone who is humble despite many talents, and with enough self-awareness and wit to make us laugh, as well as think and cry.

A rector who is an inclusive yet decisive leader of people. Someone who can connect with, include and inspire everyone, of all ages and backgrounds. Someone who understands and values the inherent gifts of all of God's children and can build a culture in which all people feel welcomed and needed. Someone who can lead us in a collaborative vision, while being decisive when necessary to move us forward. We need someone who can catalyze leadership development for clergy, staff, and laity, so that his or her reach extends beyond just two hands.

A rector who appreciates and will continue to support the transcendent arts at St. Paul’s. The arts are not just some things we do; they are a big part of who we are. Our music program is, we believe, exceptional. Behind the moving performances is a loving community with excellent training which draws people to church, including youth who stay connected well before and even beyond confirmation. Music and art are vital pathways to God for many of us, and the new rector must understand and be prepared to invest in them.

A parson who helps St. Paul’s discern the most meaningful ways to connect in the surrounding community. We need someone who will inspire us to be “the hands of Christ” in the world so we can help others while growing spiritually ourselves. We live in a community of both great gifts and great needs. We need a connector who can help us see and prioritize the best ways to invest our time, talent, and treasure to help build a more abundant world for everyone.

“...the sustainability of the parish lies in being able to bring new families and parishioners to St. Paul’s - which I believe comes from being a great preacher, teacher and connecting people to opportunities within and outside the walls of St. Paul’s.”

— Parishioner/survey respondent
Worship is the heart of our life at St. Paul’s, where we meet God and sing the Almighty’s praises. Praise of God and the return of thanks to God is “the work of the people,” which is the very meaning of the Greek-derived word *liturgy*. In worship, we experience God’s loving presence and are fed, comforted, challenged, and inspired. In thought and in beauty, it must be the best we have to offer. The strength and sacramental nourishment which we, in turn, derive from worship is a gift of grace. While faithful to *The Book of Common Prayer*, our worship program includes elements to meet the needs of younger and less-traditional members.
Our worship style is rooted in tradition and uses the rites of the BCP in all their variety. We are accustomed to stately ceremony and fine music in our newly renovated nave with its beautiful stone walls, wood fittings and stained glass windows. We also experiment with new and innovative approaches to help a wide range of people find their connection to God. For example, at the 9:00 a.m. Sunday service, our youth and children play significant roles – music leadership by our four Children's and Youth Choirs, and, often, prayers and dramatic or instrumental offerings by the youth. Also at the 9:00 a.m. service, we provide sign language translation for our community of hearing-impaired members. We offer healing prayers once a month. We also offer a choral evensong at 5:00 p.m. one Sunday each month and occasional Jazz Vespers. In the summer, the 9:00 a.m. service is held outdoors on the lovely lawn in front of the church, weather permitting, with a well-received bluegrass band performing periodically. Parishioners of all ages are involved in all services as acolytes, chalice ministers, lectors, greeters and ushers.

Our congregation is well-educated and responds to preaching that is intellectually stimulating and that moves both our hearts and our minds. Motivation to think, feel, and act as Christians are all part of what we hope to get from preaching. In worship, we want to rejoice in the Lord and engage with the world. We want liturgies that enable people with different perspectives and life experiences to enter together into wholehearted worship of God as revealed in Jesus Christ. We are a house of praise, which is both our duty and our delight. We need preaching that is inspiring and thought-provoking and music that moves us. This requires theological depth, imagination, and flexibility on the part of those who plan and lead worship here.

**OUR WORSHIP MINISTRIES INCLUDE:**
- Acolytes’ Guild
- Altar Guild
- Chalice Ministers
- Children’s Choirs
  - St. Catherine, St. Cecilia, St. David
- Handbell Choir
- Lay Eucharistic visitors
- Lectors
- Senior Choir
- Ushers
- Youth Choir

**OUR CURRENT WORSHIP SCHEDULE:**

**SUNDAYS**
- 7:45 a.m. Holy Eucharist, Rite II.
- 9:00 a.m. Holy Eucharist (ASL interpreted).
- 11:15 a.m. Holy Eucharist (first, third and fifth Sundays) and Morning Prayer, Rite I (second and fourth Sundays).
- 5:00 p.m. First Sundays: Choral Evensong.

*Healing prayers are offered on the third Sunday of each month in St. Martin’s Chapel immediately following the 9:00 and 11:15 a.m. services.*

**WEEKDAYS**
- 8:30 a.m. Monday through Friday, Morning Prayer. A simple spoken service held in the Chapel of the Cross using The Book of Common Prayer and Enriching Our Worship.
- 6:00 p.m. Wednesdays, Holy Eucharist. An intimate weekday service held in the Chapel of the Cross, often observing the Lesser Feasts of the day.
MUSIC AT ST. PAUL'S

With a professional music staff of five, St. Paul's is blessed with exceptional musical resources:

• our internationally-renowned organist-choirmaster, Karel Paukert, who is curator emeritus of the Cleveland Museum of Art and continues to concertize, teach and lecture here and abroad.

• an adult choir of parish volunteers (admitted by audition) that includes paid section leaders and instrumentalists as required, also led by associate organist-choirmaster Steven Plank of the Oberlin Conservatory

• a handbell choir

• musical youth ministry in the form of children’s and youth choirs which follow the Royal School of Church Music model to develop the vocal, liturgical, and musical skills of singers from elementary through high school age, led by Richard and Beth Nelson of the Cleveland Institute of Music and a choir assistant from CIM. Youth Choir members perform at Trinity Cathedral, participate in the Diocesan TrebleFest and St. Thomas Girls’ Course in New York City. Listen here: http://www.stpauls-church.org/wp-content/uploads/2014/08/Jerusalem_YouthChoir.mp3.

• a two-octave carillon of 25 bells in our landmark bell tower

• three outstanding organs in the nave: in the front, an Opus magnum by Walter Holtkamp, Sr. in American Classical Design; in the rear gallery, a Hradetzky Italian baroque organ, and a movable organ positive by Vladimir Slajch on the main floor
  This publication by the Chicago-Midwest chapter of the Organ Historical Society features the history and specifications of all St. Paul's instruments, pp. 7-21: http://www.ohschicago.org/TSD/archives/TSD102.pdf.

• an Italian-style harpsichord by Matthias Greiwisch

Our devotion to music extends beyond worship services: the nationally-recognized Apollo’s Fire, a Baroque orchestra, benefits from the excellent acoustics in the nave for rehearsals and concerts, and artists often use the newly-renovated Tucker Hall for recitals. Recent programs of music at St. Paul’s have featured the American Boychoir, Organ Plus with Gerhard Hradetzky, and a recital by violinist Ivan Zenaty.
Support for and appreciation of the arts is integral to life at St. Paul’s. Support for and appreciation of the visual arts is evidenced throughout the building: sculpture, stained glass and tapestries call us to reverence. The Nicholson B. White Gallery and Rotunda, named after a beloved former rector and long a showcase for works by regional and national artists, hosts four to five shows each year and is an aesthetic delight for all. The gardens and courtyard are themselves also works of art; flowering trees and colorful beds add to the pleasure of entering the building or even driving past along Fairmount Boulevard. Through support for the arts, we experience God in the beauty of creation, and we happily share that experience with our neighbors.
CLEVELAND

Cleveland’s story is a tale of two cities. Our downtown and the surrounding areas are burgeoning with more than $3.5 billion of investment including a new convention center and improvements to public amenities, public transportation, and the theater district. The restaurant scene is flourishing. Millennials are flocking to a revitalized Downtown and neighborhoods such as Ohio City, Tremont, Gordon Square, University Circle and Detroit-Shoreway.¹ Our park system, performance arts, and hospitals are among the best in the country. It is an exciting time to be a Clevelander.

Cleveland is also a city of great needs. Our city is challenged by economic and demographic changes that have affected many Rust Belt cities. The population of the metro region is roughly the same as it was in 1960 (while the U.S. grew by 75% during that time), with the city of Cleveland itself having lost over half of its population during this period.² The metro region has lost roughly 10% of its jobs since a peak in 2000.³ Poverty, homelessness, employment, and education issues are endemic – even in neighborhoods only a few miles away from St. Paul’s doors. There is great need for God’s love in our own backyard.

² U.S. Census Bureau, www.census.gov
UNIVERSITY CIRCLE
A world-class concentration of cultural gems is to be found in University Circle, four miles east of downtown and one mile down the hill from St. Paul’s. Institutions of arts, culture, education, and medicine call University Circle home including Case Western Reserve University, the Cleveland Museum of Art, Cleveland Orchestra, Museum of Natural History, Botanical Gardens, Western Reserve Historical Society, Cleveland Institute of Art, Cleveland Institute of Music, and the Music Settlement, as well as the main campuses of the world-class Cleveland Clinic and University Hospitals. Many parishioners are involved in these institutions – as patrons, members, leaders, students, volunteers and employees.


CLEVELAND HEIGHTS
Our church is a proud and active institutional citizen of Cleveland Heights, Ohio. “The Heights” is one of the inner-ring first suburbs which grew to prominence as Cleveland expanded in the early 1900s. It is known for its stately homes set among well-established, leafy neighborhoods. The housing stock ranges from apartments to traditional middle-class homes to mansions built during Cleveland’s industrial heyday; St. Paul’s sits along the Fairmount Boulevard District of the National Register of Historic Places. The Heights has several engaging clusters of eclectic shops and restaurants including nearby Cedar-Fairmount, Coventry, Cedar-Lee, Fairmount Circle and Shaker Square districts. Many of our parishioners also come from the adjacent community of Shaker Heights.

The racial, demographic, and socioeconomic makeup of the Heights is heterogeneous. While Cleveland Heights and Shaker Heights are predominantly made up of families, our proximity to universities and hospitals attracts many students and young professionals. There is significant disparity in income and wealth in our community. While the median income is higher than the national and county averages, the estimated poverty rate for children in Cleveland Heights has jumped from 6% in 2000 to 23% in 2010. Roughly 50% of the community is white and 40% is black, with the rest Asians, Latinos, Native Americans and others. While income levels are somewhat higher and the minority population somewhat lower in Shaker Heights, there is a similar demographic pattern. Both Cleveland Heights and Shaker Heights have achieved well-deserved national recognition for racial integration in their neighborhoods and school districts.

We are the inheritors of a long and faithful tradition of creative ministry and active leadership. Generations of members have enlivened St. Paul’s with their vigor, vision and enthusiasm, and our parish continues to develop and grow on the strength of this generation’s efforts to do God’s work in this place and time.

Our parish was established in 1846 in Cleveland and, after a few early moves, eventually settled into a new church in the “Millionaire’s Row” section of the city in 1877. In 1928, St. Paul’s moved to a new location in the growing suburb of Cleveland Heights. While the parish hall and bell tower were completed by 1929, the Depression delayed further construction of the church until the late 1940s. St. Paul’s was finally able to complete the nave in 1951. Continued growth, particularly among young families, led to a need for additional classroom space, and a nursery school wing was built in 1956. Three major capital campaigns within the last quarter-century raised funds for facilities and endowment.

The first rector of St. Paul’s reported in 1847 that “our assemblies are very respectable as to [both] numbers and intelligence.” That description of our parishioners has held true through time as we have evolved from a small, socially elite, neighborhood-based body to a large resource church that is becoming ever more racially, socially and geographically diverse. We are now an eclectic mix of members who travel to St. Paul’s from homes spread across many Cleveland-area communities.

St. Paul’s saw many exciting changes under the decade-long tenure of our previous rector, the Rev. Alan M. Gates, now Bishop of Massachusetts. Under his leadership, St. Paul’s weathered the storms which rocked the Episcopal Church nationally, improved its program offerings, and deepened its commitment to inspiring worship and strong lay leadership. During this time, St. Paul’s also completed strategic planning initiatives that have enabled us to approach our future with vision and commitment. We believe that we are now in a very good position to meet the demands, challenges and opportunities of the future.

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>1846</td>
<td>St. Paul’s founded</td>
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<tr>
<td>1851</td>
<td>A church is built at Euclid &amp; 4th St.</td>
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<tr>
<td>1877</td>
<td>Euclid &amp; E. 40th St. church built</td>
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<tr>
<td>1928</td>
<td>Parish moves to Cleveland Heights</td>
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<tr>
<td>1951</td>
<td>Nave built</td>
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<tr>
<td>1963</td>
<td>The Rev. Dr. Martin Luther King Jr. speaks at St. Paul’s</td>
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<tr>
<td>1986</td>
<td>First female clergy joins staff</td>
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<tr>
<td>1989</td>
<td>First capital campaign</td>
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<tr>
<td>1991</td>
<td>South Wing completed</td>
</tr>
<tr>
<td>1995</td>
<td>Second capital campaign</td>
</tr>
<tr>
<td>2010</td>
<td>Third capital campaign; Coventry House acquired</td>
</tr>
<tr>
<td>2013</td>
<td>Tucker Hall and Nave renovation completed</td>
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WHO WE ARE

PARISH DEMOGRAPHICS

St. Paul’s counts the talents and energy of its parishioners among its greatest assets. Parishioners hail from 42 different ZIP codes across the Cleveland metropolitan region, mostly from the East Side. While many of us are “cradle Episcopalians,” many others come from different faith backgrounds. We believe that the richness of our worship, vibrancy of our ministries, and warmth of our parish life is enhanced by our diversity.

Our newcomer program has steadily added 15-20 households to our membership each year, on average. Newcomers (members within the last ten years) make up 23% of our households. However, reflecting the broader demographics of the Episcopal Church, in the past ten years our membership has unfortunately decreased approximately 15%.

CONGREGATIONAL STATISTICS

Total Baptized Membership 1700
Total Households 680
Average Sunday Attendance 410
Easter Attendance (2014) 1040
St. Paul’s offers many opportunities to deepen our relationships with one another through parish-wide fellowship events and activities, as well as smaller group fellowship. We believe building genuine friendships is one of the key factors in growing spiritually and in increasing our sense of connectedness as a parish family. These ministries allow us to connect and know each other in a deeper sense, so that we may support each other in service and ministry to others.

Members are encouraged to participate in one of the many fellowship groups at St. Paul’s. These include:

**Eliza Backus Guild** is a ministry of women who enjoy fellowship together as they sponsor programs and raise funds for groups connected to St. Paul’s, and respond to requests from the clergy. They also handle the receptions following funeral and memorial services.

**Men’s Council** joins together in fellowship and activities such as the annual Lenten Pancake Breakfast, Parish Breakfast each third Sunday, annual field trip to Progressive Field for a Cleveland Indians baseball game in June, sale of poinsettias and greens in Advent, and others.

**Men’s Spirituality** meets weekly on Thursday morning for one hour. The goal of the group is to grow spiritually through personal sharing, based on books chosen by the group for discussion.

**Parish Breakfast Crew** works with several groups such as Boy Scout Troop 22 (which is chartered by and meets at St. Paul’s), the Men’s Council, Women’s Council and Youth Group, to prepare and serve breakfast on Sunday mornings during the program year.

**Parish Fellowship Committee** takes the lead in planning the social life of St. Paul’s such as receptions and parties, as well as special events like Jazz Vespers followed by the Mardi Gras Party. Other projects include a cookbook, *The Book of Common Fare*, featuring
recipes from parishioners; summer “Games on the Lawn;” the Parish Picnic and the annual Commitment Sunday celebration. The Parish Fellowship Committee also coordinates Sunday Morning Coffee Hour, a primary fellowship opportunity.

**Senior Saints Luncheon** is an annual event, coordinated by the Vestry and staff, celebrating the senior members of our parish with close to 100 often attending.

**The Village** is a fellowship-based group for families with infants and younger children, offering regular potluck dinners and family-friendly parish events.

**Women’s Council** is a fellowship and service group which plans events and projects including baby baskets, the Ice Cream Social, Christmas gift bags for needy children, a Cleveland Indians baseball game, sale of coffee to support outreach and the charitable distribution of funds to various organizations.

**Women’s Spirituality** meets twice a month on Saturday morning for two hours. The goal of the group is to grow spiritually through personal sharing, based on books chosen by the group for discussion.

**The ACT II Shop** is a long-standing, parishioner-managed resale store for quality clothing and merchandise. Its volunteers serve the parish and the community, and its profits support important special projects such as Jazz Vespers and exchanges with South Africa.

“I hope the new rector will be funny!”
— 4th grader in Church School
As we seek to live out the Gospel, we are called to be God’s hands and feet, God’s heart and voice in a broken world. Outreach is vitally important to us. The people of St. Paul’s have generously committed their time, talent, and treasure to address both immediate needs and systemic issues upstream, at their source. We are involved in hands-on work, social advocacy, and financial support to answer our Gospel calling. Total outreach is approximately 10% of St. Paul’s operating budget, but if one includes our non-operating spending, staffing and Diocesan assessment, outreach is equal to nearly 20% of the annual budget.

Some initiatives have been part of St. Paul’s outreach for decades; others have taken root only in recent years. We are continually open to the direction of the Holy Spirit to find new ways to serve in the name of Christ.

It is part of St. Paul’s Long Range Plan to enhance our outreach efforts through increased involvement, increased financial support, and leadership in social justice issues in the community. One of our challenges is learning how to engage all parishioners in outreach ministries so that we might share in the experience of transformation of ourselves through our Christ-called work in transforming the world.

**LOCAL OUTREACH**

Cleveland, like its Rust Belt neighbors, is a city of great needs. In its nearly 170-year history, St. Paul’s has twice moved eastward toward the suburbs, away from what has sometimes been a struggling downtown. But we still have an abiding obligation to our community, particularly our urban roots, to address challenges including poverty, homelessness, education, hunger, and gun violence, which are woefully endemic in our region.

**GREATER CLEVELAND CONGREGATIONS**

Greater Cleveland Congregations (GCC) is a consortium of over 45 communities of faith and other citizen groups working together to build power for social justice in Cleveland. GCC uses the methodology of the Industrial Areas Foundation (IAF), the oldest grass-roots organization in the country. GCC has been successful in grass-roots organizing to support Cleveland Metropolitan School District levy funding, passage of expanded Medicaid benefits for the working poor of Ohio, elimination of over-charging and racial disparities in the prosecution of criminal cases, and curbing the proliferation of illegal guns as part of the “Do Not Stand Idly By” national campaign.


**ROXBORO PARTNERSHIP**

Starting in 2013, in close partnership with our neighboring parish of St. Alban’s Episcopal Church, we have built a close relationship with nearby Roxboro Elementary School in Cleveland Heights. The inaugural “Camp Rox” was held in April 2014 to provide math tutoring. We intend to build on this partnership with grass-roots organizing principles.
GLOBAL OUTREACH
Just as God’s love extends far beyond what we can see with our eyes alone, so does our mission work. The global outreach of the parish is spearheaded by Global Missions Action Group (GMAG). Through GMAG, St. Paul's donates goods and money throughout the world, including supporting Episcopal schools in Honduras, sending shipments of vitamins to a NATO hospital in Afghanistan, furnishing worship materials to an Anglican church in Moscow, sponsoring a child in an orphanage in Rift Valley, Tanzania, and delivering baby bundles and library books in Honduras.

St. Paul’s enjoys a special relationship with the Diocese of False Bay of the Anglican Church of Southern Africa. Through their annual mission visits for over a decade, two members of GMAG, Rich and Mary Nodar, have fostered a relationship with a pair of congregations in South Africa, St. Mathew’s Chapelry in Masiphumelele and St. Claire of Assisi in Ocean View. As part of this mission work, St. Paul’s helped establish two foster homes and is providing partial funding for a new church building for St. Mathew’s.

Over the past decade, parishioners from both continents have made pilgrimages to share God’s peace. These included an exchange of visits by groups of youth. In September 2014, Bishop Margaret Vertue of the Diocese of False Bay visited St. Paul’s.

Learn more about the work of GMAG here: http://www.stpauls-church.org/serve/global-missions/.

OPEN DOORS ACADEMY
Open Doors provides after-school care, tutoring, enrichment, and relationship-building for middle and high school youth. Open Doors was originally developed at St. Paul's and has since successfully expanded throughout Cleveland to 13 middle and high school locations. See http://opendoorsacademy.org/.

READING CAMP CLEVELAND
St. Paul's parishioners take part in an annual week-long literacy program held at the Cedar Hills Camp of the Diocese of Ohio to provide intensive support for 3rd and 4th grade at-risk readers. See https://www.readingcamprocks.org/camps/cleveland/.

MILES PARK ELEMENTARY
St. Paul’s has a decades-long relationship with Miles Park Elementary School in the Cleveland Metropolitan School District. Parishioners give school supplies in the fall, clothing in the winter, and one-on-one tutoring on a weekly basis throughout the year.

LOAVES & FISHES
Partnering with Calvary Presbyterian Church in Cleveland’s Hough neighborhood, St. Paul's parishioners serve a hot meal up to 100 men, women, and children every fourth Monday.

FAMILY PROMISE
St. Paul’s is part of the local network of churches which host and support homeless families by providing shelter and meals in the church facilities. See http://familypromisecle.org/.

Father, send us out to do the work you have given us to do, to love and serve you as faithful witnesses of Christ our Lord. — The Book of Common Prayer, p. 366
St. Paul’s is blessed with a wonderful, sprawling, inspiring and historic church facility. The parish hall and iconic bell tower were designed by the renowned architectural firm of Walker and Weeks, and built in 1928 in the English Gothic style. The current nave was added in 1951; its contemporary design incorporated one of the first centralized floating altars in the country. With the Baby Boom in full swing, more classrooms and a nursery wing were added in 1956. The White Gallery and South Wing classrooms were added in 1991, reflecting the need for more parish and community space. By the early 2000s, space in the church was again becoming tight, and the overall physical condition of the facilities became a major issue.

Through a bold initiative of the Long Range Plan, and despite the ongoing Great Recession, we concluded a $6.3 million capital campaign in 2014 to help finance the renovation of the parish hall, the dining room, kitchen, and the nave. All the church’s major mechanical systems including boilers, air handlers and electric service were upgraded. A new ADA-compliant entrance was added and the parking lot repaved. The nave saw refurbishment of the woodwork, pews and worn kneelers. The acoustics were upgraded and the original choir screen was reconfigured to now more fully reveal our wonderful choristers and draw them into the worship service. In 2010, the parish acquired the Coventry House property located adjacent the church. The house was completely renovated into parish offices and meeting spaces, allowing St. Paul’s to renovate and recover the full use of Tucker Hall, our 1928 parish hall. See photos of the nave renovation on St. Paul’s Flickr page.

While the church is currently in the best physical condition it has been in several decades, there are additional challenges ahead for this octogenarian facility. Opportunities remain to refurbish the South Wing classrooms, add green technologies, and to renovate or even rebuild the co-operative nursery school space.
One of the most precious gifts of Christian community is the relationship we share with one another. It is all about knowing others, and being known; about being safe, and being cared for; about having a church family with whom to share every joy and sorrow. Through ministries of pastoral care offered by both clergy and laity, St. Paul’s members may always find care and companionship when needed.

St. Paul’s has a number of ways to provide pastoral care to members and friends of the parish. The parish clergy offer pastoral support when parishioners or loved ones are hospitalized, facing a crisis or have suffered the loss of a loved one. They are also available to provide support for those who seek help responding to major life decisions. Clergy are available around the clock, especially in emergencies. In addition to the clergy, a certified chaplain serves as a pastoral associate on a part-time basis.

**STEPHEN MINISTRY**
St. Paul’s is blessed to have trained 46 Stephen Ministers since 2004, currently with a dedicated group of 21 Stephen Ministers and 8 trainees to be commissioned in early 2015. They provide Christian care to individuals in our congregation and community (almost 100 individuals to date) who are experiencing transitions in their lives. Stephen Ministers complete 50 hours of training in pastoral care to provide confidential, one-on-one support to care receivers on a weekly or monthly basis. We offer a ministry of grief support to individuals who mourn by providing them with a series of books on coping with grief for one year after their loss. We are deeply involved with 2100 Lakeside, a men’s shelter of Lutheran Metropolitan Ministry; Judson Hospice; and Rainbow Babies and Children’s Hospital.

**EUCHARISTIC VISITORS AND HEALING PRAYERS**
Complementing these ministries of pastoral outreach is the provision of pastoral care through worship and prayer. We have seven certified licensed Eucharistic Visitors who take the sacrament from our worship services to individuals once a month who are homebound. Healing prayers with anointing and laying-on of hands are offered after the 9:00 and 11:15 a.m. services on the third Sunday of the month. There is an Intercessory Prayer Chain of ten members who offer daily prayers on behalf of people in need, and provide meals in times of crisis.

**JUDSON PARK MINISTRY**
A Pastoral Care Team provides a monthly Holy Eucharist service to our elderly parishioners on the second Wednesday of each month. Six to eight St. Paul’s volunteers help residents get to and from the auditorium and assist with the service.

**KNITTING CIRCLE**
The Knitting Circle meets weekly to knit prayer shawls and other items that provide a tangible expression of care to people in need. Completed prayer shawls, placed along the chancel rail, are received and blessed during a worship service. They are given to people experiencing transitions in life, facing illness or grief, moving from one place to another, or going away to college.

**ALTAR FLOWERS**
We deliver flowers after Sunday services to those in the congregation celebrating birthdays and anniversaries, or recovering from illness.
Mission Statement: To help us know God in Christ as the fulfillment of our deepest desire; and to provide guidance, inspiration and support in our journey with Christ so that we may incorporate our faith in all aspects of our daily life.

At St. Paul's Episcopal Church, we believe that the journey of spiritual formation is lifelong. We take this journey together in many different formal and informal activities. Formal Christian education for children and youth includes Church School classes for all ages beginning at age 3. We have 90 church school students and 78 teenage students.

Preschool through second grade children participate in two Godly Play classes based on age. The Godly Play curriculum is based on familiar New and Old Testament stories, which are told to children as a group; then the children are invited to respond to the stories with age-appropriate activities. Godly Play engages our children's imagination about the mystery of God's presence in their lives. For more, go to www.godlyplayfoundation.org.

Third through sixth grade children are using an Episcopal story-based curriculum called Workshop Cycles to participate in Workshop Rotation, which allows children to work on the same story or concept for four weeks using different activities to fully experience the story. Some examples of the cycles include “All about the Bible,” “The Moses Chronicle,” “When Jesus Was a Child,” “The Good Shepherd” and “101 Ways to Pray.”

Confirmation is a two-year program covering seventh and eighth grades. In seventh grade, we present the basic tenets and foundations of our Anglican heritage in comparison to other faith traditions. Eighth graders study the meaning of the baptismal covenant and its connection with their own lives. The confirmation process concludes with a visitation from the Bishop, usually in November, for ninth graders.

Youth Ministry at St. Paul's is based on the idea that we experience God’s grace through peace-filled relationships with others. We provide multiple points of contact to meet the needs of the many teens involved at St. Paul’s. Youth ministry is led by paid staff and volunteers. There is a Sunday morning Youth Forum from 10 to 11 a.m., as well as Youth Group activities for fifth and sixth graders (the aptly-named TotalChaosInTheNameOfTheLordAmen!), Junior High, and Senior High. The youth group travels to Harlan County, Kentucky, for an annual mission trip and participates in diocesan youth group events. Throughout the year, St. Paul's youth participate in a variety of drama activities, which they perform for the wider church. Youth also participate as acolytes and liturgists in both 9:00 and 11:00 a.m. worship services.

Formal Christian education for adults includes thematic seminars during the Adult Forum at
NEW MEMBER MINISTRY

New Member Ministry at St. Paul’s is designed as an intentional, relationship-based program to attract and retain visitors who may arrive as seekers, yet grow in commitment to become newcomers and gradually assimilate into parish life as members. On average, this process takes three years.

New Member Ministry is grounded in a theory of change and life transitions. A guiding premise is that any adult who seeks a new church home is motivated by a life change. It is attention to the transition process that shapes a ministry of hospitality and eventually membership growth. It is framed in a five-pronged effort that includes preparation, invitation, welcome, education and engagement or assimilation.

Volunteer groups support New Member Ministry:

• There are 26 parishioners who serve as Hospitality Hosts on Sunday morning at two worship services. These volunteers welcome all arrivals at three primary locations. They provide a verbal greeting, directions to visitors looking for worship space or restrooms, answer questions regarding special programs that morning, and promote the making and wearing of name tags.

• A group of membership volunteers plan and implement a fellowship supper for newcomers each January.

Sixty-two currently active households were new between 2010-2013. Of these, 25 have become pledging households (40%), 10 are giving regularly with no pledge, and 13 attend occasionally but we have no record of giving from them. The remaining 14 are in our database but do not seem to be attending.

I was a stranger and you invited me in. — Matthew 25:35
As Christians we know that we should properly define stewardship in a broad and expansive manner, but in this section, we focus upon our stewardship of St. Paul’s operations, its physical plant and financial assets. We believe that our finances are healthy and stable, and provide a sound foundation for the future – but we are mindful that there is great work yet to be done.

**ANNUAL STEWARDSHIP AND PLEDGES**

St. Paul’s relies primarily on annual pledges and gifts to fund the daily performance of our mission. As a worshipping and serving community, it is fitting that we return to ourselves each year to affirm that we are, collectively, carrying out our mission and serving the personal and spiritual needs of our parishioners. The good news is that our members have always provided the contributions needed to be a vibrant parish.

The annual campaign is conducted in the fall. With support of the rector and the clergy, a Stewardship Committee of parishioners conducts the annual effort for the Vestry, with staff support from the Director of Congregational Development. Income from annual pledges accounts for approximately 75% of operating expenses.

The number of pledging families has declined over the last decade by approximately 20%, to 410. This reflects both a drop in Sunday attendance, and demographic and generational changes in approaches to giving. We think St. Paul’s pledging experience is better than that of most parishes, but reversing this trend is a major challenge for us and our new rector.

We have increased our average pledge from $1,927 in 2005 to $3,417 in 2014. During the same period, the median pledge has increased from approximately $1,000 to $1,800. Because a significant percentage of income is derived from the larger pledges of older members, it is important that we deepen our conception of ourselves as a pledging and giving parish. We also hope to more diligently encourage planned giving by older parishioners.

In addition to pledge income, we are blessed with other categories of annual giving, including loose offerings and unpledged gifts and contributions; responses to individualized appeals to make special gifts to fund a specific operating or capital initiative; and donations from parish organizations.

The rector, the treasurer and the Finance Committee assist the Vestry in establishing the operating budget and monitoring results on an ongoing basis. St. Paul’s has always had its annual financial statements audited by an independent public accounting firm.
ENDOWMENT, PROPERTY AND CAPITAL CAMPAIGNS

St. Paul’s endowment consists of funds restricted to particular purposes, including facilities, outreach, music, education, clergy housing, clergy education and wellness, preaching and teaching, and unrestricted funds that may be used for general operations. There are also a small number of trust funds.

Currently the value of this aggregate endowment is approximately $8.5 million. The endowment is invested in stocks and bonds under the supervision of the Vestry’s Investment Committee. Since the 1990s the Vestry has operated in strict compliance with a spending rule which allows 5% of the average value over the past three years to be used for current operations. Returns from the endowment generally provide approximately 15% of annual expenses.

These assets have been cared for and enhanced by three capital campaigns in the last quarter-century. A capital campaign of approximately $1.6 million begun in 1988 made possible the construction of the South Wing with its art gallery and classrooms, plus additions to the endowment funds for facilities and renovation and support of the Holtkamp organ. In 1996, a second campaign for endowment and ministry raised $2.4 million, which was added to various endowment funds supporting music, Christian Formation, outreach and facilities. Most recently, culminating in 2014, St. Paul’s conducted a third campaign, raising $6.3 million. We made a tithe from these funds to outreach grants and endowment, and the remainder was invested in major facilities improvement and expansion.

While we are grateful for the support the endowment provides, we are mindful of the need for us, as a community, to pay today for that which we do today, rather than relying on the generosity of those who have gone before. We hope we can grow our programs and their annual support from current members at least as fast as we grow the endowment.

OPERATING REVENUES & EXPENSES FOR THE PAST 5 YEARS

<table>
<thead>
<tr>
<th>Operating Revenues</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014 (budget)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pledge Receipts</td>
<td>$1,427,269</td>
<td>$1,439,167</td>
<td>$1,458,261</td>
<td>$1,453,974</td>
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<td>Offering</td>
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<td>58,566</td>
<td>60,722</td>
<td>58,000</td>
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<tr>
<td>Gifts and Contributions</td>
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<td>50,338</td>
<td>74,805</td>
<td>60,305</td>
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<tr>
<td>Endowment Trust Income</td>
<td>46,445</td>
<td>46,762</td>
<td>46,870</td>
<td>46,841</td>
<td>47,000</td>
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<tr>
<td>Other Income</td>
<td>49,535</td>
<td>67,610</td>
<td>69,813</td>
<td>73,021</td>
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<td>Endowment Spending Rule</td>
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<td>231,779</td>
<td>245,000</td>
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<td>Prior Year Restricted Gifts</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>14,577</td>
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<td>Total Operating Revenues</td>
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<td>1,897,010</td>
<td>1,953,136</td>
<td>1,957,636</td>
<td>1,984,077</td>
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</table>

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014 (budget)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clergy</td>
<td>420,617</td>
<td>414,363</td>
<td>433,900</td>
<td>418,226</td>
<td>423,771</td>
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<td>Christian Formation</td>
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<td>194,039</td>
<td>186,944</td>
<td>179,597</td>
<td>194,338</td>
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<td>Apostleship</td>
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<td>176,277</td>
<td>178,700</td>
<td>181,303</td>
<td>180,590</td>
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<td>Communication</td>
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<td>67,254</td>
<td>62,474</td>
<td>58,034</td>
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<td>Congregational Development</td>
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<td>110,271</td>
<td>113,922</td>
<td>120,864</td>
<td>158,177</td>
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<tr>
<td>Finance &amp; Administration</td>
<td>172,295</td>
<td>184,196</td>
<td>189,822</td>
<td>172,443</td>
<td>178,257</td>
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<td>Facilities</td>
<td>366,431</td>
<td>365,796</td>
<td>376,419</td>
<td>367,155</td>
<td>396,239</td>
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<tr>
<td>Music &amp; Worship</td>
<td>156,795</td>
<td>148,343</td>
<td>151,339</td>
<td>144,893</td>
<td>150,872</td>
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<td>Diocesan Assessment</td>
<td>258,120</td>
<td>153,214</td>
<td>247,439</td>
<td>243,000</td>
<td>260,000</td>
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<tr>
<td>Vestry</td>
<td>6,003</td>
<td>1,123</td>
<td>4,640</td>
<td>4,359</td>
<td>5,000</td>
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<tr>
<td>Total Operating Expenses</td>
<td>1,894,100</td>
<td>1,914,874</td>
<td>1,945,599</td>
<td>1,889,673</td>
<td>2,009,244</td>
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<tr>
<td>Net Surplus / (Deficit)</td>
<td>(11,122)</td>
<td>(17,864)</td>
<td>7,537</td>
<td>67,963</td>
<td>(25,167)</td>
</tr>
</tbody>
</table>
The Episcopal Diocese of Ohio was established in 1818 as the first diocese of the Episcopal Church outside the original 13 American colonies. It presently consists of 86 parishes, with a membership of almost 19,000 communicants.

The Rt. Rev. Mark Hollingsworth was consecrated as the 11th Bishop of Ohio on April 17, 2004. He is supported in his work by three assisting bishops: the Rt. Rev. David Bowman, retired bishop of the Diocese of Western New York; the Rt. Rev. William Persell, retired bishop of the Diocese of Chicago; and the Rt. Rev. Arthur Williams, retired bishop suffragan of the Diocese of Ohio. Based at Trinity Cathedral, the Diocesan offices are located in downtown Cleveland approximately five miles from St. Paul’s.

The priorities of the Diocese include vitality and growth of congregations, support for the well-being of clergy and laypeople, supporting ministries that include feeding the hungry, housing the homeless, and the commission for domestic and global mission devoted to social justice and peace. The Diocese is generously supported via the Bishop’s Annual Appeal, which raises over $200,000 annually for Episcopal Community Services. The Diocese is currently developing a major camp, retreat and conference center.

Over the years St. Paul’s, as the Diocese’s cardinal parish, has maintained a very strong relationship with and commitment to the Diocese. St. Paul’s clergy, staff and laity currently serve in several leadership roles in diocesan programs and elected bodies. St. Paul’s takes seriously its obligations to support the Diocese, both financially and otherwise. We seek to find other opportunities for creative partnership with the Diocese in its mission and ministries.

For more, see www.dohio.org and www.dohiocampandretreatfarm.com.
The Challenges Before Us — and Our Next Rector

St. Paul’s is a remarkable place that we dearly love; yet, as with any great house of Episcopal worship near the beginning of the 21st century, it is not without its challenges. We both understand and embrace them.

We want to:

**Develop additional long range financial resources to stabilize and sustain the operations of the Church in perpetuity.** St. Paul’s concluded a successful capital campaign in 2014, raising $6.3 million to tithe for outreach, to finance extensive renovations of the church facility, and acquire and renovate the adjacent Coventry House. There remains a strong need to raise additional capital to endow program ministries and staffing, as well as to fund future facility renovations.

**Develop a committed clergy and engaged laity leadership to serve our parishioners and the broader community.** Our new rector will have an opportunity to attract and engage outstanding new associate rectors who will help implement the rector’s vision for St. Paul’s.

**Keep successfully battling declining demographics locally, regionally, and nationally.** Cleveland Heights and Shaker Heights, the Greater Cleveland area, Ohio and the Midwest have faced significant economic challenges in recent years, although the economic future of the region is much brighter today than a decade or so ago. While all organized religions and the Episcopal Church face declining membership nationally, St. Paul’s is doing far better than most. We have an opportunity, working closely with our next rector, to buck the national trends and to become a shining example of God’s work in the world.

**Attract and develop young families.** The demographics of the parish indicate that our members are getting older and spread geographically across many area communities. That said, 20% of our members have been here for less than ten years. Historically, St. Paul’s has benefitted from outstanding youth ministers and great youth programs. Young families are the lifeblood of a constantly rejuvenating parish. In the coming decade, as the region’s Millennials settle in the Heights to begin families, there will be an incredible opportunity for our rector, with God’s and our help, to grow St. Paul’s organically well into the next generation.

**Continue to make music and the arts a central part of our worship experience.** St. Paul’s has one of the most prestigious and well-known Episcopal music programs in the country. Music has always been central to our worship experience. With close proximity to University Circle, the cultural and intellectual center of Cleveland, music and the arts are interwoven into the fabric of our lives together. Our renowned organist Karel Paukert, although still going strong, will someday retire, and a critical transition awaits us.

**Focus on additional improvements to our facility with an emphasis on a preschool wing and refurbished education space.** The renovations implemented in the most recent capital campaign were transformative and long overdue. Now, we have additional work ahead to renovate or re-imagine our preschool wing and young education space. This will be an important factor as we seek to attract young families.

**Make St. Paul’s ever more welcoming.** As a community we seek to be both diverse and inclusive, regardless of race, national origin, ethnic group, political outlook, socioeconomic status or sexual orientation. The Heights is a diverse community and as a parish we need to better mirror our neighborhood. We have made great strides, but there is still an opportunity to do better.

It is our hope and prayer that our next rector will have the vision and leadership to rise to these great challenges. Although significant, each of them offers wonderful opportunities as we embrace St. Paul’s future together. St. Paul’s is a great place, but it can be greater still. With faith in our loving God, we stand ready to work together under new leadership to realize this exciting vision.
THE STAFF

Clergy & Pastoral Support
The Reverend Dr. Harold T. Lewis, Interim Rector
The Reverend Richard C. Israel, Associate Rector
The Reverend Kirby P. Colwell II, Deacon *
The Reverend Philip A. Anderson, M.D., Deacon *
Margaret A. LoPresti, Pastoral Care Affiliate *

Musicians
Karel Paukert, Organist-Choirmaster *
Steven Plank, Ph.D., Associate Organist-Choirmaster *
Richard Nelson, Ph.D., and Beth Nelson, D.M.A., Directors of Children’s and Youth Choirs *
Lois Davis, Handbell Choir Director *
David H. Osburn, Jr., Carillonneur *
Carolyn F. Wipper, Auxiliary Organist *

Program Staff
Katherine J. Gillooly, Minister for Christian Formation and Program
Pamela O’Halloran, Director of Congregational Development
Kim Fry, Director of Communications
Barbara Gould Pelowski, Ph.D., Director of New Member Ministries *
Katy Ptacek, Assistant for Congregational Development *
Julie Micheletti, Assistant for Christian Formation *

Administrative Support Staff
Brenda Burton, Controller *
Gail Emmet, Parish Secretary
Janet Ribovich, Assistant to the Rector *

Facilities Staff
Mark Finkenbine, Parish Manager
Art Dorland, Printer *
Chia Phan, Housekeeper
Paul McCuen, Sexton
John Rynes, Sexton
Richard Rynes, Sexton
Erik Zavarella, Sexton *
Ethan Greenberg, Sexton *

* denotes part-time or non-stipendiary

THE VESTRY
Tami Brown, Senior Warden; David Fulton, Junior Warden; Sharon Watts, Treasurer;
Bill Welsh, Clerk; Patrick Azouri; Bob Brown; Bill Conway; Julie Dornback; Jenifer Garfield; Scott Grey; Dorothy King; Allison Paetz; Mark Turner; Andy Wheaton

THE RECTOR SEARCH COMMITTEE
Chris Smythe, Chair
Jackie Acho LeMay, Vice Chair
Barbara Driscol
Dagmar Fellowes
Kristin Kaelber
Michael Schoop
David Sloan
Andy Wheaton
William Vodrey
Kirsten Radivoyevitch, Admin./Secretary

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