



I greet you all in the Name of our Lord Jesus Christ!

It is my pleasure to introduce you to the people of St. Paul's Cathedral in downtown Buffalo, New York.

St. Paul's has been a voice in the community for almost 200 years, and continues to be a beacon of hospitality and healing in the Diocese of Western New York. The congregation draws from all parts of the Diocese and is one of the most diverse congregations in the Diocese.

The Cathedral has a long history of providing the Sacraments to all. It is a place of quiet rest and refreshment. It is a place where great music and liturgy take place. It is a place where one can relax or join in and feel welcomed.

I am grateful that you are considering St. Paul's Cathedral as a place where you can share your considerable skills with its people and the community as well as with the Diocese.

May the Holy Spirit continue to bless you during this time of discernment.

Faithfully,

A handwritten signature in black ink that reads "J. Michael Garrison".

J. Michael Garrison
Bishop

PROFILE REPORT

Table of Contents

Letter from The Right Rev. Michael Garrison, Bishop of the Diocese of Western New York.....	1
PROFILE REPORT.....	2
INTRODUCTION.....	3
WHO WE ARE.....	3
OUR FOCUS.....	4
Worship.....	4
Service Schedule and Attendance.....	5
Sunday.....	5
Monday through Friday.....	5
Monday through Thursday.....	5
Music.....	5
MINISTRY.....	6
CHRISTIAN EDUCATION.....	6
Church School.....	6
Baptism.....	6
Nursery.....	6
Confirmation.....	6
Youth Group.....	7
Adult Education.....	7
Special Projects/Events.....	7
PASTORAL CARE.....	8
OUTREACH.....	8
Hunger/Outreach.....	9
Worship.....	9
Programs.....	9
Affinity Groups.....	9
THE SETTING.....	10
History.....	10
Governance.....	11
Cathedral Staff.....	11
Diocese Of Western New York.....	12
FINANCE.....	13
Operating Budget.....	13
Properties.....	14
Endowment.....	14
Special Purpose Funds and Special Gifts.....	14
WHO WE'RE CALLED TO BECOME.....	15
Our main goals as a congregation are to:.....	15
Worship.....	15
Spiritual Growth.....	15
Leadership Role.....	16
Church Growth.....	16
OUR NEW DEAN.....	17

INTRODUCTION

St. Paul's Episcopal Cathedral, the cathedral church of the Diocese of Western New York, will celebrate its 188th year in 2005. The parish is now on a quest to engage a new Dean who will serve and assist the congregation on the spiritual journey toward our 200th year.

The Profile Committee has been interviewing clergy, staff and parishioners in the development of the Profile. In this interviewing process we were specifically eager to learn what various people perceived as our greatest strength and our most critical needs and growing edges. We believe that our identity as a parish is grounded in our baptismal identity as a community of people "marked as Christ's own forever." We desire to live out our baptismal covenant. We believe that our strengths are those areas where we most strongly live this covenant and our growing edges and needs are where we are weak in living out this covenant.

We rejoice that we are a people who have been made new in Christ through the waters of baptism. At the font, whenever we reaffirm these promises, we seek to have our inquiring and discerning hearts renewed, our courage to persevere refreshed, and our spirit to know and love God rekindled. All the rest of our identity flows from these desires. Where we are succeeding in living out this covenant, we seek to be strengthened. Where we are not succeeding in living out the covenant, we seek to grow and change.

We recognize that our identity is influenced by our history, our participation in the Episcopal Church of the United States and in the world-wide Anglican Communion, our role as Cathedral in the Diocese of Western New York, and our position as an urban parish in the heart of downtown Buffalo. We further recognize that our future role as the Cathedral will be continually influenced by our environment and how we interact with it.

We are engaged in a process of reflecting spiritually on these issues, charting a course that will enable us to pursue our manifold mission and to call a leader who will serve most effectively as our spiritual guide.

WHO WE ARE

We at St. Paul's are a caring, supportive and warm congregation committed to serving God, one another and the greater diocesan community in Western New York. We are engaged as a community, dedicating our time, energy and money to create a vibrant place of worship, fellowship, spiritual growth and regional outreach. Our congregation, with strong lay leadership, is an eclectic mix of ethnically, geographically, generationally, and economically diverse individuals and families – open and accepting of differing opinions. This openness is reflected in the style of the Canons, Wardens and Vestry who listen to the needs of the congregation and communicate in an honest and forthright way. We need a dean who can build on the sense of compassionate community we share.

Parishioners characterize St. Paul's as a spiritually encouraging place – full of joyous praise, laughter and love – with contemplative worship services that exemplify the beauty of our Anglican tradition and with programs that nurture our spiritual lives. Spiritual encouragement is exemplified through skillful preaching, inspirational music, responsive pastoral care and innovative Christian education for people of all ages, from nursery through seniors. Additionally, a unique mix of programs provides a way to engage spiritually in a supportive environment for many different groups in the parish, including new mothers, 20's and 30's, gay/lesbian and seniors. Some of these groups are new and could help serve as the basis for expanded membership, one of our key goals.

Many individuals are drawn to St. Paul's by our music, which has a profound role in the liturgy and the parish. The Cathedral Choirs offer a rich and inspirational context for worship and our music program is one of the oldest and most extensive in the country. We have followed and expanded upon the English convention, making St. Paul's a repository of musical tradition. Further, our music education program deeply touches the lives of many young people, providing significant formative experiences. Music is clearly an important part of St. Paul's life.

The beauty of our cathedral building, one of the oldest churches in Buffalo, is also part of our rich legacy. The Gothic Revival building enhances the worship experience and is a cornerstone of the downtown business district. Many of our congregants work or live in the heart of Buffalo, while others come from the outer reaches of the Diocese. As the cathedral church of the Diocese of Western New York, we serve in a leadership role among the 62 other parishes in our diocese and in a broader ministry to all members of the downtown community. Still, we are a parish, and we worship together weekly in this sacred space, our spiritual home.

OUR FOCUS

Worship

Members of St. Paul's feel very strongly about the value of the worship experience and it remains the focus of what brings us together.

- Those who attend the 9:00 a.m. Sunday sung Eucharist enjoy a relaxed, warm and caring family-oriented atmosphere and the accessibility of the Rite II service.
- Communicants at the 11:00 a.m. choral Eucharist, steeped in tradition and Anglican form, enjoy the solemn richness and transcendent beauty of the Rite I service with glorious music in the setting of a grand cathedral.
- The 8:00 a.m. Rite I said Eucharist maintains distinction in its simplicity. Holy Eucharist is also celebrated with groups such as Seniors, 20's and 30's and gay/lesbian during the week, to share the gospel and build community.

Finally, Morning Prayer, noon Eucharist and Evensong sustain the weekly rhythm in our cadence of prayer.

Over 100 children, teens, and adults contribute to the quality of worship at St. Paul's by serving as altar guild, ushers, lectors, intercessors, chalice bearers and acolytes for more than 450 of the 850 services each year.

As the Cathedral of the Diocese, we have an obligation to exemplify the full spectrum of forms and styles of worship in the Episcopal Church and to offer unto God the best of everything, exercising the proper balance in liturgy, a celebration of Word and Sacrament. We pride ourselves on the fulfillment of that role and are mindful of it in developing our program offerings. We often see members from other diocesan parishes worshipping with us, particularly at special services and when we have a nationally known guest preacher.

Worshippers at St. Paul's expect and appreciate high-quality preaching as an integral part of good liturgy. Rotating preaching among clergy has provided variety in style and the perspective of lectionary-based sermons. The preaching generally addresses contemporary issues and the gospel – creating a connection with scripture and daily life. In our new dean we seek someone with outward passion who can deliver engaging, relevant, heart-felt, intellectually-challenging sermons to a well-educated audience.

Service Schedule and Attendance

Sunday

8:00 a.m. Said Eucharist, Rite I – average attendance 18 – 14% people of color

9:00 a.m. Sung Eucharist, Rite II – average attendance 80 – 22% people of color

11:00 a.m. Choral Eucharist, Rite I – average attendance 150 – 10% people of color

In the summer, a combined 10:00 a.m. sung service, alternating Rites I and II

Monday through Friday

Morning Prayer, 8:45 a.m. – average attendance 2

Noon Eucharist – average attendance 6

Monday through Thursday

Choral Evensong, 5:45 p.m. during academic year – average attendance 22

Additionally, choral Eucharists are celebrated on all major feast days and at many lesser feasts. For many of these special services, we come together as an entire parish congregation at 10:00 a.m. Healing is available at the 9 and the 11 o'clock Sunday services as well as at the Wednesday noon Eucharist. The Friday noon Eucharist is celebrated by the Bishop.

Overall, our congregation consists of 534 baptized members with average weekly attendance of 265 – approximately 12% of whom are African American, 3% Latino and 0.5% Asian, 15% gay or lesbian and 50% women – coming from 52 zip codes in Western New York and some from Southern Ontario. The average age is 50: 55% of our members are between 45 and 70 years old and 20% are youth.

Music

Excellence in music is an important way in which St. Paul's fulfills its mission as a cathedral. Music draws hearts and minds to God in worship, communicating at a depth that can touch us emotionally and move us spiritually. St. Paul's has a long, distinguished tradition as a standard for musical excellence and leadership within the diocese and the wider Episcopal Church. The program was founded in 1867 and has touched countless lives for nearly 140 years.

There are four choral groups within the program: boy choristers, girl choristers, the men of the cathedral choirs and the adult choir. The boy choristers sing choral Evensong each Tuesday during the year, and, with the girls, alternate in singing at the 9:00 am and 11:00 am choral Eucharists each Sunday. Choristers singing at the 11:00 am service are joined by the men of the cathedral choirs. The girls sing choral Evensong each Wednesday, and the men of the choirs sing the same service each Thursday. The mixed voice adult choir substitutes for the treble choirs as necessary.

All choirs are involved in special services, as well as recordings, concerts, and domestic and international tours. Previously, the choirs have sung in residence at St. Paul's Cathedral, London, as well as York Minster; Christ Church Cathedral, Dublin; Westminster Abbey; St. George's Chapel, Windsor Castle; and Durham Cathedral. Notable domestic tours have included residences in Ann Arbor, Michigan; Boston, Massachusetts; and Richmond, Virginia. Later this year, the men and boys will sing at Notre Dame Cathedral in Paris and Exeter Cathedral in England. The men and girls will tour England and Sweden in 2006, visiting London, Stockholm and Uppsala.

Every year, the choirs participate in many community events, including caroling for holidays, participation in diocesan events, benefits, and collaborations with other music groups. The music department also promotes an organ education initiative for elementary and high school students, "Organ Works," and a choral outreach program. Extra-liturgical performances during the 2005-2006 season include a series of Bach cantatas, a "celebrity" organ recital series, and a series of organ improvisation concerts. A summer Festival of Music and the Arts is planned for 2007, the 140th anniversary of the Men and Boys Choir.

Support organizations include a Music Committee, Friends of Music (an independent fund-raising corporation established in 1992), an Alumni Association and a choir parents' association. Friends of Music promotes an annual campaign to underwrite a program of special services, weekly chamber music recitals, large-scale orchestral and choral concerts, and education and outreach projects. The Canon for Pastoral Care serves as Choir Chaplain and all choristers are encouraged to participate in the wider life of the cathedral, including Christian Education.

MINISTRY

CHRISTIAN EDUCATION

Church School

St. Paul's is blessed with dedicated, volunteer church school teachers. They are people of deep faith and creativity who skillfully touch our children through storytelling, crafts, singing and drama. Most have been teaching the same age groups for years, so there is great consistency within the program. The Christian Education Committee agreed upon the "Godly Play" curriculum for Fall 2005. Currently, church school is held every Sunday from pre-kindergarten through grade eight, which is divided into four classes. There is a class at 9:00 am for the choristers who sing at the 11:00 am Eucharist.

A challenge to our teachers is inconsistent attendance from week to week. This is partly because of the fluctuating choir schedules. And, because we are not a neighborhood church, our congregants live in the suburbs as well as in the city and some families attend church only once or twice a month. We are currently experimenting with a combined 10:00 a.m. service, which alternates between Rite I and Rite II to address this issue.

Baptism

Just as you find Holy Baptism at the heart of the Prayer Book, you will find it at the heart of St. Paul's. Holy Baptism is celebrated in the context of the Eucharist at the Easter Vigil, All Saints' Day, Pentecost and the Baptism of our Lord. Throughout the year, in preaching and teaching, we are challenged and encouraged to live out our Baptismal Vows. Our Canon for Christian Formation meets with each family and individual in preparation for Baptism. St. Paul's has a wonderful tradition inviting all parishioners to sign the Baptismal Certificate.

Nursery

Childcare is offered on Sunday mornings, for Monday evening programs and for other special events throughout the year. Three paid nursery attendants provide consistent and excellent care to the children. Not only do they keep them safe but they also teach them the faith through storytelling, creative arts and dramatic play. Because of growth among young families, we are currently exploring ways to add space to the nursery.

Confirmation

Two lay members of the Cathedral teach the Confirmation class. The program was expanded and

now meets in the fall and the spring semesters. The youth are challenged to grow and mature in their faith by studying the Old and New Testaments, contemporary issues, and exploring ways to serve in the church and the world. Confirmation takes place at the Easter Vigil.

Youth Group

Two groups meet on a regular basis: Junior Youth (grades 4-8) and Senior Youth (grades 9-12). This past year's activities included serving food at Friends of the Night People; sorting food at the Food Bank of Western New York; planting and tending a summer garden at the Food Bank; hosting an AIDS Benefit; leading worship on Youth Sunday; overnight retreats at the Cathedral; an autumn retreat at the Chautauqua Institution; game nights; movie nights, and coffee houses. St. Paul's has a large number of youth involved in many aspects of church life, namely, choirs, liturgical leadership, church school, nursery care, community outreach, and youth activities. We are currently exploring ways to assure commensurate resources are dedicated to the youth programs.

Adult Education

Adult Education is organized and planned jointly by the Adult Education Coordinator and the Canon for Christian Formation with the support and suggestions from the Christian Education Committee. Opportunities are expanding in order to meet the needs of a diverse group. At the 10 o'clock hour, between Sunday services, the Adult Forum hosts invited persons from within and outside of the Cathedral who speak on a variety of topics. A traditional Bible study, "Discovering the Bible," has also been an offering of interest, as well as the Education for Ministry Program.

Additional programs currently being offered include:

- 1) A study on the Book of Romans, led by one of our clergy
- 2) An inquirers class specifically for those who want to be baptized, confirmed or received at the Easter Vigil
- 3) The New Mothers' Group, which consists of mothers who meet for coffee and discussion in the Nursery with their children up to two years of age;
- 4) The *Monday Evening at the Cathedral* series, led by a lay person and overseen by the Canon for Christian Formation, provides an opportunity for individuals to gather for evening prayer, dinner, and class/discussion, and
- 5) A women's ministry which explores various ways to nurture and grow the spiritual development of the women of St. Paul's.

Special Projects/Events

In addition to the regular programs, we have many special projects and events such as:

- The construction of a ceramic-tiled cross by the Church School children dedicated on Easter Sunday 2004 and now hung in our large downstairs meeting room.
- A Cathedral Advent Day sponsored by Christian Education at which almost 100 children and adults gathered at the Cathedral for activities: Hungarian wheat planting, storytelling, arts and crafts, Christmas pageant preparations, and Advent meditations for adults.
- A Christmas Pageant for the early service on Christmas Eve, which took place this year for the first time in many years.
- Volunteer day to renovate the church school room into a clean, welcoming space for the children and choirs to gather throughout the week.

PASTORAL CARE

The ministry given to us at Baptism calls us to seek and serve Christ in all persons, to love our neighbors as ourselves and to strive for justice and peace among all people, respecting the dignity of every human being. As members of the Body of Christ at St. Paul's, Pastoral Care becomes everybody's business. We have one Canon who provides direct pastoral care and leadership to the pastoral care efforts of the clergy and parishioners.

The Canon for Pastoral Care directs the more formal pastoral care through five avenues:

- The trained team of eight Pastoral Visitors provides a connection to those who are chronically shut in as well as those who are acutely but temporarily incapacitated. This is done through personal visits as well as phone calls and letter writing.
- Thirteen licensed Eucharistic Visitors make communion available to shut-ins on a regular basis, with consecrated elements from the Sunday Eucharist. The Clergy share in taking the sacrament to those who are acutely ill and to shut-ins, as well as during the Christmas and Easter seasons.
- The Parish Nurse is a resource for health education, blood pressure screening, annual flu shots and a variety of health-related concerns. With the permission of parishioners, she will relay specific information to the Clergy. This is critical since federal guidelines governing health providers now restrict notice of parishioners being admitted to hospitals, rehabilitation centers and nursing homes.
- The Clergy join in celebrating births, graduations, weddings and retirements and minister to members in acute crisis: parishioners or their loved ones in the hospital, various life transitions and funerals. A 24-hour paging service allows parishioners to reach the Clergy after-hours.
- The Canon for Pastoral Care works directly with parishioners, with members of the choirs and outside the church through chaplaincy at hospitals, at state prisons, and on special projects such as the Family Justice Center, the Drug Court and the Domestic Violence Prevention Project.

Time spent together before and after services, during the coffee hour and in other activities shapes the quality of Pastoral Care and supports an inclusive and vibrant community. This includes the Christian Formation, Youth, Newcomers, Music, St. Paul's Seniors, the "Foyer" adult group and Parish Life groups that meet throughout the year.

OUTREACH

Outreach and evangelism are part of our mission as a parish and they show up implicitly and explicitly for us as a church and as individuals. We have combined these two activities into one category we call "outreach" because that is the word used to describe both evangelistic and community service activities at St. Paul's.

Outreach means many things to many people at St. Paul's. Traditionally, hunger has been a major focus. Newer outreach programs are developing that strengthen participants' inner resources. Finally, we as parishioners are doing outreach every day as we live the Word of God in our daily lives. All these aspects of outreach serve the wider community, increase the visibility of a spiritual presence downtown and lead to church growth.

Outreach efforts reach a wide spectrum of the community and include:

Hunger/Outreach

- Ministries such as Christo Rey Hispanic Church as well as programs like Child & Family Services Summer Camp and a social services program for homeless people are funded by grants from the Hunger/Outreach committee, funds from the endowment established ten years ago, and specific fundraising efforts. This committee has a considerable budget and a long history at St. Paul's.

Worship

- Several worship services have been developed specifically with outreach in mind, including: The Blessing of the Animals for the Feast of St. Francis; the Interfaith Candle Light Vigil to kick off the YWCA Week Without Violence; a service for AIDS; and a special Epiphany service – which benefited the Advocate Program of Crisis Services.
- Daily services, such as Morning Prayer, the noon Eucharist, and Evensong, not only support the members of this parish, but also draw people who work downtown. These services have attracted new parishioners. Special events scheduled throughout the year such as the chicken barbeque, as a fundraiser for hunger outreach, increase visibility of the church.

Programs

- Educational outreach, such as a lay-led program on spirituality in the workplace, also provides a valuable service that reaches those who work in the downtown area.
- Those interested in the arts benefit from the free weekly Friday cathedral recital series, a lunch-and-learn series led by a prominent local artist, weekly cathedral tours, occasional festival services such as Lessons and Carols, and Evensong which is offered four times weekly and frequently on Sunday afternoon.

Affinity Groups

- Age-related groups such as the teen coffee hour, the 20's & 30's group, and the bus from Episcopal Church Home to 11:00 Eucharist create a community of support and a way to integrate new members into the life of the parish.
- Affinity groups such as St. Paul's Seniors, the new mothers' group, the women's retreat, "Vestibule" gay and lesbian social group, the gay and lesbian outreach group and the "Forum" adult social group provide fellowship and support for people who have something in common. There is a strong desire to support African American and Latino people in the same way; the multicultural Three Kings Day celebration was a first step.

Many of these programs, targeted to specific segments of our community, are new and offer great potential for growth. There is an opportunity for the congregation to do more evangelistic activities that bring in new, diverse members and to ensure they are welcomed at the front door and engaged in the community when they first join us. Our hope is that our new dean will help us incorporate existing programs into a marketing plan and evangelical effort to grow St. Paul's and to help St. Paul's be a brighter beacon of light in the revitalization of the City of Buffalo and the region.

THE SETTING

History

St. Paul's began as a missionary church of the Diocese of New York. On July 3, 1802, The Reverend Davenport Phelps, a native of Connecticut, held the first service of the Episcopal Church in the tiny frontier town. St. Paul's was established in the "Connecticut tradition" with its deep intellectual conviction and emphasis on music, education and preaching. This influence is still evident today.

Services continued for the missionary outpost until February 10, 1817, when a group of prominent citizens of the Village of Buffalo met at a tavern not far from the location of present-day St. Paul's Cathedral. They decided to build a church and acquired a donation of land – the site on which the church still stands. In 1821, a frame church seating more than 200 was consecrated. Even before the first church was built, the Musica Sacra Society was founded and the Rector, Deodatus Babcock, was its director. This was the beginning of our much-acclaimed music program. The *Buffalo Patriot* reported on the church's consecration that "the singing was performed in a style creditable to the choir and highly gratifying to all."

St. Paul's transformed from a village church to a neighborhood church as Buffalo grew. In 1825, when the Erie Canal opened bringing a surge of immigrants and business to Buffalo, St. Paul's reflected that growth. By the 1840's, it was obvious that a larger structure was needed. Richard Upjohn, the foremost Gothic Revival architect, was selected to design it, and in 1851 the new church building was consecrated with a capacity of 700. Upjohn said that St. Paul's was his finest work. Later, the architect Robert Gibson adorned the Cathedral with superb stained glass and a wealth of iconographic details. St. Paul's is now a National Historic Landmark.

Along with the larger structure came our status as a cathedral. Bishop Hobart of New York had a vision of a cathedral that would be "a missionary and intellectual center with stately splendor." In 1866, the Cathedral was consecrated and, along with the National Cathedral in Washington, was the first to fully carry out the "cathedral idea." The lofty spire was built to commemorate the consecration and in it were installed ten chimes that still make our presence known in downtown Buffalo.

A fire on Ascension Day, May 10, 1888, completely destroyed the interior of the church. Only the exterior walls and towers survived. The Vestry showed its strength, stability and determination to serve the people. On the same day of the fire, they met and decided that "the life of the parish must go on without interruption." The Vestry sought a suitable meeting place and in our interfaith tradition the Temple Beth Zion offered their facilities for services during construction. It was decided to rebuild on the same site. In the end, the fire served to strengthen the congregation.

The most significant figure in the 19th century history of St. Paul's was the Reverend William A. Shelton who came to the church in 1829, at 31 years of age, and presided at St. Paul's for more than 50 years. Shelton oversaw enormous growth of St. Paul's membership and financial revenues and brought stability to the Parish during a period of turbulence in Episcopal Church history. Dr. Shelton was the leading Buffalo clergyman and was a warm and generous man. Many of his qualities would be valuable to our church today.

St. Paul's followed the ebbs and flows of growth in Buffalo through the 20th century and was a source of hospitality, healing and hope. The Cathedral occupies a triangular wedge of land in downtown Buffalo. To the west is the Parish House and to the south, 2-4 Cathedral Park. In 1970, with the cooperation of St. Paul's, the City of Buffalo, Erie County and New York State, the lovely Cathedral Park was created adjacent to the Cathedral.

St. Paul's remains the mother church of the diocese, with close ties to our Bishop. The parish reflects some of the developments of the Buffalo area as well as the Episcopal Church in the United States. Issues in church governance, organization, liturgical style, lay leadership, Christian education, diversity, the ramifications of the Windsor Report, and mission are part of St. Paul's fabric.

Heading into its third century, St. Paul's Cathedral remains a strong center of spiritual life downtown and of positive change in the diocese.

Governance

The Vestry is charged by the congregation with the governance of the parish and functions in an atmosphere of integrity and openness. The Vestry is composed of fifteen eligible voters: the dean, two wardens and twelve members plus two non-voting youth representatives. The Vestry appoints the Clerk, Treasurer, and Assistant Treasurers. A committee structure provides a vehicle for the identification of needs and the accomplishment of specific goals of the Vestry. The committees are Christian Education, Finance, Investment, Hunger Outreach, Properties, Stewardship, Worship, Communications, Newcomers, Twenties & Thirties, Archives, Gardens & Grounds and Altar Guild. The composition of each committee includes a vestry member and in some instances a member of the staff.

Cathedral Staff

The Cathedral Staff work together in the Parish House in a friendly environment with good communications and good working relationships. They characterize themselves as a “sharp” staff with a good attitude, who love what they are doing. St. Paul’s is known for its culture of learning, collaboration and teamwork, especially among clergy. Those who serve the Cathedral take a wealth of knowledge with them, which benefits their careers and the Church.

Our Interim Dean, the Right Reverend J.C. Fricker, is responsible for leading the team of parish staff along with his primary role, to provide spiritual leadership to the congregation. This includes responsibility for working with the Vestry to carry out policy, administration of the affairs and staff of the parish, as well as leadership in worship, pastoral care and community relations.

The Canon for Congregational Life, the Reverend Ethan J. Cole, is responsible for assisting the Dean in providing spiritual guidance to the congregation, mainly sharing in the ministry of word and sacraments. He also organizes worship services, offers Bible studies and is the principle clergy person for pre-marriage counseling and subsequent weddings. The Canon supports various groups, such as the 20’s and 30’s group, and committees, such as the Newcomers Committee, as they develop in the life of the congregation. He is involved in the wider life of the Diocese, sitting on a number of boards. This is a full-time position.

The full-time Organist-Choirmaster, Andrew Cantrill, recruits, trains and manages the men, boys and girls of the Cathedral Choirs and Adult Choirs and, along with the *full-time Assistant Organist-Choirmaster*, Andrew Scanlon, participates in choral services. The Organist-Choirmaster is responsible for the administration of the music program and heads the music department. The staff also includes a *part-time Music Office Assistant*, Vera Kozak, who is responsible for maintaining records, scheduling events and preparing reports. An *Organ Scholar* also assists in services. This is a part-time academic stipend position.

The Canon for Christian Formation, Kristen Fishbaugh-Looney, is a Candidate for Holy Orders. She has overall responsibility for the educational programs of the parish including nursery, children’s liturgy, church school, youth group, adult education, preparation for baptism and

confirmation, and special seasonal education events. Her leadership has brought the children fully into the fabric of the worship as they assist in collecting the offering and presenting the gifts. This is a three-quarter time position.

The Canon for Pastoral Care, Deacon Leann McConchie, is responsible for providing direct pastoral care and has overall responsibility for Pastoral Visitors, Eucharistic Visitors, St. Paul's Seniors' activities; is a liaison to the parish nurse and is involved in the direct support of a variety of special parish and diocesan initiatives, including several diocesan committees, at the request of the Bishop. She also exercises a ministry outside of her work at the Cathedral in the arena of family violence: as a chaplain for victims of family violence and working to develop the new Family Justice Center which is for Buffalo and Erie County. This is a half-time position.

The Parish Nurse provides pastoral care and support to our parishioners through various avenues, including regular blood pressure screenings, flu shot clinics, and wellness initiatives as noted above. This is a non-stipendiary position.

Deacon Michael Szymanski, a non-stipendiary *vocational deacon*, assists in Sunday liturgies. *The Diocesan Archdeacon*, Bruce Gillies, also assists in Sunday liturgies.

The full-time *Administrative Assistant*, Vicki Fithian, serves as secretary to the Dean. She is responsible for coordinating office administration, and works in diocesan/community relations.

The full-time *Parish Secretary/Receptionist*, Mary Ellen Keeler's responsibilities include reception, maintaining membership and committee files, preparing service bulletins, coordinating the events calendar and providing clerical support for the program and pastoral staff.

The full-time *Accountant*, Dana Skinner, works with the Dean, the Treasurer and the Wardens on matters of budget, fiscal control, financial accounts as well as pledge and endowment records.

The full-time *Sexton*, Joe Orrange, and part-time *Assistant Sexton*, Ellie Bender, are responsible for supervising property maintenance, making arrangements for parish events, and cleaning. They work closely with the Properties Committee in prioritizing and carrying out repairs.

Diocese Of Western New York

The Diocese of Western New York was formed in 1838 by division of the Diocese of New York. In 1869, Buffalo became the See city for the Diocese and in 1931 the Diocese was divided once again, creating Rochester as its own Diocese. Currently, the Diocese of Western New York comprises the seven westernmost counties of New York State. It is bounded on the west and north by Lakes Erie and Ontario, and on the south by Pennsylvania. The eastern boundary is the Diocese of Rochester.

Our first bishop was William Heathcote Delancey, whose episcopate began in 1839 and ended in 1865. Our second bishop, Arthur Cleveland Coxe, was our longest sitting bishop – 31 years. The Right Reverend J. Michael Garrison, current and tenth Bishop of the Diocese, was consecrated on April 24, 1999.

The Cathedral is located in the heart of the City of Buffalo in the Niagara Region with an overall population of one million. Buffalo has a rich history as an industrial, commercial and transportation center. This legacy has left us with rich arts, architecture and a magnificent park system. The city is currently on the verge of revitalization, and we as a congregation want to play our part in Buffalo's renaissance.

We are an international stopping point for tourists and immigrants as we are located across the bridge from Canada and less than two hours from Toronto. Buffalo is a diverse city with 37% of

residents African American and 8% Hispanic. Erie County has 19% people of color. Buffalo's museums, galleries, orchestra and chorales provide limitless opportunities for artistic expression and exploration. Numerous colleges and universities offer the life-time learner avenues for continuing education. Of course, while we are known most for our winter weather and lake effect snow, we are also known for exquisite summer weather and easy access to nature for hiking, boating and other outdoor activities.

FINANCE

St. Paul's has a budget of one million dollars, an endowment of nearly ten million dollars, three substantial properties and several special funds. Our new dean will be adept in managing this level of financial responsibility.

Operating Budget

The operating budget has risen from \$723,527 in 1994 to \$1,007,905 in 2004, an increase of 3.5 % per year. It addresses the normal financial obligations of the parish. The largest budget item is for our music program, which accounts for about one-third of program expenditures. This is in keeping with similar programs for comparable parishes in other dioceses. Other substantial budget items are for Buildings and Grounds and Worship and Liturgy. These are in alignment with comparable parishes. Our expenses fall into nine major financial categories:

- Worship and Liturgy
- Music
- Buildings and Grounds
- Education
- Outreach
- Communications
- Parish Life
- Administration
- Cathedral Park (Office Building)

In addition to covering our own operational costs, the budget provides for full payment of the Fair Share pledge requested by the diocese and the national church. That support amounts to 6.6% of the diocesan budget. While St. Paul's has always paid its designated Fair Share, only for the last few years has it paid the suggested "Extra Mile" supplement. This is one way we show our leadership in the Diocese and is significant since we have the largest budget of parishes in Western New York.

The income to support the operating budget consists principally of earnings from the endowment and pledges from members. Pledge revenue has been stable at \$240,000 to \$260,000 for the past ten years. Average gift amounts have increased from \$20 to \$33 per week as the number of pledges has declined. Even with a continued emphasis on proportionate giving, St. Paul's has failed to increase the percentage of its operating budget income from the stewardship of its present members. Pledge income funds approximately 25% of the operating budget. Although the Vestry adopted the tithe, far too few of our parishioners presently pledge in proportion to income. Several very generous pledges upwardly skew the stewardship statistics. Approximately 40% of pledge income is attributable to the 20 largest donors. Deaths and departures have reduced the number of pledges faster than new pledges have grown to replace them. By increasing the clarity and communication of our budgetary and financial status and objectives, we hope to involve members more and encourage a culture of stewardship.

Properties

St. Paul's owns three buildings: the Cathedral, the Parish House and an office building, 2-4 Cathedral Park. The Properties Committee serves as the principal steward for the physical facilities of the Cathedral and associated office buildings. Large projects this past year included restoring the twelve clerestory windows and the design and installation of two custom organ consoles. Many smaller projects were also executed.

Expenditures in 2004 included:

Properties Fund:	\$ 59,066
Capital Improvements:	\$ 26,446
Ancillary Facilities:	\$ 20,478

Endowment

Endowment income has assured stability and a margin of excellence for the program at St. Paul's. Income from the endowment covers most of the balance of the operating budget not funded by annual pledge income. Due to the national economic downturn, the market value of the endowment experienced a significant decline since 2001 and is currently under \$10 million. A small portion of the endowment consists of donor-restricted gifts. Investments are managed by a committee with the help of a financial advisor; socially responsible investment criteria are used.

The endowment is both a strength and a weakness of St. Paul's. Its existence provides over one-half of the general operating budget and funds wonderful programs, but it diminishes the urgency of generating annual pledges. Currently there are 163 pledging units in a congregation of 232 voting members. St. Paul's has been using 6% of the rolling thirteen-quarter average value of its endowment annually. In order to spend less than we are earning in interest, this figure might prudently be reduced to 4%-5% in order to safeguard the Cathedral for the future; the Vestry is examining goals in this area. St. Paul's has been reluctant to scale down programs, even when pledge income is less than desired. Use of the endowment income makes up the difference. Operating budget deficits also result from heavy property-related expenditures necessitated by ongoing efforts to refurbish the Cathedral properties. Repairs to our buildings invariably cost more than we expect. There were also a number of one-time salary expenses in 2004. On the positive side, we have seen recent increases of volunteer time and in-kind gifts to support the renovation of the Cathedral meeting rooms. These have supplemented our recent, successful capital campaign.

Special Purpose Funds and Special Gifts

- St. Paul's has significant financial activity outside its budget. In 2004, it raised \$27,000 in bequests and special purpose offerings for other organizations, including Episcopal Community Services, the Presiding Bishop's Fund and the United Thank Offering.
- In addition, over \$520,000 has been raised toward a goal of \$500,000 for a 5-year Capital Campaign, "Let the Stones Sing," for exterior masonry restoration and the purchase and installation of two new organ consoles.
- Significant portions of the music program and all costs of the choir tours are funded through off-budget fund-raising by the choirs and the Friends of Music at St. Paul's Cathedral.
- Most of our significant outreach program is accomplished through designated offerings and use of the special purpose funds.
- Over the past two years the Cathedral has received \$98,000 in grants to fund lectures and conversations drawing a wider community of people to St. Paul's. A grants committee has been established to intentionally seek additional grant funding.

WHO WE'RE CALLED TO BECOME

Based on over 100 surveys and interviews with parishioners, clergy and staff in an open and creative process, we have done our best to discern what we, as a vibrant parish, are called to become as we grow and adapt, moving toward our third century.

Our main goals as a congregation are to:

- 1) Continue with worship as the focus of what brings us together
- 2) Enhance opportunities for spiritual growth and evangelistic outreach
- 3) Fulfill our leadership role as the Cathedral for the Diocese and the City
- 4) Learn to grow in a way that includes more diverse people and engages young people.

Worship

Our first goal is to continue with the worship experience as the focus of what brings us together. In our survey of congregants, we heard positive comments about the value and quality of worship at St. Paul's – and many strong opinions on how worship should change or remain the same in the near future. Worship creates community among those who attend a particular service. The variety and number of services can also lead to feelings of separation in the community. This goal includes a thorough examination of our worship offerings, a community decision on what is best and an alignment to that decision as well as healing around feelings of separation or division within the parish.

With this behind us, we will have more energy to look outward at ways to increase participation in each service and celebrate the many facets of our diverse community.

Spiritual Growth

Spiritual growth has been a quiet endeavor at St. Paul's, primarily as the responsibility of each individual. Recently, new staff and lay leaders have initiated spiritual growth offerings that are community-oriented and interactive – going beyond the traditional education model.

For example, a women's group has been revived and will be conducting an off-site retreat this summer; two contemplative one-day retreats were held at the Cathedral with high attendance; there is an active group of Seniors who meet monthly, as well as the 20's and 30's affinity group who meet weekly for Eucharist, interactive sermon and fellowship. These programs are creating communities of support within the Body of Christ at St. Paul's. Our goal is to enhance these spiritual-growth offerings as part of a larger plan, yet to be written, that supports the Cathedral as it moves forward.

As part of this goal, we will also explore ways to be more evangelistic – sharing the transforming love of Christ with those outside our walls. Therefore we see our quiet strength in this area growing and will expand in many ways with further leadership support and funding.

Leadership Role

A third goal of the congregation is to continue in our leadership role as the Cathedral for the Diocese and the City of Buffalo. We hold the responsibility as the cathedral church in the Diocese to be a comfortable and welcoming place for all communicants in Western New York, to be a place of stability, and to initiate diocesan-wide programs that encourage diocesan collaboration.

We also intend to exercise a ministry in the City of Buffalo and the region in order to have a positive impact in its revitalization, to help empower lower-income residents and to encourage secular expressions of spirituality in the workplace. Buffalo is ripe for hope, leadership and honesty and we can play a significant part, drawing on our sense of mission.

Our objective as an instrument of change is to become better known locally in order to attract more members – and to be known nationally for particular areas of expertise, such as music, as a way to promote learning within the Episcopal Church and to encourage a high level of excellence at St. Paul's.

Church Growth

Finally, growth has been an ongoing goal of this congregation. We have maintained our membership levels and dollar pledges while other congregations have declined. We feel there is good potential for further growth since, as a religious community, we are well positioned to attract open-minded individuals – our values reflect the emerging mainstream in society and we are alive and vibrant as a community.

We have already begun outreach efforts internally by establishing affinity groups such as the Seniors, the gay & lesbian group, and 20's & 30's groups and externally through interfaith activities and spirituality in the workplace activities.

Additionally, there are more evangelical things we can do to increase racial diversity, to be better known, to welcome people at the front door and to engage newcomers and non-members. Growth in financial terms has begun with larger average pledges, yet there is an opportunity to change our culture – to a culture of giving in gratitude for God's gifts – so we all take more responsibility for funding current programs and rely less on our large endowment and a few major donors. With the leadership of a new dean who can teach us how to fish, we can expand these small beginnings with strategic marketing, public relations and development campaigns supported by a strengthened infrastructure to welcome and engage new people.

These four goals arose from the congregation and staff as part of the profile process. They will be further refined at the vestry retreat this April and we look forward to learning how our new dean's experience, leadership and strengths can help us meet our objectives to grow on many levels.

OUR NEW DEAN

We seek a dean who will reflect the strengths of our community, who, with excellent teamwork and organizational skills, will help us build on our strengths and guide us toward spiritual and congregational growth. Each of our former deans has brought a new dimension of growth to our cathedral parish. Each has helped us see a new way of looking at things. Our hope is that our new dean will help us broaden our focus beyond our walls to the work we are called to do.

We are an engaged and committed congregation who collaborate well to get things done. We are looking for a dean who can work in an environment of well-educated leaders and who can effectively run an organization grounded in mission, with strong communication, pastoral and administrative skills. We would like to work with someone who is a good listener, is responsive to the needs of parishioners and staff, and who engages them in areas that fit their skills.

We would like a dean who helps us to grow spiritually. Our dean will demonstrate deep faith and love for God through a profound spiritual life and effectively proclaim the gospel through inspirational theology and sermons that inspire the soul, the heart and mind. The dean will also help us grow together as a community as we complete the healing process of renewal that comes with a transition in leadership. We expect our new dean to give clergy and laity the tools and support they need to be effective ministers.

Our dean will also teach us how to continue to attract new members and grow financially. The person we call will inspire us in our outreach to new members and encourage us to establish a comprehensive program that takes advantage of the renewed vitality at St. Paul's to foster growth. This may include a concerted membership campaign that maximizes our current programs to reach out to new people and benefits from national Episcopal Church marketing efforts. The dean may also bring some expertise and ideas on ways to welcome and support new communicants so they stay with us once they come through the doors. The new dean will also help us as we shift our culture toward a culture of giving – supporting attention to pledges, planned gifts and overall stewardship. Our hope is that he or she will both energize us and support infrastructure that grows the congregation.

Finally, we seek a dean who can continue our leadership as a cathedral parish and home church for the Bishop and diocesan staff. Our new dean will have a close relationship with the Bishop, be a team player in the Diocese and help fulfill our responsibilities as an initiator and contributor to diocesan life. The successful candidate will become a leader and positive influence in our region and capitalize on the Cathedral's unique presence to increase our visibility in the interfaith community and have a positive impact on the region. Our dean will maintain the strength of our music programs and help us to recognize and make visible outstanding leadership in other areas.

Painting a picture of personal characteristics, we are searching for a dean who will show genuine compassion and sensitivity to parishioners and staff – someone who truly enjoys being with people. The dean will embrace pastoral care and demonstrate a heart-felt concern for members of the congregation. Our dean will have strong communication, administrative and business management skills, be organized, and be a person of high integrity and deep faith. The priest we call will encourage the youth of the parish in their quest for adulthood; will be mindful of the needs of our aging parishioners and will value diversity. An open-minded individual with a broad perspective, our dean will be a responsible and responsive person.

We, as the Cathedral in Western New York hold a unique role and we are searching for a dean who can take us forward in a way that stewards our resources effectively and benefits the entire church in Western New York.