



Issues & Trends

Responding to today's changes and tomorrow's challenges

WINTER 2010

Two outstanding women among 2010 Keynoters for CEEP Conference:



Krista Tippet

Krista Tippet is a Peabody-award-winning broadcaster and author. As the creator and host of *Speaking of Faith* at

American Public Media, she has innovated a new model of intelligent, in-depth journalism about religion and spiritual ethics in every aspect of human endeavor. The program is heard on over 200 public radio stations across the U.S. and globally via podcast and Internet. She is the author of a memoir and reflection on religion in 21st Century life, *Speaking of Faith — Why Religion Matters and How to Talk about it*.

A journalist and former diplomat, Tippet came up with the idea for *Speaking of Faith* while consulting for the internationally renowned Institute for Ecumenical and Cultural Research at Saint John's Abbey and University in Collegeville, Minnesota. She has hosted and produced the program since the *Speaking of Faith* project began as an occasional feature in 2000, before taking on its current form as a national weekly program in 2003. Tippet is a graduate of Yale Divinity School and a former Fulbright Scholar. She has reported and written for The New York Times, Newsweek, the BBC, and other international news organizations.



Diana Butler Bass

Diana Butler Bass, author of *Christianity for the Rest of Us*, holds a Ph.D. in religious studies from Duke University and

is the author of four critically acclaimed books on American religion. Dr. Bass has taught at Westmont College, the University of California at Santa Barbara, Macalester College, Rhodes College, and the Virginia Theological Seminary. From 1995-2000 she wrote a weekly column on American religion for the New York Times Syndicate. She has written widely in the religious press, including *Sojourners*, *Christian Century*, *Clergy Journal*, and *Congregations*. Currently, she is Senior Research Fellow and Director of the Project on Congregations of Intentional Practice, a Lilly Endowment funded study of mainline Protestant vitality – a project featured on Beliefnet.com and in the Los Angeles Times – at the Virginia Theological Seminary in Alexandria, Virginia. In addition to research and writing, she teaches religion and politics, church history, and congregational studies at the seminary. She is currently working on three books. Her project website is www.practicingcongregations.org ❖

More Conference Keynoters



The Rt. Rev. Andrew Doyle
Bishop of the Diocese of Texas



The Rt. Rev. James Tengatenga
Anglican Consultative Council Chair



Dr. F. Washington Jarvis III
*Author, *With Love and Prayers**



Dr. Bob Johansen
Institute for the Future



Endowment Spending in Volatile Markets: What Should Fiduciaries Do?

CEEP asked financial experts who will be presenting and facilitating our endowment trustees Smart Network and conference workshops "What can the fiduciary of an endowment do to reduce the probability of depleting their assets and maintain the steady income that they rely on to run the church?" These are their responses.

Malcolm Cooper
Senior Vice President
RBC Dain Rausher
St. David's, Austin, TX

Experience has shown 4 to 5% a relatively successful rate for a tax-exempt organization over long periods of time. If an organization uses this rate during periods of high returns, the portfolio should build in amount to cover more difficult times. Our problem is that in many cases we rely on endowment distributions for programs and expenses that should be funded by active stewardship. Difficult times cause us to face forgotten realities.

The Rev. H. King McGlaughon
Managing Executive,
Wachovia Nonprofit and Philanthropic Services

Several things that Vestries and other fiduciary groups should keep in mind at all times: First, know your endowment. Understand its constituent parts and the exact nature of any and all restrictions on portions of the endowment. Often, donor restrictions target certain areas of ministry or church life as opposed to general matters. If that's the case, understanding the intentions and directives of those donors can assist in understanding what assets might be available for what specific purposes. This knowledge might allow access to portions of the endowment in troubled times that a "general" approach might not disclose or that across-the-board application of a spending rule might overlook. Even in "normal" times, fiduciaries are obligated to assure that endowment funds are used for the purposes for which they were donated. Too often, that responsibility goes unmet as a result of ignorance or inattention.

Even in the current environment, opportunities for building endowment exist to offset both losses and draw downs of endowment corpus. Understand the options available to you for endowment building and make sure you

are accessing fully the resources of your parish, the diocese and the national church (particularly the Episcopal Church Foundation) to reduce overall costs of endowment maintenance as well as opportunities to add to the endowment strategically. Consider a capital campaign to add back value as well as to energize overall stewardship in your parish. (Yes, that's a serious suggestion.) The positive impact of campaigns extends well beyond the campaign period itself and more broadly than the endowment itself, often elevating general stewardship and pledging.

Finally, don't forget that one of the reasons we build endowments is to stabilize our programs over the ups and downs of financial cycles – to flatten the hills and valleys of the markets and economies. To some extent, having the endowment provide additional resources to "make the rough places plain" while we move forward through turbulent times is exactly what we intended when we created the endowment. Continue to seek better and better stewardship, but celebrate and give thanks for those who came before and provided the resources to navigate the turbulence.

Mark S. Johnson
Senior Vice President
Sun Trust Banks, Inc.
St. Luke's, Atlanta

Our Vestries should carefully evaluate the percent of the Church's entire budget that is represented by draws from their endowment. Endowment draws should supplement our parishioner's gifts raised through our annual stewardship campaigns but not supplant them. In times of rising endowment asset market values budget neutral expenditures can be covered even if stewardship campaigns receipts fall short of previous years. Vestries should be very deliberate in their consideration of adding or even maintaining expense that is funded by endowment draws that represent higher percentages of the Church's entire budget than in previous years. One statistic that Vestries of all endowed parishes should know is the per cent of their budget that is funded by their endowment draws. While spending policies haven't traditionally addressed this topic, the endowment asset market value reversal that many vestries are

Our Vision

The Consortium inspires its member parishes to be leading voices in proclaiming the Gospel of Jesus Christ and powerful catalysts for Christian witness and social justice in the Episcopal Church and the world.

Issues & Trends

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Hiring a Capital Campaign Consultant? 5 Qualities to Consider.

by Maurice J. Seaton

Maurice Seaton is Senior Program Director at the Episcopal Church Foundation (ECF) and head of Capital Campaign fundraising. ECF provides capital campaign services exclusively to Episcopal churches, schools and organizations of all sizes. All fees are based on a sliding scale and fund ECF's work in service to the Episcopal Church. Maurice can be contacted at Maurice@EpiscopalFoundation.org or 800-697-2858. He will also be co-leading The Consortium's 2010 Smart Network for Stewardship Professionals.

A capital campaign is a great opportunity to raise money as well as an integral element of congregational vitality. Not only can you achieve significant financial goals, but you can raise up new leaders, enhance your sense of mission and increase your capacity to tell your story. A capital campaign can unite your community around mission and ministry with renewed focus. However, it's important to get it right. Hiring capital campaign counsel to provide professional guidance is a critically important decision.

In order to make a good decision about who to hire, you need to have a selection plan. This will help ensure the best fit for your needs, optimize resources, and maintain decision making integrity. Shared decision making by a search committee will mitigate potential frustrations, including evaluating proposals, sales tactics, and questions from your board/vestry. To best understand the added value each proposal brings, be sure consultants address the same questions about approach and deliverables. This will simplify your task of evaluating competing proposals. There are five important elements you must consider when hiring the right capital campaign counsel:

1. Spiritual Foundation:

What is the spiritual vision God is calling us to live into through this campaign?

2. Personal & Professional Chemistry:

Avoid consultants who offer a cookie-cutter approach and ignore your organization's individuality. Make sure that their personal approach matches your culture.

3. Professional Experience:

In addition to having a strong track record, an effective consultant should be a good listener, team player and consensus builder, understand your needs, have great communication and problem solving skills, and be organized, focused, and deadline oriented.

4. Ethical Standards:

Issues of trust are linked to ethical standards that must be respected by both client and consultant. Building a relationship with your consultant should be grounded on clear expectations laid out in the contract, including fees. Accountability and confidentiality are critical to inspiring confidence in your community.

5. Holistic Fundraising:

When starting the capital campaign process, it is important to consider how it will impact your other fundraising activities. A consultant who provides assistance with annual stewardship and planned giving offers added value. Coaching for peer-to-peer "asks" is essential. Allowing a consultant to make all the "asks" undermines your ability to develop relationships with your donors. If the consultant has the primary relationship with the donor, that relationship is weakened when the consultant leaves.

Reaching your financial goal is the most tangible measure of a successful capital campaign. However, a sense of community accomplishment, strengthened relationships between your members, and the identification of new leaders are just some of the outcomes that can be achieved in a holistic and spiritually grounded campaign. Be sure to celebrate not only attaining your financial goals, but also your renewed sense of mission. ✚



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Chancellor
Trinity, Indianapolis



The Mission Funding Initiative of the National Church

The office of Mission Funding Initiative was established by Executive Council in 2005 and ratified by the 2006 General Convention. The purpose of the initiative is to raise major gifts for the Episcopal Church so the Church can continue to “transform mission” into the next century. The Mission Funding Initiative is charged with seeking a variety of ways to further the mission and ministry of the Church, including funding through foundation grants.

GC 2006 identified five areas as representative of the core mission of our Church, and they are set forth in the five funds that comprise the Mission Funding Initiative. The funds are: 1) The Fund for Congregational Development, 2) The Fund for Global Ministries, 3) The Fund for Communications, 4) The Fund for Leadership in Ministry, and 5) The Fund for Spiritual Enrichment Together the five funds aim to secure the Church’s ability to serve as an effective agent for justice, reconciliation and positive change at this

critical junction in history.

In addition to these five areas, since 2008, Mission Funding has assumed the following responsibilities: 1) The St. Ives Fund raises funds to support the Episcopal Church’s heritage and to decrease demands on its budgets for mission and ministry by providing financial assistance for extraordinary legal costs; 2) The Episcopal Archives Campaign; and 3) The on-line giving program for the Episcopal Church’s website.

Attendees at the 2010 CEEP conference in Austin will have an opportunity to hear The Rev. Susan McCone, Director of the Mission Funding Initiative, speaking on philanthropy and the practical and ethical implications of the theology of abundance. To learn more about the vision for Mission Funding and the exciting possibilities each of these areas of mission raise, visit the Mission Funding website at www.episcopalchurch.org/mission_funding ✚

THE CONSORTIUM OF ENDOWED EPISCOPAL PARISHES

The Consortium is a dynamic national network of endowed Episcopal parishes bringing together lay and clergy leaders for dialogue, discernment, education and collaboration.

Sacred Places at Risk

by Diane Cohen and A. Robert Jaeger

Note: this article is excerpted from “Sacred Places at Risk” a study executed by Partners for Sacred Places. To download the entire article and to learn about assessment tools that can help you put a dollar value on your outreach ministries for the purposes of soliciting grants, visit www.sacredplaces.org

Most of us already know that sacred places are important community institutions playing indispensable roles in their communities. Nine out of ten congregations with pre-1940 buildings provide space for community activities. But there are problems. Many sacred places are in fragile physical and financial condition. The study entitled *Sacred Places at Risk* forces us to confront the possibility of a world without these institutions. *Sacred Places at Risk* provides empirical evidence on what congregations

do and helps explain how they do it. *Sacred Places at Risk* is based on interviews at 107 older churches and four older synagogues in New York, Philadelphia, Chicago, Indianapolis, Mobile, Oakland, and San Francisco. Here are some of the study’s key findings:

- 93% of all surveyed congregations with older buildings open their doors to the larger community.
- The average congregation provides over 5,300 hours of volunteer support to its community programs, the equivalent of two and a half full time positions.
- On average, the subsidy provided by congregations to their community programs is about \$140,000 a year, or 16X what they receive in return from the users of their space.
- On average, congregations house four ongoing community service programs.
- The vast majority of community programs supported by churches are initiated by congregations. ✚

How Does Your Church Reflect Outreach Funds in your Annual Report?

This question was circulated to member parishes. The article reflects some, though not all of the responses received. If you would like to see the complete set of responses, please contact the Consortium office

St. Stephen's in Edina, MN has been wrestling with the question of how outreach funds ought to be shown in financial information for parishioners. The funds are raised through a variety of activities during the calendar year, and the current practice is to show them as a dedicated account that is separate from our annual budget. However, going forward, many people would like to see that information included as part of the annual budget. Do other members of the Consortium reflect outreach funds in or out of their annual budget?.

RESPONSES:

TJ Farrantella, Warden **St. James Cathedral, Chicago**

We wrestled with that here. The challenge was presenting the information in a manner that kept the budget comparison clean, direct, and consistent. We address the need by having a separate income/expense section at the bottom of the income statement/budget comparison report. Think of it as two separate "departments". One "department" is the day to day income/expense of church operations and we keep this part of the statement very consistent because we're comparing to the budget that was approved by the Chapter. The other "department" reports the income/expense transactions for special projects or functions that are not a part of the normal budget because the task is funded by some other source.

Dennis Stark, Treasurer **St. Martins Church, Providence, RI**

We have a category in our budget which is called "Outreach". Included in it is our Apportionment to the Diocese plus \$5,000 for other charitable organizations. I think it helps make Apportionment more palatable to the person in the pew to focus on the good the Diocese does with the money and so we categorize it as part of "Outreach". In a budget of over \$600,000 we would love the other item to be higher than \$5,000, but

there always seems to be a reason that some other expenditure is more important.

Karen Hilo, Administrator **Bethesda-by-the-Sea** **Palm Beach, FL**

My approach in your situation would be to first ask what drives the outreach funding, or another way to look at it is to ask "would we have outreach funding if we didn't have designated gifts/fundraising activity?" If the answer is yes, your operating budget plans for funding outreach, then include it in your annual budget reporting (and account for the funds which have been budgeted for outreach expenses.) If the answer is no, your annual budget campaign does NOT support outreach, designated gifts do, then you can still reflect that on your operating budget for reporting purposes. Your report should show that designated gifts equal the designated expenses.

Steve Carr, Treasurer **St. Matthew's, Evanston, IL**

There was a time when the Diocese of Chicago simply told its parishes what their annual assessment would be, based on the reported annual budget. Thus, outreach activities – seen by us as pass-through activities – were excluded from the "taxation" calculation. We provide funds to the Diocese on a different basis now, but our practice lives on. It is actually clearer to parishioners how strong our outreach is when they see it on a separate ledger.

Bob Eley, Treasurer **Calvary, Pittsburgh**

Several years ago, Calvary Church decided to split the Operations Fund into three separate budgets, i.e. an Operating budget, an Outreach budget, and a budget for Capital expenditures, with the latter two budgets funded primarily by a percentage of the payout from our Endowment Fund. The Outreach and Capital expenses are shown only as two line items in the consolidated Operating budget. However, I do submit to the Vestry each month a detailed report of all expenditures within these two budgets, which I, in turn, share with the parish at-large at our Annual Meeting. ✚





Who Should your Church send to the CEEP Conference?

Maria Elliot

At Trinity, New Orleans we have invited our second-year vestry members to come to the conference as well as our key clergy and staff members. It gives our vestry members the opportunity to meet with other lay leaders in their various areas of interest. They have found the programs and networking to be rich and the worship and speakers to be inspiring.

We generally meet together before the conference to make sure we are getting a broad experience of the various workshops offered. Afterwards, we meet again to share ideas and materials from the workshops we have attended and discuss how to implement some of the things we've learned.

In the many years we have sent delegations to the CEEP conference, we have always come home uplifted and excited to work for our church. We are grateful to our Consortium community for the ability to pool our resources and share ❖



Consortium Conference Partners 2010

The Consortium would like to highlight our 2010 conference partners – companies and ministries who, in these difficult financial times, have stepped up to support the Consortium upon the 25th anniversary of our founding. We urge you to visit them during our conference and thank them for their ongoing interest and support. We thank them all from the bottom of our heart for their commitment to the Consortium, and urge you to take a good look at their goods and services during our annual conference. ❖

See partner list in side bar.

REGISTER FOR CEEP'S 2010 CONFERENCE NOW!
February 24–27, Austin, Texas
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Conference Partners 2010



The Alban Institute
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Gregory Bailey Custom Travel

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The Mission Funding Initiative

The National Association of Episcopal Christian Education Directors
Seabury-Western Theological Seminary
Thornburg Investment Management

Wachovia Non-Profit and Philanthropic Services
Wippell's Church Supplies



Endowment Spending in Volatile Markets: *(continued from page 2)*

currently considering has brought this concept clear into the forefront.

Mr. Adron D. Krekeler, ChFC
Krekeler Brower Wealth Advisors
Christ Church, Alexandria

It is during down market cycles that endowments feel the greatest pressure. The downturn of the last two years provides an opportunity to validate or call into question current policies and take corrective action if necessary. The keys to smoothing the bumps in the road are realistic projections and provisions that allow for timely action.

Mr. Jim Seymour
Managing Director of EMP Global
Christ and Holy Trinity
Westport, CT

In times of severe market volatility as we have seen over the last few years, I encourage a multi-year budgeting approach to determine the spending rate for the upcoming

year. For example, in a year when the markets have moved dramatically higher thus significantly improving the 3-year moving average, try to be more conservative and do not take advantage of the entire positive impact with a high draw on the endowment to fund budget increases that create future "liabilities" (such as staff hiring). It will be difficult to reverse those increases if a severe negative market the next year results in a much smaller moving average and less available to draw. The challenge is to balance the current needs against the commitment of the endowment to provide intergenerational equality. Investment and spending policies are written to remove or dampen the human tendency to draw more from the endowment when the markets are good rather than controlling budget growth and to draw more from the endowment when markets are bad rather than making hard budget cut decisions. ❖

To contact individual commentators email ccannon@endowedparishes.org

A Letter from the President:



by Pamela Wesley Gomez
Board President

It is hard to believe that we will all be together in Austin in two months to celebrate twenty five

years of the Consortium of Endowed Parishes. My twenty one year old daughter who attended my first meeting as a newborn has now matured into a lovely young woman and I feel as if I have also watched this organization mature and change as we have attempted to lead our parishes and discern God's call for the Church.

Our twenty fifth conference in sunny Austin exemplifies the adaptive nature of our staff and board and committee leadership to respond to the very opportunities endowed parishes face now and in the coming decade. It is the volunteer board leadership of retiring board members Karen Free Royce, Dr. H.M. McFarling, Rees Olander, Sandra Ferguson McPhee and The

Rev. Richard Burnett which has helped to prepare this organization for new initiatives under incoming President The Very Reverend James Diamond. It is the 114 member parishes who make this a vibrant, dynamic and responsive organization. We were a smart network long before we understood that concept, and under Cynthia Cannon's ten years as our Executive Director we have continued to evolve as an organization.

As I prepare to conclude my many years on the board and my three year tenure as your President, I find myself grateful for this extended Episcopal family who has taught and nurtured me and most of all encouraged me to continue as a lay professional in the Episcopal Church. I hope you will join us in Austin on February 25-27, 2010 as we celebrate our past and lean into the coming decade with an even greater determination to proclaim the Gospel in a way that is relevant and compelling. I guarantee you won't regret your investment! ✚

Around the Consortium

CEEP welcomes the following new member parishes:

St. Mark's Jacksonville FL

Grace Church Kirkwood, MO

Christ Church Covington, LA

St. Paul's Chattanooga, TN

News from other CEEP Parishes:

St. Michael's Sanibel, FL has called The Rev. Dr. Ellen Sloan as their new rector.

St. James Marietta, GA, The Rev. Karen Evans is retiring effective December 31st of this year. Our best wishes go with her.

Christ Church Cranbrook Grosse Pointe MI
Congratulations to Gary Hall, former Dean of Seabury-Western, who has been called as Christ Church's new rector.

Christ Church Raleigh, NC is accepting applications for Rector through the end of January 2010.

We mourn the loss this year of two outstanding CEEP leaders:

Mr. Roger Ward of Trinity New Orleans and Mrs. Marion Faldet of St. James Cathedral, Chicago. Both are former Board members, and their leadership and passion for CEEP will be missed.

Note: If someone from your parish has been elected or appointed to a national organization, we'd love to know about it!
office@endowedparishes.org

Elected to the Executive Council of the National Church during General Convention 2009

Dr. Scott Evenbeck former CEEP Board President and member of St. Paul's, Indianapolis

Elected to the Board of the Church Pension Group:

The Very Rev. Tracey Lind Dean of Trinity Cathedral, Cleveland, OH

Sandra Swan of Christ and Holy Trinity, Westport, CT

Elected to the Board of Episcopal Relief and Development:

The Rev. Jay Sidebotham Rector of Holy Spirit in Lake Forest, IL

CEEP members serving on the Board of the Episcopal Church Foundation are:

Ernest Petrey of St. Paul's, Cleveland Heights, OH

Robin Caldwell of Church of the Transfiguration, Dallas, TX

Cecelia Mowatt of St. James Cathedral, Chicago

Incoming ECF Board Chair:

Sally Skardon of Christ Church, Greenville, SC

Outgoing ECF Board Chair:

Dr. Mac McFarling of St. Luke's, Atlanta will be stepping down from CEEP's Board during our 2010 conference. The gratitude of both organizations go with him for his undying love of and support over the past decade.



Our Mission

The Consortium celebrates, inspires and equips member parishes for effective leadership, stewardship and transformation in the Church and in the world.

Member Parishes of the Consortium

Alaska

Anchorage, St. Mary's

Alabama

Auburn, Holy Trinity
Montgomery, St. John's

Colorado

Denver, St. John's Cathedral

Connecticut

Darien, St. Luke's
Greenwich, Christ Church
Hartford,
Christ Church Cathedral
Hartford, Trinity
Meriden, St. Andrew's
New Canaan, St. Mark's
West Hartford, St. John's
Westport,
Christ & Holy Trinity

Delaware

Bethany Beach, St. Martha's
Greenville, Christ Church
Christiana Hundred

District of Columbia

Washington, All Souls Memorial
Washington, St. Alban's
Washington,
St. John's Lafayette Square
Washington,
St. Paul's Rock Creek
Washington,
St. Thomas Dupont Circle

Florida

Boca Raton, St. Gregory's
Delray Beach, St. Paul's
Ft. Lauderdale, All Saints'

Gainesville, Holy Trinity
Jacksonville, St. Mark's
Naples, Trinity-by-the-Cove
Palm Beach,
Bethesda by-the-Sea
Pensacola, Christ Church Parish
Ponte Vedra Beach,
Christ Church
Sanibel,
St. Michael & All Angels
Sarasota, St. Boniface
West Palm Beach, Holy Trinity

Georgia

Albany, St. Paul's
Atlanta, All Saints
Atlanta,
Cathedral of St. Philip
Atlanta, St. Luke's
Marietta, St. James'

Hawaii

Honolulu, St. Clement's
Honolulu, St. Elizabeth

Illinois

Chicago, St. James' Cathedral
Hinsdale, Grace Church
Lake Forest, Holy Spirit
Riverside, St. Paul's Parish
Winnetka, Christ Church

Indiana

Indianapolis,
Christ Church Cathedral
Indianapolis, St. Paul's
Indianapolis, Trinity

Kansas

Wichita, St. James'

Kentucky

Louisville, Calvary

Louisiana

Covington, Christ Church
New Orleans,
Christ Church Cathedral
New Orleans, Trinity

Massachusetts

Cambridge, Christ Church
Needham, Christ Church

Maryland

Ellicott City, St. John's
Frederick, All Saints
Ocean City,
St. Paul's-by-the-Sea

Michigan

Bloomfield Hills,
Christ Church Cranbrook
Grosse Pointe, Christ Church
Saginaw, St. John's

Minnesota

Edina, St. Stephen the Martyr
Minnetonka Beach,
St. Martin's by-the-Lake

Missouri

Kansas City, Grace & Holy
Trinity Cathedral
Kansas City, St. Andrew's
Kirkwood, Grace Church
St. Louis,
St. Michael & St. George
St. Louis, St. Peter's LaDue

North Carolina

Chapel Hill,
Chapel of the Cross
Charlotte, Christ Church
Durham, St. Stephen's

Lexington, Grace Church
Raleigh, Christ Church

New Jersey

Morristown, St. Peter's
Newark, Trinity &
St. Philip's Cathedral
Princeton, Trinity
Short Hills, Christ Church
South River, Holy Trinity

New York

New York, St. John the Divine
New York, St. Michael's
New York, Trinity Wall Street
Oyster Bay, Christ Church
Pittsford, Christ Church

Ohio

Cincinnati,
Christ Church Cathedral
Cleveland, Trinity Cathedral
Cleveland Heights, St. Paul's
Columbus, St. Alban's
Columbus, Trinity
Kirtland Hills, St. Hubert's
Terrace Park, St. Thomas

Oklahoma

Oklahoma City,
St. Paul's Cathedral

Oregon

Portland, Trinity Cathedral

Pennsylvania

Ft. Washington,
St. Thomas' Whitemarsh
Lancaster, St. James
Pittsburgh, Calvary
Wayne, St. David's
York, St. John the Baptist

Rhode Island

Portsmouth, St. Mary's
Providence, St. Martin's

South Carolina

Charleston, Grace Church
Columbia,
St. Martin's in-the-Field
Greenville, Christ Church

Tennessee

Chattanooga, St. Paul's
Memphis, Calvary
Memphis, Holy Communion

Texas

Austin, St. David's
Dallas, Incarnation
Dallas,
St. Michael & All Angels
Dallas, Transfiguration
Houston,
Christ Church Cathedral
Houston, St. John the Divine
Houston, St. Martin's
San Antonio, St. Mark's

Virginia

Alexandria, Christ Church
Alexandria, St. Paul's
Norfolk, Christ & St. Luke's
Portsmouth, Trinity
Richmond, St. James's
Richmond, St. Paul's
Staunton, Trinity

Washington

Seattle, St. Mark's Cathedral
Seattle, St. Stephen's
Seattle, Trinity

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