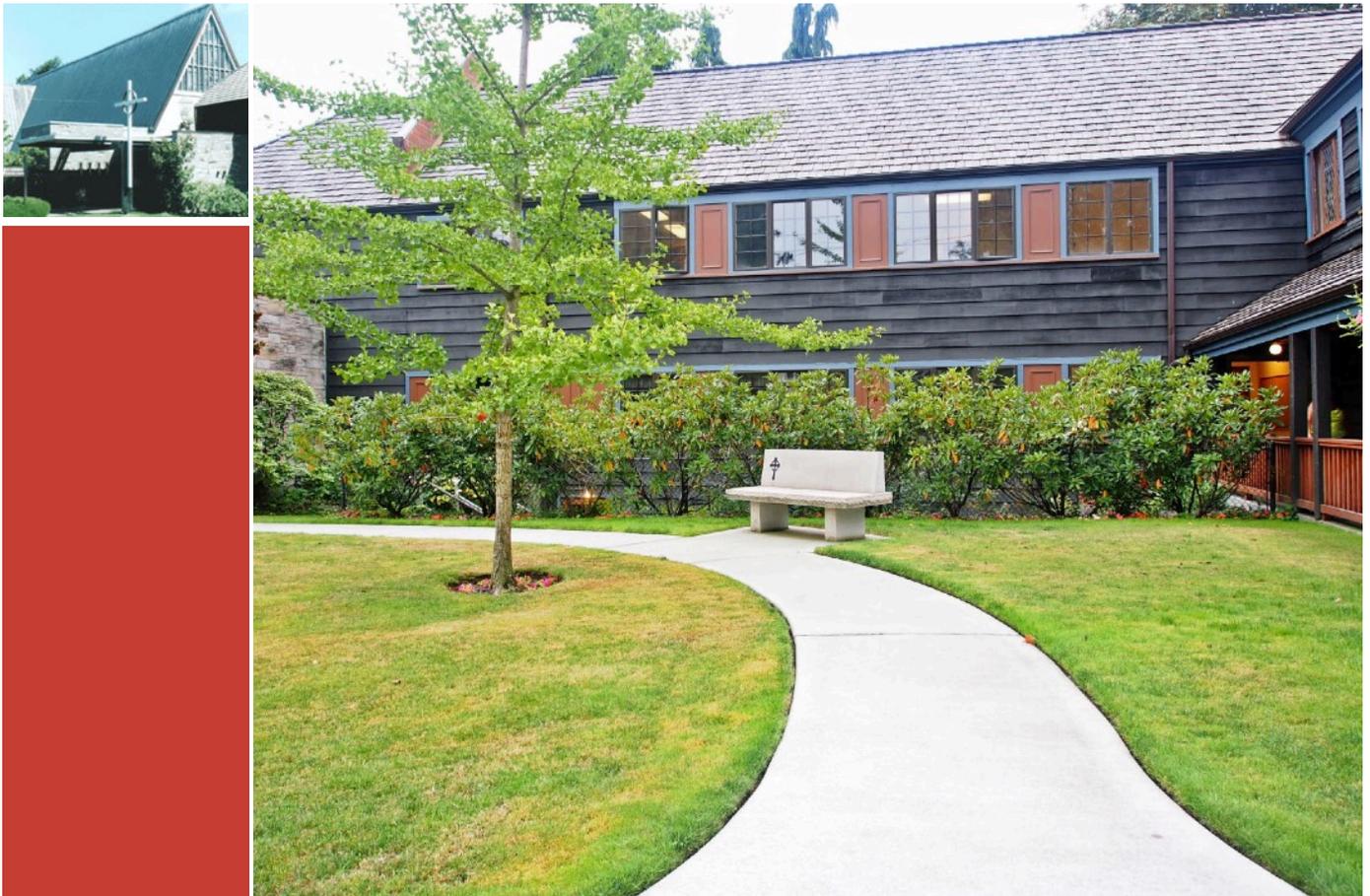
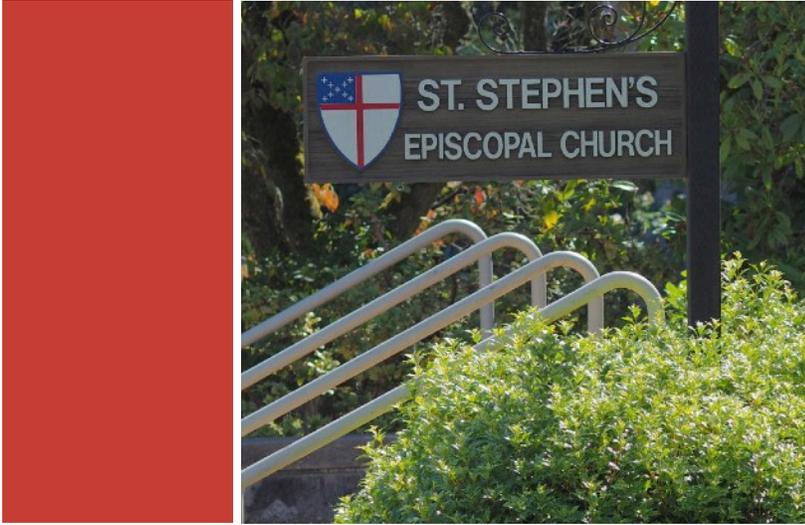


# ST. STEPHEN'S EPISCOPAL CHURCH SEATTLE WASHINGTON

PARISH PROFILE  
2017



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The people of St. Stephen's seek to know and love Jesus Christ as the personal embodiment and living revelation of infinite love; to know and love the stranger, inspired by the Holy Spirit; and to know and love each other as a community of God, committed to doing His work in the world.



## Letter of Introduction

Welcome to St. Stephen's Episcopal Church of Seattle, Washington. In the following pages, we hope you'll learn enough about us to be intrigued by the possibilities to serve Christ, our neighbors and the wider world in fellowship with us.

We are seeking a rector to journey with us in faith as we work to reinvent ourselves for the 21st century. Our parish has a long and deep tradition as a place of worship in Seattle; in fact, our Chapel will mark its 75th anniversary in 2017. We honor the vision and foresight of those who came before us, but we also know we need to tackle today's challenges. Some of those include our location in one of the country's most beautiful, but least-churched, regions, and the aging of our core membership.

Our strong suits include a highly educated and generous membership committed to outreach and service, a beautiful church and chapel in a neighborhood brimming with young families, and an innovative music program. We're looking for a person who is both a pastor and a strategic thinker, someone who can draw on both deep wisdom and broad insights. We're grateful for the opportunity to introduce our wonderful parish to those in discernment, and are honored that you would consider us.

Faithfully in Christ, and with appreciation for your interest,

The St. Stephen's Profile Committee, on behalf of the vestry and congregation

# Mission & Goals

## "We seek to know and love Christ"

We do not know God in the ways we think we do. We always need to grow further in our knowledge and in our ability to love Christ, the anointed divine life that is Jesus who is also like us, human. Jesus Christ is at the center of our life together. He is the head of the Body that we are a part of. All the parts are needed and desired.

In seeking to know and love Christ, we worship and learn together.

## "We seek to know and love the stranger"

Loving Christ leads to loving the stranger -- the one we do not know who is different from us. The stranger can be in our midst, outside our door, far away, or as close as our own self. We become estranged from ourselves when we live a life that is not centered in Christ. To know the "other" in our midst and beyond, to

extend ourselves in love, is to be transformed in love in the way that Jesus was.

In seeking to know and love the stranger, we reach out to volunteer in our community.

## "We seek to know and love each other"

Loving Christ and those beyond ourselves is sustained by a community of friends in Christ. More than having respect for each other, we seek to actually know each other and support each other in a life of faith as we live out our lives that are centered in Christ. It is in actually knowing each other that we can love and care for each other and strengthen the heart of this community of Christ.

In seeking to know and love each other, we share fellowship together and we support each other.

From the St. Stephen's website: [www.ststephens-seattle.org](http://www.ststephens-seattle.org)



"In answer to the question 'What do you most value about our church?' one person said 'My fellow parishioners.'"

# History

St. Stephen's began as a worshipping community in 1920 as St. Stephen's Mission. The mission was housed in nearby school portable buildings and then in the basement of the home of our first minister, the Rev. John Pritchard. After Pritchard's death in 1938, planning began in earnest for a new church; construction began in 1941.

After the Rev. Pritchard and the Rev. Wallace Bristor, who were vicars, the following clergy served as ministers of St. Stephen's:

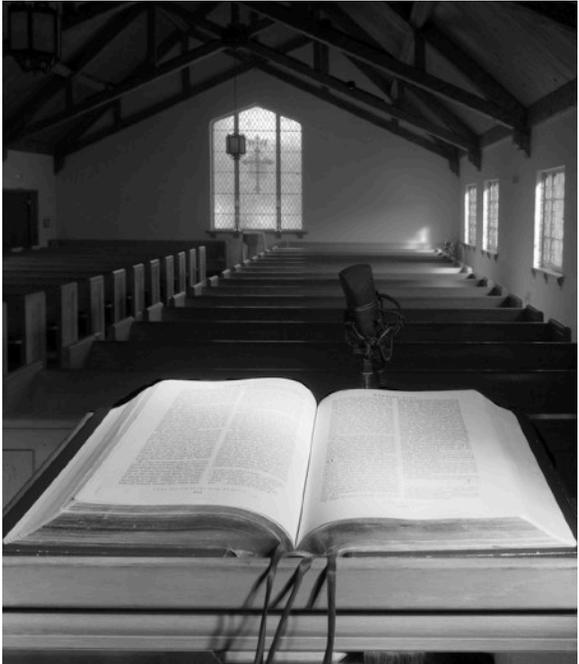
Russell H. Ingersoll	1942
William Aaron Driver	1943-1952
Russell B. Staines	1952-1960
Carl N. Tamblyn	1961-1963
P.M. Casaday	1964-1972
David. Dunning	1972-1980
Michael Creighton	1981-1995
Patricia Rome Robertson	1997-2007
Stephanie E. Parker	2010-2016

A number of interim rectors and priests-in-charge have also served the parish during times of transition.

Noted Seattle architect (and parishioner) Fred Anhalt designed St. Stephen's first building to be constructed of "only materials readily available in the Northwest." The first service of the new church took place on Easter Sunday in 1942. This building is our present-day chapel. In 1945 St. Stephen's became a parish. Our congregation is drawn from the Laurelhurst neighborhood as well as the larger Northeast Seattle community and beyond.

For more than 50 years, a particularly visible asset of St. Stephen's was Cloud 9, a popular thrift shop on Roosevelt Way. This shop generated \$2.4 million for good works in the parish, the local community, and the world. Although the Cloud 9 building was sold in 2012, the Episcopal Church Women (ECW) of St. Stephen's continue to disburse annual grants from investments of the proceeds.

"Our strong points include a desirable neighborhood in a beautiful city, ownership of an adjacent house, and our music and worship programs."



## Buildings and Grounds

Our original Tudor-style Chapel seats 275 and is used for early services, as well as smaller weddings and memorial services. A Parish Hall, kitchen, and rest rooms are located beneath the Chapel nave.

In 1957, St. Stephen's larger, traditional worship center was built together with Church School rooms and administrative offices. The Church seats 490, and is used for the main service and Evensong. A small, peaceful chapel behind the organ houses a columbarium. A large fellowship hall and commercial kitchen are located beneath the nave, together with a choir and practice room and several rooms rented to a day care center.

Both the Church and the original Chapel are located on a spacious corner lot, across the street from Laurelhurst Park

The church also owns a house adjacent to the church, which has been used primarily as housing for staff. It is currently used as a rental property.



# PROGRAMS & MINISTRIES



## Music Ministry

The music program at St. Stephen's is an enduring program uniquely tied to the identity of this parish and committed to collaborating with the clergy and our congregation as a means to spread the Gospel. It is a vital and energizing aspect of our parish.

Today, the congregation experiences a variety of musical styles - from the 16th to the 21st centuries - in our worship. Sources consist of all the authorized hymnals in the Episcopal Church, with an occasional Taizé chant or hymn borrowed from other denominations, thoughtfully assembled by our music director in consultation with our priest. The musicians strive to underpin the Scripture message, sermon, and liturgical season by engaging the congregation emotionally, spiritually, and physically.

### **The church is extremely fortunate to be a steward of world class instruments.**

- Our pipe organ, was built by Richard Bond of Portland and installed in 1994. The first French Romantic organ in Seattle, our organ is used in worship throughout the year.
- We also have a recital-worthy Falcone Grand Piano, a three-octave set of Schulmerich Handbells, and a five-octave set of Petit & Fritsen Handbells.

- Many of our members play instruments as rich and varied as didgeridoos, native American flutes, and drums, to name a few. These parishioners share their musical gifts at different times throughout the year.

In addition to Sunday morning worship, the choir offers a monthly Evensong. We use the traditional structure for Anglican Evensong with themes for each service, depending on the liturgical season. We also offer a number of special music-focused services throughout the year, such as an Advent Lessons and Carols, a Lenten service of Meditations or Stations of the Cross, and the Holden Evening Prayer. For many of these Evensong services, we look to prose and poetry in addition to scripture to express the emotional landscape of the season.

The Music Ministry also works with our Drama and the Word Ministry to bring our liturgies to life. We have collaborated on dramatic Gospel readings, poetry in Evensong, the American Voices service, the Christmas pageant, and other creative works that enhance the worship life of St. Stephen's. We are also looking forward to our first venture of a middle/high school musical in 2017.

# Christian Education And Spiritual Formation

## Sunday School

The Sunday school program is currently staffed by volunteers and includes a Godly Play class. St. Stephen's is blessed with a number of teachers who serve our church school year-after-year, and with new teachers who continue to step forward.

## Adult Education

The Adult Program forums are held between services on Sunday mornings. Current offerings include programs by parishioners, clergy, and representatives of local nonprofit

service agencies. We also offer a Tuesday morning Bible study and a series of specific courses presented on Wednesday evenings during Lent.





## Fellowship Ministries

### HOPING

One of St. Stephen's newer ministries, Helping Our Parishioners In Need, Gracefully (HOPING) was launched in September of 2012. Volunteers come together to provide hot, nourishing meals to members of the St. Stephen's community who need a boost of physical or emotional support.

### Fellowship Dinner Groups

Each year, fellowship dinner groups are organized and scheduled. These, typically consist of three or four singles or couples and meet throughout the year for potlucks at one another's homes.

### Retreats

The diocese owns a retreat center, St. Andrew's House, on Hood Canal as well as the Huston Camp and Conference Center in Gold Bar. Both provide a peaceful setting amid trees, water, and mountains for people to renew themselves.

### Women's and Men's Retreats

The Women's Retreat is held in the fall and the Men's Retreat in the spring, both at St. Andrew's House. Both retreats have diverse themes and facilitators who lead us in exploring our faith and learning from each other.

### Men's Fellowship

The Men's Fellowship group meets the second Wednesday of every month for breakfast at church, with quarterly dinner potlucks as well.

### Walk Around Green Lake ("WAG")

Every first Friday of the month, parishioners meet at the Green Lake Community Center and walk around Green Lake; this takes about an hour and is followed by coffee or tea at a local coffee shop.

### Fertility Journey Support

The Fertility Journey Support Group began with a Pregnancy and Infant Loss service in 2016; it is now facilitated by clergy and volunteers.

### Memorial Reception Committee

The Memorial Reception Committee coordinates with bereaved families and hosts receptions following memorial services.

# Outreach

Outreach has always been an important priority at St. Stephen's. Parishioners young and old share their time, talent, and treasure with those in need.

## Serving the Poor

Parishioners assist the homeless and area low-income families via the United Churches Emergency Fund, Sand Point Community Housing, Chaplains on the Harbor, Elizabeth Gregory House, and other area groups.

## Feeding the Hungry

Parishioners feed the hungry at Teen Feed, a cooperative effort shared by area churches. Parishioners also collect and deliver hundreds of pounds of non-perishable food to local food banks.

## Cloud 9 Grants

Cloud 9 Thrift Shop, a consignment store serving the local community, was owned and operated for many decades by the Episcopal Church Women (ECW) of St. Stephen's.

As noted above, the thrift shop ceased operation in 2011. Its building was later sold, and the monetary proceeds were invested, with the interest income dedicated by the ECW to ongoing outreach grants, most of them to local organizations addressing specific needs. More than \$2 million in grants have been provided since Cloud 9 began operations in 1959; grants continue to be provided today.

## Prayer Shawl Ministry

Participants in the Prayer Shawl Ministry knit and crochet shawls that are given in joy and love and in times of illness or sorrow to church members, neighbors, friends, and many others.





## Hospitality

Greeters welcome visitors and parishioners on Sunday mornings. Ushers pass out bulletins and assist with seating. They also encourage newcomers to sign the guest book.

### Community Events and Fellowship Opportunities

Potluck brunches and dinners celebrate Shrove Tuesday, mark the end of the program year, and are occasionally held at other times as well.

The Episcopal Church Women meet monthly to hear a speaker, hold a luncheon, and allocate funds to support various organizations.

## Other Ministries

### Sound Tech Support

The Sound Tech crew manages sound levels and recordings at the services in the church so members and guests are provided adequate audio access to fully take part in the worship services.

### Flowers & Décor

The Flower Team provides flowers and floral decor to enhance worship services in the church and chapel.

### Receptions

Receptions are held following Evensong and concerts.

### Garden Guild

The Garden Guild takes care of the colorful garden beds that surround the church building.

# WORSHIP LIFE



St. Stephen's liturgical style is "broad church". Celebrating liturgy is the work of all who are gathered for worship. We encourage lay involvement and participation in the worship service. Through the ministries of Altar Guild, lector, intercessor, Eucharistic ministers, acolytes, communion bread bakers, ushers and greeters, many hands make our worship happen. We have a retired deacon and a Lay Worship Leader who also preach occasionally.

The Book of Common Prayer and other sources provide the basis for our liturgy. We celebrate Rite II at both Sunday morning

services. The earlier service, celebrated in the Chapel, is quieter, with piano and organ. The later service, in the Church, includes an adult choir, as well as other musical instrumentation. From mid-June to mid-September, we hold a single service.

Children are very welcome during the liturgy. We have a nursery, a Sunday School, and "busy bags" appropriate to the service. Sunday School children join the congregation during the Peace, in order to participate in the Eucharist.

## Specific Worship Ministries

### Lay Liturgical Ministry

St. Stephen's lay liturgical ministers are an important component of our weekly services; they include lectors, intercessors, chalice bearers and acolytes.

### Altar Guild

The Altar Guild prepares and maintains the Lord's Table for services every Sunday.

### Spirit One Prayer Chain

People on the Spirit One Prayer Chain pray for those in need of prayer due to illness or other circumstance. A monthly written prayer

list is prepared, and prayer requests are conveyed to the chain members as they come up.

### Contemplative Service

A weekly, lay-led contemplative service includes readings, chants, and the Lord's Prayer.

### Lay Eucharistic Visitors

St. Stephen's is also beginning a Lay Eucharistic Visitor program, where trained lay persons deliver communion to home-bound parishioners and others who cannot be at regular services in person.

# Finances

Like many Episcopal parishes today, ours faces challenges arising from an aging congregation, illiquid assets, and the difficulties of maintaining a consistent cash flow. We are however blessed with a valuable debt-free property and a substantial endowment dedicated to maintaining it.

## Revenue and Expense Comparison 2014 - 2016

	2014	2015	2016
Pledge Revenue	\$333,198.76	\$311,970.08	\$238,807.76
Plate Revenue	\$80,633.40	\$66,349.21	\$87,304.77
Other Revenue	\$212,539.77	\$283,602.72	\$243,464.56
Total Revenue	\$626,371.93	\$661,922.01	\$569,577.09
Payroll Expenses:	\$448,765.52	\$460,925.09	\$371,461.29
Other Expenses:	\$259,859.56	\$209,939.60	\$195,245.94
Total Expenses:	\$708,625.08	\$670,864.69	\$566,707.23
Net Income/(loss):	\$(82,253.15)	\$(8,942.68)	\$2,869.86

Like other churches in the diocese, St. Stephen's pays an annual assessment based on revenue. Assessment information for the three most recent years is in the table below.

## Recent Assessment History

	2014	2015	2016
Assessment	\$101,704.08	\$116,564.50	\$87,969.64

For further information on how the diocese calculates assessments, please refer to the diocesan website: [www.ecww.org](http://www.ecww.org).

## Endowment Fund

The St. Stephen's Endowment Fund was created as a perpetual trust (true endowment) in 1974, with bylaws approved by the vestry. The Trust is specifically and exclusively for "the care, maintenance, upkeep and in general for all purposes relating to the physical properties of St. Stephen's Parish." Originally the fund was invested and managed by the local board. In 2001, we joined the group of 200 endowments who pooled their funds through the Episcopal Foundation and hired State Street Bank to be the custodian and manager of the monies.

## Stewardship

While the overall number of pledgers has declined in recent years, the average pledge has increased to nearly \$3000 per year, indicating a renewed spirit of commitment and generosity among our core membership.

## Pledges Received Vs. Pledges Pledged

	2014	2015	2016
Pledges Pledged:	\$302,945.50	\$326,942.95	\$261,916.36
Pledges Received:	\$333,198.76	\$311,970.08	\$238,807.76
Difference:	\$30,253.26	\$(14,972.87)	\$(23,108.60)
Plate Offerings:	\$80,633.40	\$66,349.21	\$87,304.77

## Budget and Parochial Report:

[www.ststephens-seattle.org/index.php?q=node/384](http://www.ststephens-seattle.org/index.php?q=node/384)

## Staff

Current staffing includes a half-time Priest in Charge, supplemented by supply clergy as needed; a full-time Finance & Administration Manager; a full-time Sexton; and a three-quarters-time Music Director. Nursery care during services is compensated on an hourly basis.

## Demographics

Total active baptized members: 226  
Total communicants in good standing: 157  
Average Sunday attendance: 88

The average age of our members is 51. There is a predominance of females to males. At least 60% of the congregation is from the nearby neighborhood and community. The ethnic background of the congregation is largely Caucasian, and the majority is college-educated. Of those completing the CAT survey (discussed below), 46% have belonged to St. Stephen's for over 20 years; 5% have joined in the last four years. Attendance trends remain steady for those who completed the survey.

# The Diocese of Olympia

Made up of 31,000 Episcopalians in over 100 churches, the Episcopal Church in Western Washington, also known as the Episcopal Diocese of Olympia, stretches from the Canadian border to Oregon, and west from the foothills of the Cascade Mountains to the Pacific Ocean. Congregations include a whole range of sizes and stages of development. Several affiliated institutions, numerous multicultural ministries and a number of outreach and social justice ministries are supported by the whole diocese.

Nearly 400 clergy reside in this diocese. Clergy days, a clergy conference, clergy association, and affinity group gatherings offer support and encouragement. The diocese values ecumenical work. Our Bishop and other heads of judicatories meet regularly and we have strong ties with the Evangelical Lutheran Church in America, fostering a number of Lutheran-Episcopal ministries.

The Rt. Rev. Gregory H. Rickel was elected bishop on May 12, 2007, and became the eighth Bishop of Olympia in September, 2007. Bishop Rickel came to the Episcopal Diocese of Olympia from Austin, Texas, where he served as Rector of St. James' Episcopal Church, "an inclusive, multicultural community" from 2001 to 2007. He embraces radical hospitality that welcomes all no matter where they find themselves on their journey of faith. He envisions a church that is a safe and

authentic community in which to explore God's infinite goodness and grace as revealed in the life and continuing revelation of Jesus Christ.

Bishop Rickel has a passion for youth and young adults, and believes the Episcopal Church must make itself appealing and relevant to that demographic as it has in the past. Bridging this gap has been a major focus of his episcopate along with congregational development, stewardship of resources, and improving communication and interconnectedness throughout the diocese, both inside and outside the church.

At the 2016 Diocesan Convention, Bishop Rickel announced a revision of focus for the Diocesan staff and congregations. The new vision invites the staff to be resource ministers rather than program managers, giving the local parish voice in supplying needs and desires instead of coming from the top down. This decision was made through conversations with the governing bodies of the diocese during the Mutual Ministry Review process and is one of many examples of how Bishop Rickel continues to be an innovative, relevant, and inspiring leader for the Diocese of Olympia.

Diocese of Olympia: [www.ecww.org](http://www.ecww.org)



# Our City, Community & Neighborhood



## Seattle Geography and Climate

Seattle is defined by the abundant water and mountains that surround it. The Emerald City is nestled between Lake Washington and Puget Sound, between the snow-capped Cascades to the east and the Olympic Mountains to the west.

## Strong Educational and Cultural Institutions

There are eleven colleges and universities in King County including nearby University of Washington, home of the nation's top medical school and recipient of more federal research funds than any other public university in the United States (from Economic Development Council website). There is a strong arts and music community supporting professional symphony, ballet, opera companies and an active theatre community with 80 companies, 13 of which are professional.

## Open-Minded People

The people of Seattle are a unique mix of cosmopolitan and unpretentious pragmatism. People wear jeans to work and carry backpacks as often as briefcases. Many bike to work and there are many public bike paths in the area. There is an open mindedness and a sense of adventure here. For instance, Seattle has a long-established gay community with the oldest lesbian resource center, the oldest gay counseling service, and the second richest foundation devoted to gay issues. There are also ethnic and immigrant communities. In addition, several ecumenical efforts are under way, including a Christian-Muslim dialogue.

## Our Laurelhurst Neighborhood

Laurelhurst has enticed people with its beauty for a long time; it is one of Seattle's older neighborhoods. This residential community is in close proximity to Children's Hospital, University Village, Magnuson Park and the University of Washington.

## Parish Survey

In January, 2017, members of St. Stephen's Church completed the online Church Assessment Tool (CAT) survey in order to gather fact-based information that will be used in the search process for the next rector and also for future planning by the Vestry. The CAT measures the health and vitality of a congregation by identifying the factors that contribute to overall satisfaction and energy as well as priorities for the future. A total of 68 surveys were completed representing 77% of the average Sunday attendance of 88. The average age of parishioners completing the survey was 66.

### Priorities of the Parish

The survey respondents indicated these top five priorities to improve ministry in the parish:

1. Make necessary changes to attract families with children and youth to our church.
2. Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.
3. Develop the spiritual generosity of the people to financially support the ministry of the church.
4. Provide more opportunities for Christian education and spiritual formation at every age and stage of life.
5. Work to renew and revitalize the community around the church by building coalitions with partners.

These priorities were found to be consistent among all age groups as well as among those who attend less than once a month and those who attend more often.

### Selected Small-Group Comments:

Small groups of parishioners met to discuss survey results and add their personal reflections. Some representative comments follow, edited for space.

"We have more opportunities than it might seem for moving in a more positive direction, based on these survey results."

"Our strong points include a desirable neighborhood in a beautiful city, ownership of an adjacent house, and our music and worship programs."

"It's important to make certain we really understand what an applicant means when they give an example of how they have led change in parishes or other settings: the more concrete the example, the better."

"We have gone through an effort to identify our strengths, concerns, and priorities. What do you see in these survey results? What gives you pause? What gives you hope? What could you imagine doing with this?"

"In answer to the question 'What do you most value about our church?' one person said 'My fellow parishioners.'"

"Qualities sought in a new rector: good preaching and openness and listening to us."

"It's a priority to increase our financial status."

"While there may be some low energy levels in the parish, there is also a low level of conflict, and a spirit of working together to make things better."



## Desirable Qualities for Our Next Rector

In addition to completing the CAT survey, parishioners met in small groups and at forums between services, to discuss the future of the parish and what qualities they would like to see in our new rector. Vestry members participated in both the survey and small group discussions, and also devoted time to express values and concerns during a recent vestry retreat. Largely similar priorities emerged from the survey and the discussions.

The attribute that parishioners most desire to see in a new rector is strategic leadership, the ability to cast a vision and lead the church to realization of the vision.

Close behind leadership is preaching, the ability to inspire and connect people to God's word.

Another valued attribute is change-management, the ability to lead a church through a period of change and transition.

Many members also cited pastoral care, the ability to engage people empathetically and to care for persons in times of need, as critical.

Other important skills for our new rector include administrative ability, to manage church operations effectively, including facilities, finances and staff.

Many also value teaching and training abilities, to deepen understanding and to equip members with new skills.

Quite a few parishioners see the ability to negotiate and resolve conflict as important, to help a church deal with conflict through training, negotiation and mediation.

Finally, many hope that our new rector will be a catalyst for the local community, have the energy and ability to participate beyond the church's walls to organize and address critical issues and help the parish be even more of a welcoming presence in the neighborhood and community at large.

We recognize that not all these attributes will be equally present in every candidate. But it is our hope and confidence that those interested in St. Stephen's will possess a positive combination of many of these strengths.

While our part-time and supply clergy arrangement is working very well during our transition, it is our goal to hire a full-time rector, budget permitting.

# Compensation Guidelines

## Financial Compensation

This is negotiable within diocesan guidelines. For the determination of financial compensation, St. Stephen's is currently a Grade B congregation, but we expect to move to Grade C sometime in the next year.

Further information can be found at the following links:

Clergy Salary Scale:

<https://resources.ecww.org/sites/default/files/resources/ClergySalaryScale2016%20.pdf>

Congregation Grades:

<https://resources.ecww.org/2017-congregation-grades>

## Pension Plan

Each month the congregation pays the Church Pension Fund an assessment of the clergy person's salary, including the housing allowance, as dictated by the diocese.

## Healthcare and Dental Insurance

The compensated clergy of the diocese form a single group for insurance purposes. Each year the Diocesan Insurance Commission researches health care plans to assure that clergy and congregations are offered reasonable health, vision, and dental insurance in view of the current market. From time to time the Diocesan Convention identifies particular sources or conditions for benefits. A full description of the current insurance plan is available from the Office of the Bishop.

Further information can be found at the following link:

Healthcare info and options:

<https://resources.ecww.org/2017-healthcare-open-enrollment>

## Vacation and Sick Leave

St. Stephen's offers the national standard vacation allowance for clergy of four weeks per year. Sick leave accrues at one day per month to a maximum of 120 days.

## Continuing Education

Diocesan policy states that clergy should receive two weeks of paid time for continuing education each year in order to study; this may be accumulated up to a four-week maximum. The Vestry traditionally has budgeted for continuing education costs as well.

## Sabbatical Provision

Following each five-year term of service in a given position, a clergy person is entitled to request a three-month sabbatical in order to further educational or vocational development.



Thank you for your interest in our parish. We hope this "snapshot" of who we are and what we have to offer will prompt you to learn more about St. Stephen's and our beautiful Diocese of Olympia.

## Links

**St. Stephen's website:**

[www.ststephens-seattle.org](http://www.ststephens-seattle.org)

**How the Diocese Calculates Assessments:**

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

**Budget and Parochial Report:**

[www.ststephens-seattle.org/index.php?q=node/384](http://www.ststephens-seattle.org/index.php?q=node/384)

**Diocese of Olympia:**

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

**Clergy Salary Scale:**

<https://resources.ecww.org/sites/default/files/resources/ClergySalaryScale2016%20.pdf>

**Congregation Grades:**

<https://resources.ecww.org/2017-congregation-grades>

**Healthcare info and options:**

<https://resources.ecww.org/2017-healthcare-open-enrollment>

