



All Saints' Palo Alto - Profile 2022



Thank you

Thank you for joining us in our discernment of who we are and who we are becoming to live out Jesus' Gospel in the heart of Silicon Valley.

Introduction

All Saints' Church is seeking to call a new Pastor in the face of dramatic changes in the last two years. This has led to a critical juncture where we are seeking a Pastor who is:

- a Spiritual Guide who opens up, builds upon, diversifies, and broadens our love for beautiful liturgy, excellent preaching, and quality music in order to experience the holy in our midst.
- a Facilitator with a vocation for connecting people to each other who builds relationships inside and outside our community, and helps us attract, welcome, and incorporate newcomers, seekers, and new Christians.
- a Partner who brings out the best in others and can inspire and energize, without needing to be at the center.

All Saints' looks forward to engaging with those in discernment who can partner with us on this journey.

The last two years have seen significant changes at All Saints'. It goes without saying that the COVID-19 pandemic has had a profound influence, as we spent 16 months worshipping remotely. In addition to COVID, we have experienced major changes in personnel. In early 2020, our beloved music director of 10 years left All Saints' abruptly. In early 2021, our priest of 10 years transitioned to a different church position as well with relatively short (six weeks) notice. We have prepared for our transition through the spring and summer of 2021 by interviewing 60 parishioners as well as the current lay leadership. When we emerged from that discovery process, we found recurring themes, which we describe in this profile.

Examining ourselves. The discovery process has shown us that All Saints' finds itself at

All Saints' is located in downtown Palo Alto, the heart of Silicon Valley in the Diocese of El Camino Real. Our church has a rich history, having been a part of the Palo Alto community since 1892. We are an inclusive, progressive congregation that encompasses people in different economic circumstances and family situations. We span all ages, but are skewed toward an older demographic with approximately 75 active families in the parish. Our "ASA" for 2019 was 97. As we have reopened (post-COVID), we estimate the ASA for 2021 is ~40-50 in person plus 10 online. All Saints' is a church community where we both worship God and care for each other and a downtown center that serves the needs of our community. We have significant ministries and outreach with committed parishioners and programs that are influenced by our place in Palo Alto. Our services are recognizably traditional, and music has played a large role at All Saints'.

a critical juncture, and we are looking for a change agent. In many ways, we're a contradiction—a 125-year-old parish with a rich, deep history that predates Palo Alto's prominence as the epicenter of the high-tech world. We live in a Silicon Valley community that is surrounded by and accustomed to change. That said, change within our parish has proven to be a challenge for us over the last 20 years. However, recent events have forced us to reexamine our future and our relationship with the community.

Reinvigorating All Saints'. We acknowledge that All Saints' is ready to embark on a path of renewal, inspired by our faith that Jesus will find room for us (John 14:2) and Jesus' call (John 12:24) that one grain of wheat can lead to new birth. The extent of that change and where it takes us is something that we have yet to discover. And although the outcome is unknown, we are clear about what and whom we need to get there. We are in search of a partner in ministry, with a pastor who helps us grow our ranks and who can develop and nurture our own leadership. We need and want grassroots participation, shared responsibility, and ownership, so that we can grow, thrive, and determine our collective future. And we also acknowledge that, in order to appeal to a broader, younger and more diverse community, we must embrace change and modernize our liturgy and music. It isn't a case of tradition versus experimentation, where we jettison the old in favor of the new—but a broadening of the two.



Service in our 'Church in the Round', before COVID



Blessing of the Animals in the Courtyard

All Saints' Mission and Values

Our 'Mission and Values' have been thoughtfully chosen by our congregation and have guided our spiritual journey for over ten years:

OUR PURPOSE IS TO PUT CHRIST'S LOVE INTO POSITIVE ACTION.

WE BELIEVE IN THESE VALUES; WITH GOD'S HELP WE ASPIRE TO LIVE THEM OUT:

WORSHIP

EUCCHARISTIC WORSHIP IN THE ROUND ENGAGES US AND RENEWS US THROUGH SACRED LITURGY, VIBRANT MUSIC, JOYOUS FELLOWSHIP AND CORPORATE PRAYER.

SPIRITUAL LIFE AND INTIMACY WITH GOD

GUIDED BY THE HOLY SPIRIT, WE SEEK TO DISCOVER CHRIST IN OURSELVES AND EACH OTHER THROUGH WORSHIP, DISCUSSION, EDUCATION, PRAYER, STILLNESS AND CONTEMPLATION, MUTUAL CARING AND SUPPORT, AND OUTREACH.

OUTREACH

OUR BAPTISMAL COVENANT CALLS US TO SEEK CHRIST AND SERVE CHRIST IN ALL PEOPLE. WE LIVE OUT THAT COVENANT THROUGH A PASSION FOR SERVING THE UNDERSERVED. WE FOSTER SOCIAL OUTREACH MINISTRIES IN OUR LOCAL COMMUNITY AND ACTIVELY MINISTER TO THE HUNGRY AND HOMELESS.

PARTNERSHIP IN MINISTRY

*WE LISTEN TO GOD, TO EACH OTHER, AND TO OUR COMMUNITY AS A WHOLE;
WE VALUE COLLEGIALLY IN DECISION-MAKING.*

INCLUSION AND FRIENDSHIP

WE VALUE DIFFERENCES; THIS PROVIDES US WITH CHALLENGES AND OPPORTUNITIES FOR LEARNING. WE BEFRIEND EACH OTHER, AND WE BEFRIEND THE STRANGER IN OUR MIDST, SEEKING CHRIST IN ALL. HOSPITALITY AND FUN ARE INTEGRAL TO OUR LIFE TOGETHER AS A PARISH FAMILY.

What are we seeking in a Priest-in-Charge?

We believe that our Mission and Values are solid but need to be reinvigorated. The Priest-in-Charge whom we call (and who chooses us) will embark on this journey alongside us—a dynamic, enthusiastic partner who knows how to engage, energize, activate, and galvanize a parish. In short, we need someone who isn't afraid of shepherding change, knowing that it is sometimes a messy process that may take us down paths that we didn't anticipate but are eager to explore.

Qualities needed. We need a spiritual leader who is an excellent preacher, with the ability to interpret and apply readings to the 21st century, who has a passion for pastoral care, and responds to the needs of young adults and families. We expect to have a partnership with a Priest-in-Charge who is compassionate; a 'people person' who connects with the congregation and community, truly believing and living the commandment of 'loving thy neighbor as thyself' (Matthew 22:37-39); who collaborates and enjoys empowering others; who moves through his or her day prayerfully and with a sense of humor; who is secure in who they are and what they can offer; who can connect with children and young adults; who has liturgical and musical knowledge, including ideas for going beyond our traditions.

Skills needed. It is important that in addition to these qualities, a new Priest-in-Charge has complementary skills. Some skills are *managerial*: the ability to plan, to communicate broadly, to be transparent about decisions and processes, as well as having good financial sense; being a good delegator who can identify people's talents and empower the laity with the ability to organize, expand and integrate the areas that have worked well at All Saints' (e.g., music, traditional liturgy, established ministries) while working with the parish to experiment and build our future.

Other skills are *pastoral*: being a good pastoral counselor, and a strong preacher (inspiring, insightful, intellectual, stimulating and able to surprise us), with experience in attracting members with children and people under 40.



Building & Celebrating with a church in the diocese of Southeast Mexico



Homeless Shelter Setup in Parish Hall

The All Saints' community will work with a new priest to achieve our mutual goals, drawing on our many strengths:

1. A great location in downtown Palo Alto, continuing staff, and recently updated facilities
2. A history of activism in Palo Alto, with a committed core of parishioners who have led and continue to lead our ministries and outreach. We function as a 'downtown community center'
3. A history of acceptance of different styles of worship.
4. A strong music program that takes advantage of our unique "church in the round." This applies the innovative and transformative round church within a traditional liturgical context, as well as engaging outside groups who use our church for performances.

A Window into All Saints'

You will have a unique opportunity to work alongside the parish to put us on a path that revitalizes the congregation and appeals to a wider part of the community. To better understand All Saints', where we are, and where we want to go, the Search Committee explored those questions with the parish at large. Specifically, we have conducted:

1. **Confidential interviews with over 60 current and former parishioners** to articulate who we are, what is most important to us, and what we're looking for in a Priest-in-Charge.
2. **Confidential interviews with recent and current leaders at All Saints'** to understand their challenges and attitudes over the years.
3. **"Neighborhood Walks"** to help remind us of the downtown community in which we worship, how All Saints' role in the community might be enhanced, and how it may have changed over the years.



Workshop in Parish Hall, during COVID, Hybrid Zoom and In Person

Taken together, the opinions expressed in the interviews provide insight into the All Saints' community. Each subsection below summarizes different interview topics that are important to the future of All Saints'. Redacted versions of these interviews can be made available to candidates as part of the interview process.

Who is All Saints'?

Unsurprisingly, most people at All Saints' have come here based on personal invitation or a triggering life event (e.g., a desire to introduce their children to the Episcopal Church).

Parishioners tell us they've stayed at All Saints' because of the community bonds they've formed. Here are some of the motivations they have for being here:

1. The Eucharist, Liturgy, Sermons – interpretation, insights, inspiration
2. The music and how our former music director integrated it with the liturgy
3. Community / connection to people / “my family & friends are here”
4. Support from members during a difficult life experience, such as: bereavement, illness, divorce
5. The inclusivity of the church; all people belong here (particularly LGBTQ)
6. Connection to the priest; the priest reached out to me personally
7. Engagement / self-actualization (i.e., study/teaching, outreach, opportunities to serve, activism)
8. A community for my children



Choir in Church, during COVID

Our most meaningful experiences are also rooted in the individual and communal interactions we have with our fellow parishioners. Examples include: pastoral care, Passion Week services especially Good Friday, Building Bridges interfaith conversation program, Candlelight Children's Christmas Eve service, recognition of newcomers, and seeing someone from the LGBTQ community leading a service.

What is important to us?

The Future. What encourages us most about our present and future is the acknowledgement that we cannot continue on our current path, and we have a real desire for change. The recent upheaval and disruption (COVID-19, music director's departure, rector's departure) signals an opportunity for us to reflect, to acknowledge that we have unrealized potential, to transform, and to signal these changes to the greater community. We recognize that this is an inflection point. We want to be relevant and vital in new and meaningful ways.

Community. Parishioners value the community that binds us together, but are worried that the community has eroded over the past few years (even pre-Covid). Generally speaking, there is a solid core of All Saints' members who contribute to and lead the various ministries, but some of these ministries are siloed, and people feel that we have fewer parish-wide initiatives than in the past. Activities, events, and social engagement are some of the key reasons people have stayed at All Saints', so it is unsurprising that we want more of all of these things (and find the loss of these outlets and opportunities discomforting).

Music and Liturgy. All Saints' has practiced traditional worship, though we've recently incorporated alternative texts from the wider Anglican Communion. Our music program has enjoyed strong leadership from music directors focused primarily on classical music and who used our space and exceptional organs to interweave music with our lessons and liturgy. However, the vast majority of us are concerned that we've become too bound to tradition and thus less welcoming. Parishioners are interested in services that are less formal, but we don't want to entirely eliminate all of our traditions. So we realize that we must find a balance, and we are eager to explore that together.



Parish Picnic in the Park, before COVID



Member-Musicians Participating in a Service, before COVID



What do we need to learn about ourselves?

Many of us describe All Saints' as an aging parish that has witnessed a gradual decline in membership. This is due to several factors, including issues that surfaced in the mid-2000s, as well as the changes we've seen during the last two years. We see some challenges as we explore where to go from here.

Are we as truly warm and welcoming as we believe?

Some parishioners joined All Saints' because it seemed warm and welcoming, in a congregation that lives the spirit of Matthew 25:35 in terms of "welcoming the stranger", while some parishioners feel that we've become inward-facing and a bit distant in recent years.



Parishioner-led Adult Forum after church, before COVID

Are we truly open to change and experimentation?

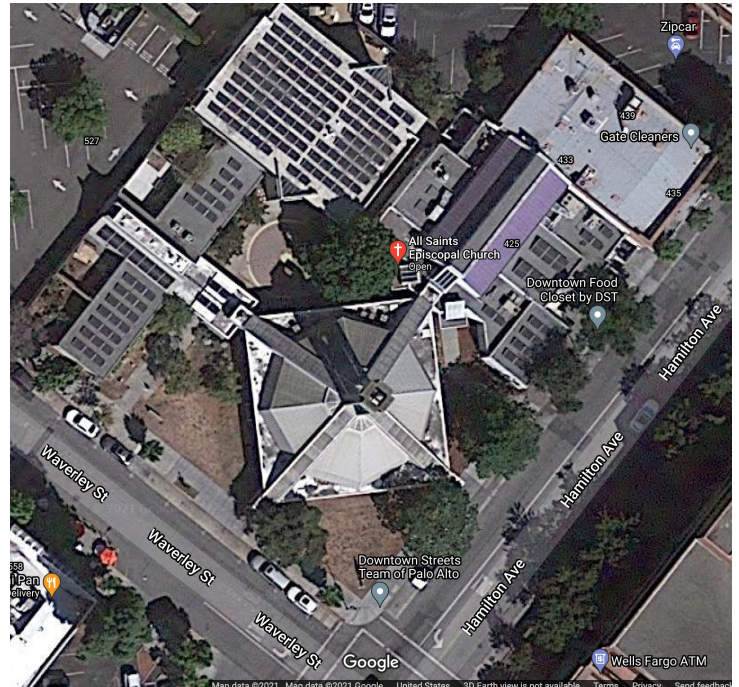
The vast majority of people say that change and experimentation are critical to our survival, but there is some uncertainty as to whether *others* are ready or willing to accept change. We're all firmly aligned on our mission and values, but we acknowledge that we must reach out to our community in more and different ways. This means different types and kinds of engagement so that we're more accessible and relevant. It is not a question of throwing out all of the old in favor of the new-but expanding upon our ideas and reach.

Do we live out our mission and values? We have a long history of activism in Palo Alto and more broadly trying to live out being "our brother's keeper" (Genesis 4:8-10). However, we feel that some of the outreach activities are somewhat isolated and not widely understood. In recent years predating but accelerated by COVID, there is also a feeling that the community aspects of the parish have eroded.

Where do we go from here?

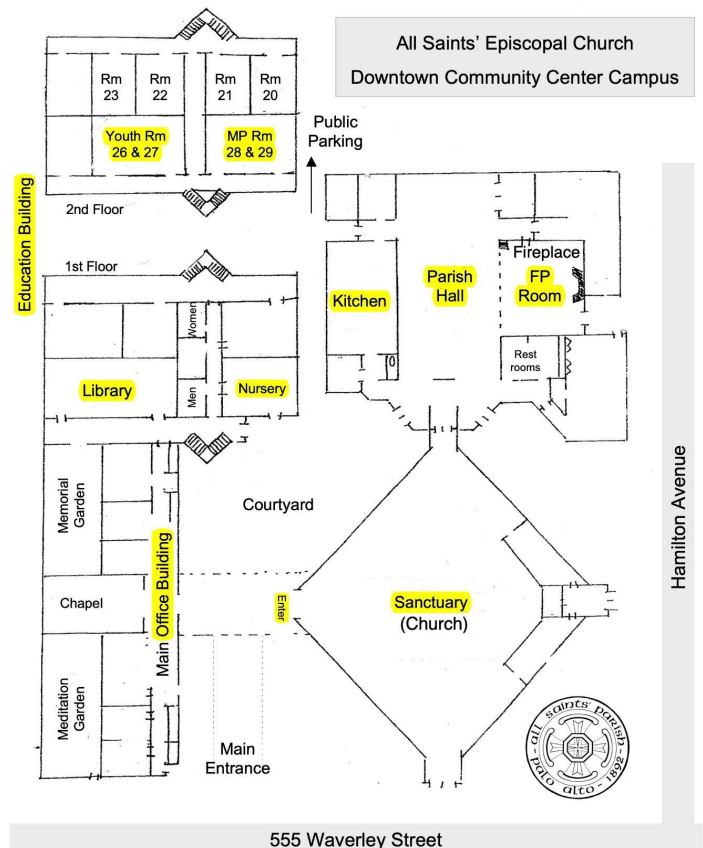
We've described: who we are, what we are looking for, and questions we need to answer. Additionally, there are many opportunities for growth in our parish. We are close to Stanford University, as well as being in the center of the generally young adult world of high-tech, and we hope to call someone with a heart for, and understanding about, ministry with young adults. The parish is located in vibrant downtown Palo Alto. We have access to not only the joys of urban living - such as foot traffic, restaurants, small businesses, and parks but also to the many challenges of urban living, and its opportunities of urban ministry. We gather, work, and worship together as a community so that together we can face these challenges and welcome these opportunities, all the while giving thanks for the infinite variety of God's creation. What holds us together across all of this is our belief that the gathered community is more powerful in meeting our mission than any one of us alone - our priest will see this every Sunday when we pass the Peace. As we learn from the extremely diverse community that surrounds us and grow into our vision of being a cornerstone of this dynamic corner of the kingdom, we seek a partner who can guide us as we explore new ways to put these callings into action - both in our church and across our broader community - and be our pastor as we make this journey together.

We are a dedicated congregation. We have a lean but balanced budget (summarized in a section below on our finances). We have accomplished many of the facility-improvement projects from our most recent strategic plan. But we have more to accomplish in our projects pertaining to spirituality and community. To get us where we're called to be, we seek to call a priest with skills and experience as a pastor, a community organizer, and a partner.



Campus overhead site view, showing solar panels

CAMPUS MAP



Where to Read More About All Saints' Church

All Saints' is a dedicated community. The following aspects of our parish are described in more detail on our website at www.asaints.org. Our facebook page is at <https://www.facebook.com/asaintspaloalto/>.

- [Ministries](#) and how we provide for each other.
- [Outreach](#) and how we participate in the Palo Alto community
- All Saints' has a rich [history](#), having been in Palo Alto since 1892.
- [Services](#)
- [Staff and Vestry](#)

Our Community

An important note about our environment is that Palo Alto and Silicon Valley have a relatively high cost of living. The search committee and vestry are committed to working with clergy to understand individual circumstances and make living in this area possible.

All Saints' draws its members primarily from Palo Alto and the neighboring cities of Mountain View and Menlo Park. We are situated on the Mid-Peninsula, part of the tongue of land west of San Francisco Bay and separated from the Pacific Ocean by the Santa Cruz mountains. We enjoy a Mediterranean climate with warm, dry summers and mild winters. Although the cities and suburbs are densely populated, miles of beaches and open space preserves are only a short drive away. San Francisco and San Jose, as well as the cities in between, abound in cultural events, with world-class opera, ballet, theater, and music.

Palo Alto and its surrounding towns have vibrant downtowns with many shops, bookstores, office buildings and restaurants that showcase food from around the world. Our immediate neighbor, East Palo Alto, has a lower economic profile and greater ethnic and racial diversity.

Although Palo Alto is suburban, the City of Palo Alto (population, 68,000) is a university town. The Stanford campus is less than a mile from the church. Downtown has a bustling feel, with people strolling the main streets until 11:00 p.m., and later on weekends.

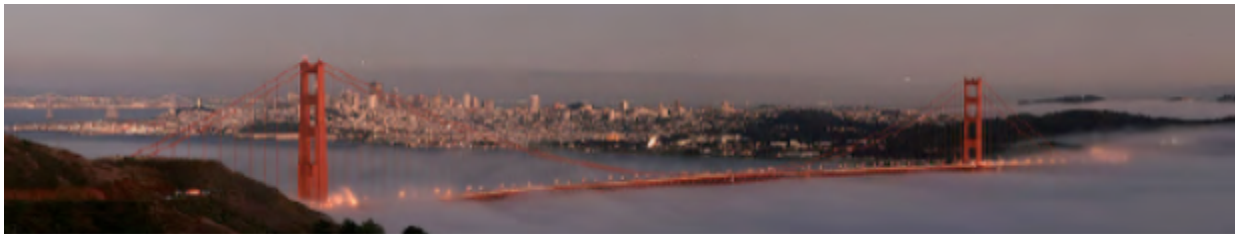
As a group, Palo Altans are well-educated, with 98% completing high school graduation, 78% earning a bachelor's degree or higher and 48% earning a graduate or professional degree. Twenty-nine percent work in educational services, health care, and social assistance, and 24% in professional, management, and administrative services. Since we sit at the northern end of Silicon Valley, many of our parishioners make their living in technology and life sciences. We also draw parishioners from Stanford's faculty and students, and Stanford offers cultural and intellectual outlets to the wider community.

Palo Alto schools consistently rank among the most highly rated in the state, and extensive parent involvement and fundraising help compensate for the chronic shortage in state budgets.

Total enrollment in the Palo Alto public schools in 2008-09 was 11,430. The two high schools have spacious and impressive campuses as well as superb faculty and arts and sports programs.

There is much more about the area on the following sites:

- City of Palo Alto - <https://www.cityofpaloalto.org>
- Stanford University - <https://www.stanford.edu/>
- Palo Alto Schools - <https://www.pausd.org/>
- City of Mountain View - <https://www.ci.mtnview.ca.us/>
- City of Menlo Park - <https://www.menlopark.org>
- City of East Palo Alto - <http://www.ci.east-palo-alto.ca.us/welcome.html>



San Francisco is an hour from Palo Alto

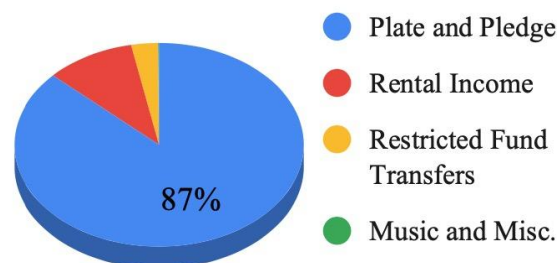
Our Finances

All Saints' has adequate financial resources, an engaged congregation that supports the church through annual pledges, and operates within a carefully managed budget. We have diverse non-operating funds -- reserves, purpose-dedicated funds, and endowment -- which give us some flexibility, and a housing budget for an incoming Priest-In-Charge. We are also able to raise funds for one-time projects. During the pandemic, we completed new landscaping for the church grounds and the columbarium, and also purchased the cameras and computer equipment needed for live-streaming and hybrid-zoom gatherings.

Our pledge goal for 2022 is \$475,000, which is the amount budgeted at the beginning of 2020. All Saints' annual budgeted expenses for 2021 are \$563,413. This includes a budgeted deficit of (\$11,184) which is to be covered by the Operating Reserve. That said, we project expenses to be significantly under budget largely due to personnel changes and the savings with using supply clergy and organists. Hiring a new Priest-in-Charge and music director will put the bulk of our operating expenses back to normal in 2022. In May, we received notice that our PPP loan was forgiven in full. This helped us bridge the gaps in rental income that we incurred in 2020 and 2021. Our reserve fund is healthy and well above the two months' expenses required at all times or ~\$94,000.

Where Does the Money Come From?

All Saints' is very dependent upon a small number of pledges; out of 73 pledges, 52% is given by 7 donors. The 2021 budgeted pledge income is \$463,259 which is bolstered by renting our campus facilities to nonprofits and community groups as well as by drawing 5% from our Endowment Fund. In 2020, Rental and Music Income reduced Total Income by ~10% due to the pandemic. The result is that All Saints' is now more dependent on our pledge commitments which now make up 87% of our total income.



Where Does the Money Go?

Approximately 67% of the budget pays for personnel which normally includes a full time priest, part-time parish and campus administrator, part-time music director, part-time sextons, and childcare during Sunday services. Our diocesan assessment or fair share is 14% of the budget. The remaining expenses are for program & worship, office, and facilities' costs.

