



All Saints' Episcopal Church
San Diego, California
PARISH PROFILE - 2018



Our Mission

Our purpose is to bring God's love into the lives of all persons through his Son. Our doors are open to all as we worship together and proclaim the Gospel in the beautiful and sacred Anglo-Catholic tradition.

Our worship and our beliefs are grounded in the Holy Scriptures and the Book of Common Prayer. As an essential of faith, we desire to be powerfully efficacious in both corporate and private prayer, and reconciled, through Christ, to God, to one another, and to our wider community.

Inspired by the Holy Spirit through our worship and belief, our mission includes effective proclamation of the Gospel, acts of love and service, stewardship, and the development of community within the Body of Christ. Stressing Christian formation, we aim to build mature disciples of Christ who can assume leadership roles in worship and mission.

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Introduction

The people of All Saints' are working to live out our faith in this time of transition and praying that God will send us a dedicated priest who will teach and preach the Catholic faith, administer the Sacraments, and lead us in the work of prayer and evangelism in the heart of San Diego.

Who We Are



We are a small but diverse congregation with strong roots in the Anglo-Catholic tradition. Some of us are cradle Episcopalians, but many have come to All Saints' from other backgrounds and traditions. Our parish has acquired a substantial bloc of property in the urban neighborhood of Hillcrest, a lively area with a mix of residential and commercial properties that is the center of San Diego's gay community. Our primary purpose is to worship God and receive the Sacraments in this sacred place and to support and encourage one another and the stranger among us.

Our property is in active use throughout the week. All Saints' Preschool provides education and care for 75 to 80 children. We also lease space to two dedicated nonprofit social service agencies, the Women, Infants, and Children (WIC) program of Scripps Mercy Hospital, and Include Autism, a community-based organization serving the needs of autistic children and young people.

Parish Demographics

During the last 55 years, All Saints' has evolved from a large (program-sized) parish serving a congregation of almost 1,000 members representing all age groups into to a small and aging urban parish with 189 members as reported in our 2017 parochial report. In a survey conducted as part of our most recent Mutual Ministry Review (2016, 30 respondents), 67% were over the age of 65 and 57% had been members of the parish for more than ten years. All Saints' has always been a "destination" parish attracting members from the entire metropolitan area, including families from the nearby Hillcrest and Mission Hills neighborhoods, as well as a strong sprinkling of Navy and Marine families.



Today our members come from all over the city of San Diego and its suburbs. In our most recent survey, many respondents mentioned that they valued a sense of "community" in their involvement with the parish. We recognize we must develop an effective outreach in our immediate neighborhood and wish to be a faith community serving many more people.

The Rector We Seek

We seek:

- a priest who is at home in the Anglo-Catholic tradition and experienced in practical and pastoral parish leadership
- a leader of devout, sacramental worship who will pattern personal life by the example of Christ and serve as a wholesome example to us in our life of prayer and fellowship and also lead us into new areas of ministry, mission, and service
- a person who embraces the social diversity of our congregation
- a pastor committed to driving parish growth both spiritually and numerically and to providing enthusiastic leadership toward our goal of being the spiritual home for a growing sacramental congregation
- an optimistic, dynamic, loving, inspiring, and affirmative leader who will help us build the parish as a haven for all who seek a sacred space and participation in the liturgy.



Our Community

All Saints' Church is located in the Hillcrest community of the city of San Diego. Hillcrest is located approximately two miles from the heart of downtown.

Hillcrest is a mixed commercial and residential neighborhood with a very diverse population. Its housing ranges from single-family bungalows to apartment complexes and condominium towers. It is also home to senior retirement homes and skilled nursing facilities, including nearby St. Paul's Home and St. Paul's Villa. Hillcrest is the focus of San Diego's gay community with its restaurants, clubs, and tourist hotels. Both All Saints' and St. Paul's Cathedral serve this dynamic and lively neighborhood.



There are many historical points of interest in this part of the city. Hillcrest is near the world famous San Diego Zoo, performing arts theaters, Balboa Park, a wide range of museums, and the San Diego International Airport. Scripps Mercy Hospital and UCSD Medical Center are located nearby.

San Diego is the home of many Navy and Marine families – many of whom have been members of All Saints'. Because of our beautiful weather, activities such as golf, boating, surfing, swimming, snorkeling, and scuba diving provide year-round recreational opportunities. San Diego's extensive higher education facilities include the University of California San Diego, San Diego State University, the University of San Diego, and Point Loma Nazarene University.

Intercommunity transportation is by car, city buses, and the San Diego Trolley. Amtrak is available for travel to destinations such as Disneyland and other attractions in Orange and Los Angeles Counties. Many of our parishioners live in the urban neighborhoods surrounding the church, while others travel as far as 30 miles to attend services.

U.S. Census Bureau data for the area within a three-mile radius of All Saints' showed an estimated population of more than 226,000 in 2016, with anticipated growth in excess of 20,000 in the coming decade. Household size averaged just over two persons per household, but there is some evidence of an increasing number of school-age children. Average household income was approximately \$80,000 and is projected to reach \$90,000 by 2021. While the area surrounding All Saints' is diverse, more than 80 percent of residents identified as white or Hispanic/Latino.

With the overall population of San Diego increasing and growth rapidly expanding in the downtown and Hillcrest areas, we have the potential for a growing congregation in the years to come.



History



On November 1, 1897, the first service was held in a small chapel on 5th Avenue in Hillcrest. Appropriate to the day, it was named All Saints' Chapel. The celebrant was the Reverend Alfred Fletcher, who had been directed to "establish a mission in the northern part of the city," at that time virtually uninhabited. On September 26, 1906, All Saints' Mission became All Saints' Parish. All Saints' has been open and at the same location for longer than any other church in the city.

Paul Satrang set the record for a rector's longevity, serving All Saints' Parish from 1951 to 1985. Fr. Satrang was Rector during our years of greatest growth, and several of today's members remember him as an influential spiritual leader and teacher. Our bell tower is dedicated to his memory. The Reverend Steven L. McClaskey served as rector from 1985 to 2001. In October 2003 Fr. Tony Noble, SSC, was called from Australia as our next rector and was awarded the title of Rector Emeritus upon his retirement in March 2011. The Reverend J.D. McQueen II served as Rector from July 2012 to September 2017



Our Church, a monument of the Mission style of architecture, was built by distinguished architects in 1912 and retains most of its original furnishings. In the mid-1950s Fr. Satrang began the project of beautifying the church with stained glass, and we currently have one of the finest and most unified collections of glass on the West Coast. In the late 1940s the church was expanded with the addition of a lovely chapel. The large parish hall, also by a distinguished architect, dates from 1924.

All Saints' opened its Parish Day School in 1947, and a two-story day school building was built in the late 1950s. Although the Day School was closed in 2006, we operate a very successful preschool that uses much of its former space.

For a full treatment of the history of All Saints', we recommend (and will happily provide) Stephen Cox's book *Changing and Remaining: A History of All Saints' Church San Diego*. From Dr. Cox's 2011 book, we learn that our parish history is not just about who was Rector or what building was completed or what property was acquired. Rather, our history goes back to the people who first came to worship in a private home in 1896. They built All Saints' Chapel and served on the first vestry, sang in the first choir, and were active in the first gathering of women's organizations. Most of their names are long forgotten, but their work and faith continues today with all those who have worshiped, prayed, sung, and served the church for the past 120 years.

Hillcrest has also changed dramatically. In 1897 the area was a small, remote residential neighborhood with cable cars running up and down Fourth Avenue. Streets were unpaved, and there were many wide-open spaces. Today Hillcrest and the surrounding communities make up a dense mixture of residential and commercial areas and offer to All Saints' Church and its members, much as it did in 1897, an opportunity for continuing the work of "spreading God's kingdom."

Looking Forward

After three annual Mutual Ministry Reviews during the tenure of our previous Rector, we are determined to engage in long-term planning for purposes of a comprehensive strategy for church development and growth. During our current transition we are learning about new ideas and strategies that we plan to implement in the future. Given our location and traditions, we believe that we are in an enviable position to attract and retain new members. We offer a unique, beautiful, and satisfying religious experience found nowhere else in San Diego. We are eager to work with a new Rector toward the goal of reestablishing All Saints' as a "jewel" of San Diego and of the Diocese.



Facilities

All Saints' is a city parish located at the corner of Sixth and Pennsylvania Avenues in the Hillcrest community of San Diego with extensive property holdings in the neighborhood. Most of the space in our facilities is occupied throughout the week by church activities, All Saints' Preschool, and the two nonprofit social service groups which lease space from the parish.

The main buildings used by our congregation include the Church, adjacent administrative offices, and the parish hall. When people pass through the church gate from Sixth Avenue, they enter a courtyard containing a vine-covered arbor, a memorial fountain, and border garden areas with benches and statues of St. Mary and St. Francis of Assisi.

Entrance to the Church is from the courtyard. The Church is of traditional Mission architecture with a red tile roof and blue and gold domed bell tower in keeping with San Diego's cultural heritage. A large stained glass window overlooking Sixth Avenue depicts Christ the King. Stained glass windows in the nave, the choir, and the sanctuary depict saints and archangels. The Church can seat approximately 240 people and is connected to St. Mary's Chapel with additional seating for fifty. The rector's office, administrative offices, sacristies, flower room, library, and recently remodeled restroom facilities are located in the office wing.



From the courtyard there is also access to the parish hall, which features a large space useful for almost any occasion, as well as child care facilities and a substantial modernized kitchen.

To the south of the parish hall are small houses and adjoining yards used by Include Autism. To the east and fronting on Seventh Avenue are our two-story school building, the "old rectory" and smaller adjoining buildings, a small parking lot, and a large play area. At the corner of Seventh and Pennsylvania is the church parking lot. The result is a mid-sized, centrally located "campus" in the Hillcrest neighborhood that incorporates a wide variety of buildings, some of which provide rental income for the parish.

While our facilities are extensive, they are also at the point where the demands of maintenance tend to take precedence over long-term planning. Although we have been able to adapt our facilities to diverse uses over the years, it can be said that we are "property rich and pledge poor."

Staff

During this time of transition, our parish is led by the Reverend Robert G. Eaton, an experienced interim rector. His initial discernment led him to set the familiar phrase "to be a Holy Fellowship" as our annual focus and theme for the health of the parish. In that vein he is emphasizing personal and parish-wide prayer, proclaiming the Good News of the Gospel as a function of all the baptized, and ongoing stewardship education. Our staff also includes a part-time parish administrator, a part-time business administrator (who also serves as our property manager), a part-time organist-choirmaster, and a full-time sexton, half of whose salary and benefits are reimbursed by our preschool.

Worship and Music



All Saints' is an Anglo-Catholic parish using Rite One of the 1979 Book of Common Prayer and the Prayer Book lectionary. Our 8:00 a.m. Sunday service is a Low Mass without music, providing a very reverent service. The 10:30 a.m. service is a Solemn or Solemn High Mass with full choir and organ, sung prayers, and incense. Our goal is always "to worship the Lord in the beauty of holiness." Our music program fully supports and enriches our worship. The choir, which is recognized as one of the best small choirs in San Diego, consists of both volunteers and paid section leaders under the direction of a noted organist-choirmaster.

We were asked this year to host the Willan West 2018 festival, a year-long celebration of the works of Twentieth Century liturgical composer Healey Willan, because our church offers the traditional architecture and outstanding acoustics needed. Hosting the festival provides us with an opportunity to demonstrate our style of worship to the musical community of the San Diego area, and of course to attract new congregants to All Saints'.

Although we have a long tradition of daily celebrations of the Eucharist, we are now limited to a single weekday Mass at Noon on Tuesday, a Mass for the Societies of Mary on the first Saturday of the month, and a chapel service for the preschool children on Thursday.

All Saints' has always appreciated an approach to preaching that emphasizes inspiring teaching based on Scripture, the centrality of the Sacraments, and the implications of Christian teaching for the individual and the life of the community. As a diverse parish, we have never welcomed the mixture of religion with politics.

Christian Formation and Education

All Saints' has traditionally maintained a strong program of Christian formation for all ages, including Bible Study on at least a weekly basis. One dedicated Sunday school teacher continues to offer classes for children of all ages. Under the leadership of our interim rector, we are focusing on education for the entire congregation on topics like prayer, stewardship, and evangelism. We look forward to expanding our educational opportunities in the near future.

Lay Ministry

During our current transition, we are learning about the importance of developing a systematic approach to welcoming and incorporating new members. We believe that this effort dovetails with our traditional emphasis on the importance of a wide variety of lay ministries.

At any given time a large portion of our congregation participates in parish worship, as acolytes, readers, or volunteer members of the choir, and as ushers or greeters. The Altar Guild and the Flower Guild work behind the scenes to prepare the church for Sunday and weekday services. Hospitality coordinators and other volunteers organize snacks for coffee hours. Office workers help make the task of the parish administrator almost manageable. Members of the parish serve in governance roles as members of the Vestry, the Finance Committee, and the Preschool Oversight Committee. Our Social Action Committee has been revitalized in recent years and has planned programs to assist the homeless, programs that have gained enthusiastic support from the congregation as a whole. Those who play an active role in these lay ministries are committed to inviting others to join them, and often succeed.

Yet we are acutely aware that carrying out these ministries has become more challenging as the congregation has aged. We had an active ministry of Lay Eucharistic Visitors as far back as 16 years ago and recognize its importance in allowing sick and shut-in members of the congregation to participate actively in our worship. Unfortunately, we have reverted in recent years to depending entirely on the Rector and retired priests for this vital aspect of pastoral care.

We know that one of our most important tasks is to continue to learn how to strengthen leadership development. We also need to continue doing everything possible to help newcomers to All Saints' find an active role in our tradition of devotion and service.

Governance

All Saints' is a California non-profit religious corporation, in which the Rector serves as our spiritual leader and corporate president. For administrative matters, the Rector works with a Vestry in accordance with the canons of the Episcopal Church and the Diocese of San Diego. Twelve lay members of the parish are elected to the Vestry for rotating three-year terms at the annual parish meeting in January. We have made several efforts to revise and update our parish bylaws, but we need to work with the diocese to complete this project.

Pastoral Care

In an earlier and seemingly simpler period of transition in 1985, we made a commitment to pastoral care as a key element of continuity in a time of change. Successive rectors – particularly Fr. Tony Noble -- have maintained our commitment to administering the Sacraments to the sick and shut-in of the parish. Fr. Noble was assisted by a small team of Lay Eucharistic Visitors, but that ministry lapsed after his departure. Fortunately, two retired priests who previously served in the parish have stepped forward to maintain this ministry. All the clergy who have served at All Saints' have engaged in ministries of spiritual direction and counseling on spiritual matters.

Outreach: The Needy and the Joy

During our 2016 Mutual Ministry Review, we learned that many of our parish leaders had difficulty distinguishing between “outreach” and “evangelism” and tended to use the two terms interchangeably. During our current transition, we have begun to understand that social action and good news proclamation are both essential parts of what we can call Outreach.

This is the model we find in the Gospel as our Lord Jesus Christ brought healing to the suffering and fed the multitude, as well as preaching that He was the Good News and inviting all to follow Him. We have a great desire to "not let the needy be forgotten", and also to share "Joy to the World! The Lord has come."

The Social Action Committee

Through our Social Action Committee (SAC), we seek to aid needy and suffering people, particularly in our own neighborhood. Our members are active in several ministries for the homeless. In the past we have participated in food, coat, and blanket collections and in preparing for the annual veterans' stand-down event in Balboa Park. Recently, the SAC developed a “blessing bag” ministry in which many parishioners participated. As we move forward, the SAC plans to focus on single-item donation drives for non-profit organizations and shelters. This year we are teaming up with Scripps Mercy Hospital to provide clothing items for impoverished and homeless individuals who are seen in the hospital's Emergency Room. We work, with some success, to help the homeless people in our neighborhood to reestablish themselves with work and homes.

Our social outreach overseas has included a partnership with a parish in Uganda. More recently, we dedicated a portion of our Lenten offering to “Food for the Poor” a Christian social action organization dedicated to serving the poor in 17 Latin American and Caribbean countries.

The Good News Committee

Like every other Episcopal Church in the United States we are concerned to reach out and bring people into the life of the church, including children and families and those who live in our neighborhood. Learning how to proclaim the Good News effectively is a priority, but we do not yet have a committee established for this purpose. What we need is the kind of strong leadership that will help us bring people to the church and incorporate them into the life of the parish. Energetic leadership in this regard has not been seen for several years, and it is vital to restore it.

Fellowship

A strong web of friendships unites the congregation of All Saints'. Individually, we maintain a sense of fun and an earthy sense of humor. This is a loving congregation in which everyone matters. It is also a congregation in which traditional devotion combines well with a typically San Diegan openness and informality. We genuinely like as well as love one another! We are a church family; we need to be committed to a comprehensive plan to make sure that no one gets lost and that newcomers are able to become members of this family.



Opportunities to socialize and have fun are plentiful at All Saints'. Refreshments are provided after each Sunday service, supplied on a rotating basis by members of the congregation. Special events such as birthdays and anniversaries are celebrated with a cake and other treats. We've enjoyed High Teas and live musical programs, either outside in the patio or in the parish hall. From time to time we host art shows with artists in our congregation as well as the community. Potlucks are held in conjunction with special occasions such as Stewardship Sunday and the Annual Meeting. Other recent events have included spaghetti dinners, pancake breakfasts with the preschool, and soup suppers during Lent.

Stewardship

We understand that stewardship involves gifts of time, talent, and treasure. One of the major goals of our current transition is to become more aware of the importance of education and training for healthy stewardship. Members of the Vestry and Finance Committee recently participated in a lively in-house seminar on year-round stewardship led by Fr. Steve Wendfeldt. Looking ahead, the Vestry plans to select a small and committed stewardship team well in advance of the 2018 fall pledge drive.

Our annual pledge campaign encourages parishioners to share their treasure in order to enrich and expand our ministries. The table below provides information on the number of pledges and amounts pledged in the fall stewardship campaigns for the past five years. While our stewardship drive in Fall 2013 was quite successful, we have not been able to meet our long-range goal of increasing pledges by 5 to 8 percent each year. Rather, we suffered a significant drop in the number of pledges received for 2015. There was a falling off during the last years of our previous rector, and it has been difficult to keep pledges up during the current period in which we do not have a permanent rector. This is perhaps a common experience in parishes undergoing transition, but the five-year picture (shown in the table below) is a matter of grave concern.

YEAR	2014	2015	2016	2017	2018
# of Pledges	72	58	54	48	49
Total of Pledges (\$)	\$ 158,912	\$142,501	\$ 123,251	\$ 125,645	\$ 98,230

Finances

All Saints' has never been a wealthy, easy-living parish. During our years of growth, we supported a program-based ministry, acquired surrounding property when available, and built a school and other structures that enhance our "campus." Although the parish borrowed money to finance some of those expansions of our facilities, we are currently debt free and have been for many years.

We now support our ministry with three distinct income streams: pledges and other contributions for current operations, income from investments, and property management income. From 2012 through 2016, we operated with a budget deficit each year, plugging the gap by drawing on reserve funds and previously received unrestricted bequests. For 2017, the Rector and Vestry decided to invest an unrestricted bequest in mission and evangelism by funding a new position for a lay person to serve as "community coordinator" with a mandate to minister to the preschool children, parents, and teachers with the long-term aim of bringing them more fully into the life and worship of the parish. Many in the parish thought that this idea, while well intended, had little prospect of success, since teachers and parents who were not already members of the parish had never shown any religious interest in it. Also, funding this position would have meant a sharp increase in our deficit. The resulting budget triggered diocesan intervention to supervise our financial operations. With the help of the area missionary from the diocese, we agreed to reduce our planned deficits in 2017 and 2018 and to develop a plan for balancing the budget in 2019. Foremost among the initiatives approved by the Vestry was a commitment to using income from our "Ready Fund" investment account only to support our operating budget, rather than drawing down the principal to cover operating deficits.

The tables below show our current summary balance sheet and our revenue and expenditure picture for 2016 (when we received a substantial bequest that was treated as "other income") and 2017, as well as our budget projections for the current year and our preliminary plans for achieving a balanced budget in 2019.

Current Assets	
Cash	\$ 268,397
Investments	2,058,673
Property & Equipment	789,294
Total Assets	\$ 3,116,364
Liabilities & Capital	
Current Liabilities	\$ 5,477
Long-Term Liabilities	-
Capital	3,110,887
Total Liabilities & Capital	\$ 3,116,364

Summary of Revenue & Expenses as of March 31, 2018

	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Proposed</i>
	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>
Revenue:				
Pledges (includes Music)	\$ 122,364	\$ 118,408	\$ 109,655	\$ 143,200
Plate/Other Contributors	25,299	29,222	22,300	22,700
Investment Income	46,770	59,105	90,490	94,490
Fund Donations	9,124	12,787	7,025	6,660
Property Management Revenue	118,041	123,598	131,340	139,540
Other Income	478,861	54,271	28,710	2,270
Total Revenue	\$ 800,459	\$ 397,391	\$ 389,520	\$ 408,860
Expenses:				
Pastoral Expense	\$ 176,086	\$ 144,646	\$ 112,900	\$ 99,240
Business Expense	131,832	131,129	150,260	153,670
Diocesan Assessment	43,184	43,987	49,539	40,000
Facilities Expense	70,369	57,331	59,854	54,554
Music Program Expense	46,014	43,918	43,005	35,500
Activity/Committee Expense	4,314	6,337	8,730	12,406
Property Management Expense	24,057	17,730	26,200	13,490
Total Expenses	\$ 495,856	\$ 445,078	\$ 450,488	\$ 408,860



Contact Information:

ALL SAINTS' EPISCOPAL CHURCH
625 Pennsylvania Avenue
San Diego, California 92103-4321

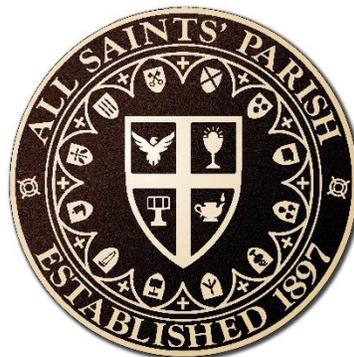
Phone: (619) 298-7729

Fax: (619) 298-7801

Email: info@allsaintschurch.org

Website: www.allsaintschurch.org

Interim Rector: The Rev Robert G. Eaton
Email: interim.rector@allsaintschurch.org



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