

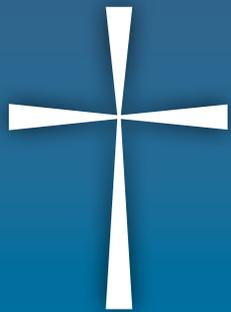
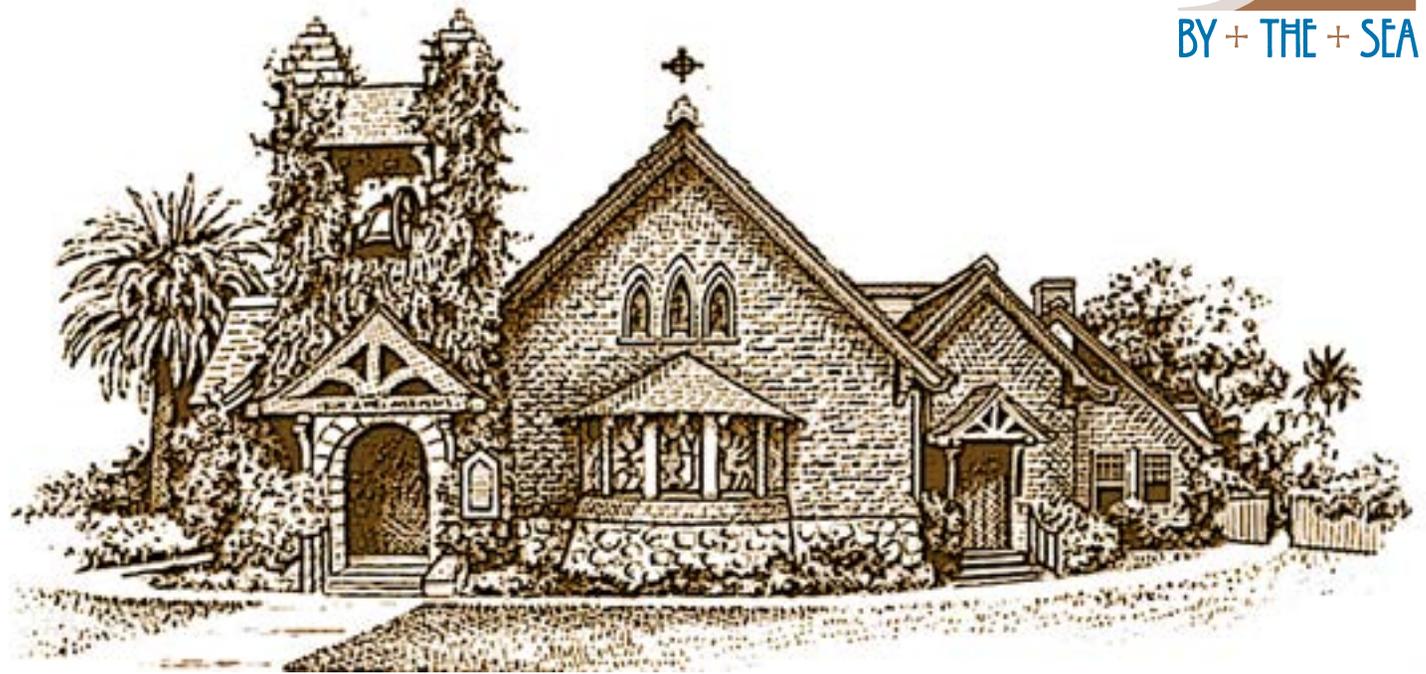
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# *arish Profile*

ALL SAINTS



BY + THE + SEA



*Worship - Formation - Outreach*

*All Saints by-the-Sea Episcopal Church, Santa Barbara - January 2014*



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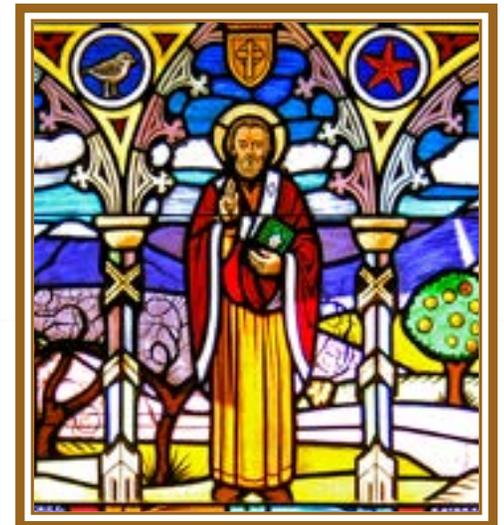


# Who We Are and Our Journey Forward

This profile of All Saints-by-the-Sea Episcopal Church (Santa Barbara) is offered to candidates considering an application to become our next rector. We have gathered in prayer and in discussion, in groups large and small, on weekends and weekdays to understand our needs, to articulate our desired direction, and to imagine the type of leader best suited for our flock.



All Saints is an energetic congregation of Episcopalians who gather as a community for contemplation, formation, and spiritual support. We cherish the time together for personal growth and to learn what it means to be a Christian today. Our parishioners generously and actively pool talents and resources to make a difference in our local community, our nation, and the world. Our church serves the community by offering space to adults in recovery, through the Friendship Center for the elderly, and through our own Parish School. We are blessed with a beautiful worship space and a welcoming congregation—two important components of our Christian identity.



*Our Father who art in heaven*



Our Parish Conversations identified an appetite for rebuilding Adult Formation around Christian and Episcopal themes and for creating activities that appeal to youth, young adults, singles, and seniors. Parishioners strongly indicated a desire to cultivate more friendships and engagement within our church community. We recognize that a healthy church is an outgrowth of how well we meet the spiritual and worldly needs of those with whom we come in contact.



For All Saints, building on our strengths and moving forward means:

- † Crafting a more integrated community within our parish to support, educate, lead, and nurture each other—across generations, for youth, for singles, and for seniors.
- † Expanding Christian learning opportunities centered on how to live a life full of faith and as a testament to our Christian beliefs.
- † Finding our place in the Santa Barbara community in such a way that we serve our neighbors and become a beacon of Christian refuge, support, and renewal.
- † Identifying and sustaining our lay leadership capacity to foster an atmosphere of broad-based proactivity and open communication, where parishioners are pulling on the oars, and where clergy provide guidance for laity-led initiatives.





# What Brings Us to Our Discernment Process?

All Saints has a history of long-serving rectors, each with their own style and different strengths, representative of our congregation's diversity of spiritual need and openness to the rich variety within the Episcopal tradition. In April 2012, the Rev. Dr. Jeffrey Bullock, All Saints' rector for ten years went on bereavement leave and a short sabbatical following his wife's death. He retired upon his return in July 2012.

Subsequent to these events, other personnel changes occurred: the Associate Rector's contract was not renewed, our Director of Youth and Family Ministries left to accommodate her husband's new job, and one of our sextons was incarcerated for a year on a charge that many in the congregation believed unfounded, and ultimately pled no contest on

a reduced charge to avoid further confinement. Not surprisingly, each of these events contributed in its own way to unease for many.

The Bishops and the Diocesan staff are supportive and encouraging to our congregation and lay leadership. Their advice is to be deliberate in our mutual discernment as we work to identify our new rector. We celebrate the parish's ability to come together to heal and move forward as the Body of Christ.



- † The Rev. William J. O'Brien  
1896 - 1897, MISSIONARY IN CHARGE
- † The Rev. Melville M. Moore  
1898 - 1913, VICAR
- † The Rev. Dr. George F. Weld  
1913 - 1933
- † The Rev. John DeForest Pettus  
1933 - 1948
- † The Rev. Dr. George J. Hall  
1948 - 1980
- † The Rev. Canon Gethin B. Hughes  
1980 - 1992, LATER BISHOP OF SAN DIEGO
- † The Rev. Anne S. Howard  
1992 - 1993, INTERIM RECTOR
- † The Rev. Kenneth Higginbotham  
1993 - 1993, PRIEST-IN-CHARGE
- † The Rev. Dr. Dennis R. Odekirk  
1993 - 2001
- † The Rev. Dr. Robert Voyle  
2001 - 2002, INTERIM RECTOR
- † The Rev. Dr. Jeffrey Bullock  
2002 - APRIL 2012
- † The Rev. Hank Mitchel  
MAY 2012 - JULY 2012, PRIEST-IN-CHARGE
- † The Rev. Dr. J. Robert Honeychurch  
OCTOBER 2012 - PRESENT, INTERIM RECTOR



*Thy kingdom come. Thy will be done*



# *I*nterim Life and Leadership

*I*n the spring and early summer of 2012, during Father Jeff's leave and sabbatical, our Vestry organized several discussions to address the collective pain and anxiety. These professionally facilitated discussions were helpful to many. The lay leadership initially focused on maintaining our active parish life and when Father Jeff announced his decision to retire, we turned our focus to hiring an Interim Rector.

In October 2012, the Rev. Dr. J. Robert Honeychurch (Father Bob) joined All Saints as Interim Rector. The Rev. Victoria Mouradian (Rev. Vicki) was hired in mid-2013 to fill two interim half-time positions – Director of Children and Family Ministries and Associate Rector.

The Rev. Dr. Michelle Woodhouse, Associate Rector Emerita, returned to the congregation as a parishioner several years ago. She was recruited to serve the congregation as Associate Rector for pastoral ministry including celebrating and preaching. Deacon Ann Symington has faithfully and steadfastly served All Saints since 2001. She recently began a one-year sabbatical as Deacon of St. Michael and All Angels Church in Lihue, Hawaii. The Rev. Paul Collins and the Rev. Don Stivers, both retired priests, are also active in the life of the congregation.



In March 2013, the Profile Committee began gathering parishioners' thoughts and desires into this written Parish Profile. This document is the culmination of a multi-phased process focused on engaging parishioners to think about our Christian community and where we want to journey together.



*On earth as it is in heaven.*



To kick off our search, over one hundred parishioners came together in May for a Legacy Party to celebrate and remember All Saints' history. Following this gathering, nine Parish Conversations (average attendance 25 to 40 at each) were held throughout the summer. Each Parish Conversation covered a separate topic including Worship, Adult Formation, Children-Families-Youth, Outreach, our Campus, and Pastoral Care. In addition, Father Bob led a discussion on the demographics of our immediate area. Notes summarizing these discussions are on the [All Saints website](#).



A parish-wide survey was concluded in November 2013 and these results are [available here](#) or on the All Saints website.

This interim period has highlighted the talents of our lay leadership. We have moved forward with important initiatives while making time and space for individual and group reflection and healing. The parish life has benefited also from Father Bob's light touch, guidance, and strong support of lay leadership initiatives. Our [Senior Warden's message](#) at our February 2013 Annual Meeting nicely summarizes our spirit.

One specific example of continuing to move forward is our Sanctuary Readiness Project. The Vestry has retained a capital campaign consultant and a financial study is now underway to improve the safety and accessibility of our worship space. This project is covered in more detail in the *Our Campus* section.

Our energy and action have also been shown in the number of parishioners who have supported one of our sextons and his family through his 400 days of pre-trial confinement and the trial.

This heart-breaking experience rallied a number of parishioners who provided written, financial, and spiritual support to him and his extended family. We continue to heal and explore how we move forward together.

We eagerly look forward to calling our next rector. We seek a shepherd and teacher who will help us maintain a spiritual refuge for those in need, pursue the direction we have identified as a congregation, and guide us to use our strengths and resources to maintain an active, nurturing Christian community for the decades to come.

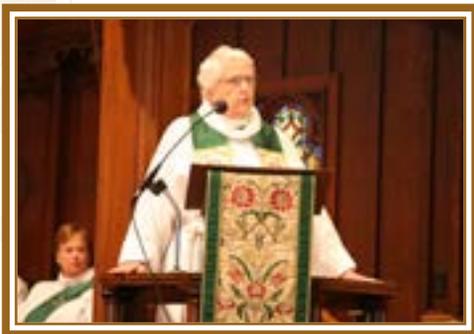




# Who

## Will Be Our Next Rector?

We believe that it is our task, through prayer and discernment, to call a rector who will open our hearts and lead us to the wholeness of our faith with our community. From our Parish Conversations and parish-wide survey, we identified the qualities our congregation is seeking most in a rector and in our worship. Although not exhaustive, we hope this list helps candidates discern whether they are the Christian spiritual leader we seek.



### Values and Attributes

Our next rector is:

- † A committed Christian, professing an Episcopal theology.
- † Willing to make a long-term commitment to the parish.
- † Inclusive, accepting, and flexible.
- † Family-oriented with a heart for youth.
- † Able to practice and foster open communication within the congregation.
- † Committed to empowering and training laity to extend care to All Saints' people and the community.
- † A person who is blessed with a sense of humor.

### Strengths

Our next rector:

- † Comfortably illuminates the scriptures and relates them to our contemporary times.
- † Listens with a compassionate ear.
- † Shepherds the congregation with pastoral skills.
- † Empowers lay leadership.
- † Ministers to youth, singles, and seniors.
- † Shares the pulpit with guest speakers and offers a variety of preaching styles.
- † Is comfortable with the financial and administrative challenges of a large, complex organization.

*And forgive us our trespasses*



## Our Ministry

Our next rector will focus on...

- † Christian formation for all stages of life.
- † Challenging the congregation to proclaim our Christianity by example.
- † Strengthening programs for our children, youth, and young adults.
- † Supporting the needs of the senior members of our congregation.
- † Programming for singles.
- † Encouraging our civic engagement without showing political bias.
- † Building our Outreach ministry through active participation.



## How to Apply:

All congregations within the Episcopal Diocese of Los Angeles adhere to a central application process. Please submit your letter of interest to the Rev. Canon Joanna Satorius and she will respond by outlining the next steps:

The Rev. Canon Joanna Satorius

Canon for Formation and  
Transition Ministry

Diocese of Los Angeles

[jsatorius@ladiocese.org](mailto:jsatorius@ladiocese.org)

213-482-2040 ext. 263



*As we forgive those*



## ur Sundays

### Worship

All Saints celebrates the Holy Eucharist twice each Sunday and holds a monthly Family Feast Eucharistic service for parents and children in the Parish Hall concurrent with our 10 a.m. Sunday service.

Our early service is at 8 a.m. (70-100 attendees) and features a hymn or two, but no choir. Our 10 a.m. service (170-250 attendees) has a full choral Eucharist, accompanied by our choir of parishioners and professionals (September through May). Children from Sunday School typically rejoin the 10 a.m. service at Communion. We recently began having one 10 a.m. service each quarter that is family-focused with the Sunday School responsible for the lector duties and ushering.

Our worship music style is eclectic, ranging from the classical hymnody of the Church and the masterworks for organ and choir to folk, jazz, and world music. We frequently welcome professional guest musicians who add variety and excellence to our worship expression.

Our Eucharistic services are typically Rite II. The language of our worship is primarily from the *Book of Common Prayer* as well as from *Enriching our Worship*, a supplemental resource. Frequently liturgical elements outside the Church Publishing publications are used with the goal of using a strong architecture from our Anglican and Episcopal heritage that merges with culturally contextual language.

Outdoor socializing fortified by coffee follows each of the Sunday services. Besides catching up with each other, the time between services is frequently used for

educational presentations, group or committee meetings, discussion groups, review of next week's lectionary, and the like.

Our Parish Conversations and survey indicated there is a broad support for a mix of preaching styles, the incorporation of current events in sermons, the appreciation for the place of music, and thanksgiving for such a beautiful worship space. There is little interest in changing the worship times, but some desire experiencing Rite I & III.



*Who trespass against us,*



## Sunday School

Our Director of Children and Family Ministries leads our children's Christian education by fostering a strong relationship among children and their families with God, based on Christian theology. In 2012 there were three classes with a total of 45 children registered covering Kindergarten through Eighth Grade. There is childcare for children four years old and younger.



The current Sunday School curriculum is *Living the Good News*. We have used *Godly Play* and *Journey to Adulthood* in the past. A music program has been implemented to engage children prior to Sunday School.

Sunday School parents are encouraged to participate in the process of creating and implementing on- and off-campus activities for children and family fellowship. Possibilities for outreach opportunities are also being studied.

Our Parish Conversations indicated parishioners feel our Sunday School serves our families and children adequately. However, there is also broad desire to increase the exposure of the congregation in general to the Sunday School students and vice versa.

## Youth Program and Young Adults

To broad regret, during much of the interim period and to a great extent prior, our attention to activities for youth and young adults has not been as rich as we wished. We have had several different youth ministry leaders, but no sustaining momentum was established.

Our Parish Conversations and survey indicate a strong desire to revitalize this area. Some parishioners opined that our most active and dynamic youth programs

were when we had an associate rector with a young family. Another parishioner noted, "There are enough of us who know what needs to be done. We need leadership to rally the whole congregation to recognize the many ways the congregation as a whole can deliberately plan and support Christian education and spiritual discussion opportunities for youth."

As Interim Director of Children and Family Ministries, Rev. Vicki is creating new opportunities for children, families, youth, and young adults





## Baptisms

In 2013 we had six children baptized, slightly down from the nine baptisms in 2012—eight children and one adult. Baptism is offered for infants, children, and adults. Although the clergy may set alternative dates, we typically celebrate baptism at the 10 a.m. Sunday service on the Feast of All Saints, the Baptism of our Lord, the Easter Vigil, the Day of Pentecost, and on the visitation from a Bishop.



## Centering Prayer and Healing Prayer

A dedicated group of parishioners meets between services to practice these forms of “living” prayer each Sunday. On the first and third Sundays of the month, the group practices a “sit” in Centering Prayer. On the second and fourth Sundays, a fusion of Healing Touch and Healing Prayer is practiced in prayer partnerships. Read more under the *Weekdays* section.

## Wise Women

The women of the parish gather monthly after the 10 a.m. service for a speaker, program, bus trip, or other opportunity for learning and sharing from one another’s experiences.

## Worship Support Groups

### Acolytes

Today’s acolyte program involves sixteen children, youth, and college students who have volunteered to be trained and serve at least once a month – a wonderful show of commitment from an important age

group in the parish. One of our parishioners who is a Westmont College student mentors and leads this group.

### Altar Guild

The Altar Guild is composed of 26 women, each of whom serves on one of 12 teams that maintain the silver and linens for the altar, set the altar for each service, remove and wash all items, and set trays for the weekday services. The Altar Guild monitors the supplies of wafers and wine, changes all the liturgical hangings appropriately based on the season and days of the year, and supports the Clergy as needed on Sundays.

### Flower Guild

The Flower Guild includes 20 women organized in teams of two to make the arrangements for each side of the altar and the Chapel every Saturday morning. Flowers are purchased directly from growers. After the 10 a.m. service, the arrangements are dismantled and smaller bouquets are distributed to selected parishioners as a reminder that All Saints holds them in our prayers and our thoughts.



## Lay Eucharistic Ministers

Thirty individuals volunteer as Lay Eucharistic Ministers including 12 active for the 8 a.m. services and 16 to 18 active for the 10 a.m. services. The Lay Eucharistic Ministers' primary responsibility at both services is as chalice bearers for Communion. However at the 8 a.m. service, Lay Eucharistic Ministers are also responsible for the additional duties of lighting and extinguishing the candles, presenting and receiving the offering, reading the Prayers of the People, and bearing the cross for the opening processional.

## Readers and the Usher Corps

Thirty-five parishioners share the reading of the first lesson and second lesson from the lectern each service. Approximately 45 parishioners volunteer as ushers for the services. There are typically at least four ushers, all wearing carnations and nametags. The ushers' duties include greeting, distributing the service pamphlet, seating late parishioners, counting all who are in attendance

or engaged in the service, collecting and securing the offering, and letting the clergy know if communion needs to be provided to a parishioner in place.

## Welcome Committee and Greeters

These are currently two separate groups with similar goals – to make the visitors feel welcome and to answer questions they may have. Greeters are at the main entrances of the Sanctuary and say hello



to everyone upon entering and exiting the church.

A member of the 10-person Welcome Committee makes a specific invitation to the congregation at announcements during the service to come to a

pink-covered table on the patio to learn more about All Saints.

The Welcome Committee also plans other activities from time to time for newcomers and others to learn more about life at All Saints.

## Other Special Sunday Activities:

Our *Annual Meeting* is typically held on the second Sunday in February. At the meeting, we review the year past, consider our plans for the future, and elect the slates for the new Vestry class, the Diocesan Convention delegates, and the next year's Nominating Committee.

*Homecoming Sunday* is when we install the new year of Sunday School teachers, welcome the children to Sunday School, and celebrate the return of those who have been away during the summer, including the choir.

*Consecration Sunday* is typically the first Sunday in November to coincide with our patronal feast day (All Saints) and culminates our Stewardship season. Guest preachers are often invited during this five-week period. Consecration Sunday is when we gather all pledges for the next year.



## Our Seasonal Traditions

### Advent and Christmas Services and Traditions

Beyond the traditional lighting of the Advent Candles each week, All Saints schedules the “greening of the church” when parishioners decorate the sanctuary with fresh-cut evergreen garlands. On the second Sunday of Advent, we usually schedule Lessons and Carols and on the third Sunday of Advent we schedule our children’s Christmas pageant.

All Saints typically has three Christmas Eve services with the afternoon service designed for families and children. Attendance at these three Christmas Eve services in 2011 was 920 and 795 in 2012.

The Christmas Day service is a long-standing tradition with normal attendance of 50 to 100 parishioners.

### Palm Sunday, Holy Week, and Easter Traditions

The Ash Wednesday service takes the place of the normal Eventide Service with choral support and the anointing of ashes.

Maundy Thursday is recognized with a service, Passover meal, and foot washing. A Gethsemane prayer vigil runs through much of the night.



*And the power, and the glory,*



We hold two services on Easter Eve—a special children’s service in the afternoon and an Easter Vigil service in the evening. Easter Day brings a full morning of services with two choral Eucharists. We have not held a Sunrise Service in many years.

Whereas Palm Sunday attendance is in line with regular Sunday attendance, Easter Day attendance swelled to 700 the last two years.

### Pentecost Sunday

All Saints’ sanctuary and parishioners get dressed up in red for this day that also marks the end of the choir season and beginning of our summer season.



### St. Francis Day (Blessing of the Animals)

Over the years we have had various incarnations of our service for the Blessing of the Animals on or around St. Francis’ Feast Day in October.

### Thanksgiving Service

Although we hold our own Thanksgiving service, All Saints enthusiastically joins with three other Montecito churches (El Montecito Presbyterian, Montecito Covenant Church, and Our Lady of Mt. Carmel Roman Catholic Church) by celebrating Thanksgiving at one of the churches on a rotating basis. This is typically scheduled mid-week on the week prior to Thanksgiving.





# W

## eeekdays

While the congregation is fairly dispersed during the week, our campus is actively used.

### Wednesday Eventide

Our Wednesday night Eventide service is increasingly popular and routinely attracts between 30 and 50 worshippers. The service combines the language, symbols, music, and actions from the rich heritage of the worshipping Church. Drawn from the concepts of *Ancient/Future Worship* as well as *Mixed Economy of Church*, Eventide has become an important worship opportunity for those wanting a mid-week boost in their spiritual lives and a main worship service for those who prefer this more intimate, casual, yet distinctly Anglican worship experience.

The church's special events coordinator prepares the post-Eventide meal with volunteer help and bought or donated food.

### Adult Formation

Adult Christian education shifted during the last rector's time from Sundays between services to Wednesday nights. In addition, with Rev. Vicki's recent arrival, a continuous Bible Study is offered on Mondays. There are plans to offer periodic Bible Study on other weekdays, reflecting the liturgical themes and seasons. A number of book groups, retreats, workshops, and small groups occur regularly throughout the year.

Our Parish Conversations and survey indicated a real energy and hunger to revitalize the adult



formation offerings. Suggestions ranged from learning more about Episcopal ritual to individual spiritual development and to creating new programs surrounding our own spiritual needs and those of others.



*Amen.*



## Centering Prayer and Healing Prayer

In addition to Sunday gatherings between services, this small and dedicated group practices and discusses Centering Prayer on Wednesday evenings, an hour before Eventide and again on Thursday mornings.

The Healing Touch Project (a two-church project between All Saints and Trinity Episcopal Church in Santa Barbara) is now six years old. Ten women are qualified with the national Healing Touch association (Spiritual Healing Touch Ministry) as Healing Touch practitioners. Healing Touch sessions with parishioners are scheduled regularly, and the group meets for support meetings on the last Friday of each month in the Parish House Living Room.

## Holy Huddle

Holy Huddle is a gathering of men of the parish – occasionally inviting women – to discuss issues of interest. It has been inactive lately, but prior meetings were held quarterly after the second Sunday service or sometimes Saturday mornings.

## Men's Bible Study

Men's Bible Study meets weekly on Wednesday mornings in the Parish House – typical attendance is four to eight parishioners. The liturgy for the following Sunday is read and discussed.

## Other Non-Sunday Worship Services

Special services are offered throughout Lent and Holy Week (Ash Wednesday, Maundy Thursday, Good Friday), Thanksgiving, Christmas Eve, and Christmas Day.



An intimate mid-week service is held in our chapel on Tuesday mornings. Typical attendance ranges from four to ten worshippers.

Once a month, an off-campus Eucharist service is held at Casa Dorinda (“a life care retirement community”) on a Wednesday afternoon.

## Parish Socials

Begun at the start of our interim period, the Vestry sponsors a quarterly social gathering for the entire congregation in a parishioner's home. These have been well attended and regularly attract more than 100 parishioners and friends. The Parish Socials are an opportunity to get to know fellow parishioners who attend other services and a chance to invite friends who might have an interest in the Episcopal Church and our congregation.

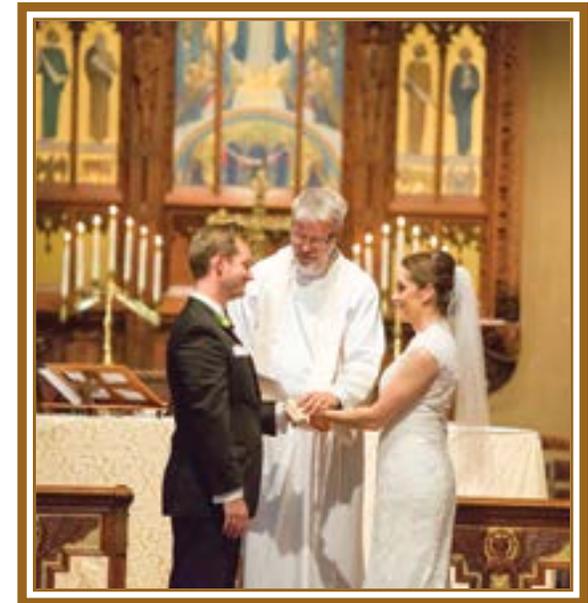
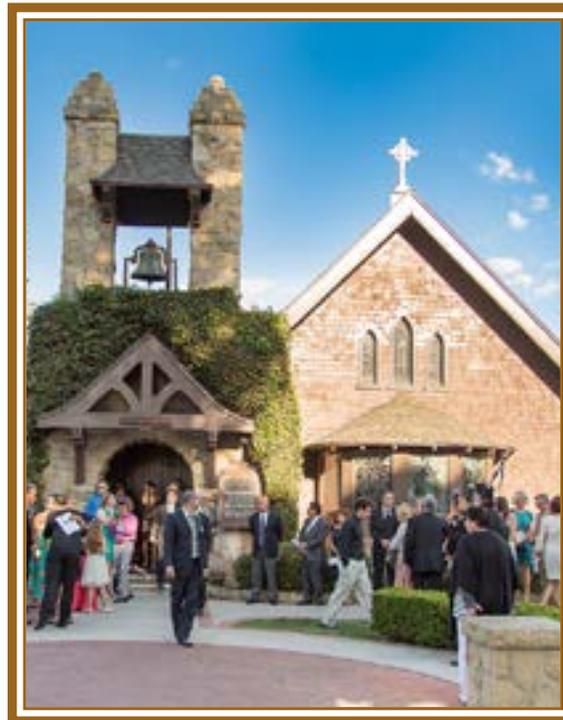


## Pastoral Visiting Ministry

One important program initiated during the past year is our robust Pastoral Visitation Ministry that reaches 50 to 70 parishioners on a regular basis. Father Bob and the Rev. Michelle Woodhouse have trained and qualified 17 Pastoral Visitors (men and women) to offer Holy Communion and to engage with our parish members who cannot come to worship or other activities on campus. Each Visitor is assigned one or more parishioners to visit at least once monthly and to keep clergy up to date on their well-being and to identify their needs. Several Pastoral Visitors are available for hospital visits and others are embedded in the local retirement homes to spot needs.

## 12-Step Programs

All Saints takes pride in our support for 12-step groups and offers a meeting room dedicated for their use at no cost. Throughout the week 22 groups meet in the Hall Community Center with 15 to 35 people attending each meeting.



## Weddings and Memorials

All Saints hosted eleven weddings in 2012 and four in 2013. We have five weddings scheduled so far for 2014. Twelve memorial services were performed in 2012 and eleven memorial services were hosted through the end of September 2013.



*For theirs is the kingdom of heaven.*



# P

## arish School

For almost 50 years, the All Saints-by-the-Sea Episcopal Parish School has served children (2½- to 5-year-olds) with a high quality Early Childhood Education. The Parish School is part of All Saints and is licensed by the California State Department of Health. It is accredited by the Episcopal Diocese of Los Angeles, and is a member of the National and California Associations for the Education of Young Children and the National Association of Episcopal Schools.

In the tradition of Episcopal Schools, the Director works to create a place where God's youngest saints are nurtured and prepared for their elementary school years and beyond. This year, a new class was added to provide openings for children

as young as two years old whether toilet-trained or not. The school is licensed for 77 students per day. Enrollment options are based on the number of days per week attending. Monthly tuition ranges from \$328 (two days/week) to \$803 (five days/week) and has been raised by two percent in each of the last two years. Total current enrollment is 81 children (75 last year) with space available because not all students are full-time.

All Saints' clergy are responsible for one weekly chapel service for the school. This minimal interaction over the past several years is a concern to the Parish School Director and was raised by several parishioners during the Parish Conversations. Our clergy will be



making efforts to include attending Back-to-School Night, BBQs, Fathers Night, fundraisers, etc. to expose the Parish School families to All Saints as a church, not just a school. Currently four Parish School families attend All Saints.

The Parish School operates financially at roughly break-even year-to-year and offers need-based scholarships as well as space for children of All Saints staff. For the 2013-14 school year, a deficit is projected because of new teachers' medical insurance expenses and fewer two-year olds than planned for the new program. Besides having a link on the All Saints' website, the School has its own website.



*Blessed are those who mourn,*



# Friendship Center

Friendship Center is an independent nonprofit providing day services for aging and dependent adults afflicted with diseases related to aging. The Friendship Center's volunteers and staff provide social contact, meals, transportation, and supervised activities. The Center has embarked on a variety of healthy aging programs such as brain fitness programs to keep



dementia at bay and bodies and minds as healthy as possible. In their prior fiscal year, Friendship Center served 417 aging and dependent adults and their caregivers. In the first four months of FY2014 (July to October), they have served more than 200.

The Friendship Center was founded in 1976 at the Friendship Baptist Church. In 1979, it outgrew its first space and All Saints offered its facilities for a dollar-a-year rent, becoming one of All Saints' significant Outreach ministries. During All Saints' Centennial Campaign in 1997, the Friendship Center made a substantial contribution earmarked to remodel the All Saints George J. Hall Community Center, where it is housed, and also made other improvements. Besides the \$1



rent, the Friendship Center now makes annually adjusted monthly payments (today: more than \$1,600) into a Hall Community Center maintenance and repair fund administered by All Saints. After the roof was replaced in early 2013, approximately \$11,000 remains in this fund as of October 2013.

Friendship Center and the Parish School provide intergenerational programs on campus, whereby the children and seniors interact with one another in activities. These exchanges are enlivening for the older participants and the children, creating an atmosphere of warmth, encouragement, and reciprocity. The Friendship Center website is [www.friendshipcentersb.org](http://www.friendshipcentersb.org).



*For they will be comforted.*



# Lay Leadership

## Vestry

All Saints' Vestry is comprised of 15 parishioners in good standing plus the rector. The Associate Rector and Director of Administration both regularly attend meetings but are not voting members. The Vestry typically meets monthly throughout the year.

Approximately one-third of the Vestry is elected to a three-year term at each Annual Meeting. The Vestry is responsible for adopting and monitoring the Church's annual budget, managing the campus, conducting the annual giving campaign, monitoring the Church's invested funds, and generally managing the temporal affairs of the Church.

The rector appoints a Senior Warden from the elected members and the Vestry elects a Junior Warden from the elected members. The rector and wardens meet at least monthly in addition to the monthly Vestry meetings. Vestry committees that include non-Vestry members meet monthly or quarterly as their responsibilities dictate. An excellent overview of Committees and accomplishments is provided in our [latest Annual Report](#).



*Blessed are the meek,*



## Committees

The current committees of the Vestry include:

- + Budget and Finance
- + Buildings and Grounds
- + Investment
- + Outreach
- + Parish School Board
- + Welcome
- + Nominations

The current Ad Hoc committees are:

- + Communications
- + Discernment
- + Profile
- + Sanctuary Readiness



*For they will inherit the earth.*



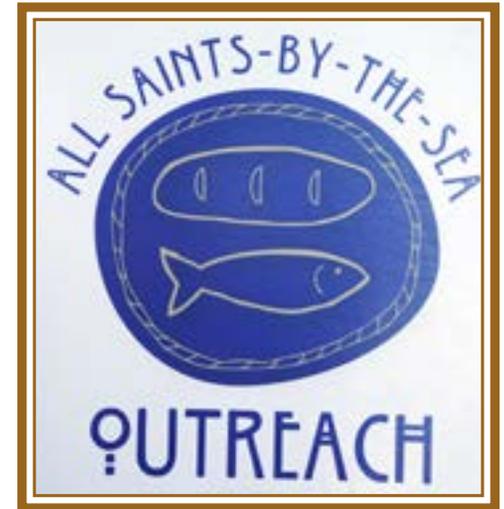
## Outreach Efforts

All Saints parishioners take seriously God's call to be good stewards of God's blessings. We know we are at our best when we practice the work God has sent us to do – to share God's love and bounty with others – especially those in need. We recognize engaging with our neighbors is an exchange of spiritual gifts.

A structured Outreach Committee was formed several years ago with a more defined outreach process for engaging parishioners in hands-on ministries and allocating funds. Members of the committee serve staggered, three-year terms. Nine years ago, a golf tournament to fund Outreach was initiated by a parishioner committee; this fundraiser dramatically increased

the dollars available for Outreach grants. In 2012, \$137,200 was distributed and in 2013, \$94,692 was distributed. Proposals that include opportunities for parishioners to experience hands-on ministry are encouraged.

Every few years the Outreach Committee selects a Focus Project with the intention of engaging parishioners in varying ways suitable to each person's interests and gifts. A primary purpose of the Focus Project is to create opportunities for parishioners to experience first-hand the joy of showing Christ's love to our neighbors and the precious recognition of the gifts we receive in return when we engage with our neighbors.



*Blessed are those who hunger*



The first Focus Project was a two-year program in collaboration with Peoples' Self-Help Housing, a regional nonprofit with a goal to replace sub-standard housing with modern, modest apartments. Opportunities for parishioner involvement included construction, decommissioning of mobile trailers, gardening, rounding up donated furniture, furniture shopping with families, painting, etc.

In 2012, All Saints joined in a partnership with the School Partnership Program of our Los Angeles Diocese to rebuild a School in Haiti that had been destroyed in the 2010 earthquake. We have provided funds for the construction of a 10-room schoolhouse in St. Cyprian, Haiti. A



mission team from our parish visited the school site to view the construction progress in May 2013.

The Outreach Committee is also diligent about helping those impacted by natural disasters. Following Hurricane Sandy, All Saints "adopted" Holy Trinity Episcopal Church, a parish in Ocean City, New Jersey that was devastated by the storm.

In addition to substantial dollars raised, a group of parishioners visited Holy Trinity to convey our support, our love, and the love of God. A mutual relationship continues today.

Another mutual relationship that has developed in the past decade is annual support of Christians in Palestine, combined with pilgrimages to the Holy Land every few years.

In addition to the major projects mentioned above, parishioners are engaged in hands-on, local All Saints Outreach ministries too numerous to list here. To get a better idea, follow this link to our [2012 Outreach Report](#), which can also be found on our website.



*And thirst for righteousness,*



# D

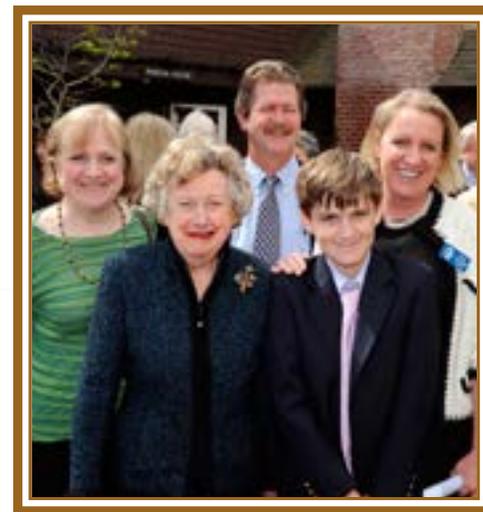
## emographics

This demographic information is primarily gathered from the Parish Survey. Nearly 250 responses were received. One survey was mailed to each household, although online submittals were encouraged. Each adult family member was asked to fill out his or her own survey.

Comparing attendance with survey data, the 8 a.m. service attendees completed surveys representing the low-end of their attendance range (70), the 10 a.m. service completed surveys representing slightly below their low-end attendance range (155), and the Eventide service at their mid-range (35). Eighty-five percent of the survey respondents indicated they were pledging members.

Of those who filled out a survey, 25 percent are at least 75 years old, 50 percent are 65 years old and older, and 75 percent are 41 years old and older. Only eleven surveys (less than 5 percent) were from those between the ages of 20 and 41 and only half of the Sunday School enrollment was accounted for in the Parish-wide survey. This suggests that those under 40 years old are somewhat underrepresented in the survey results.

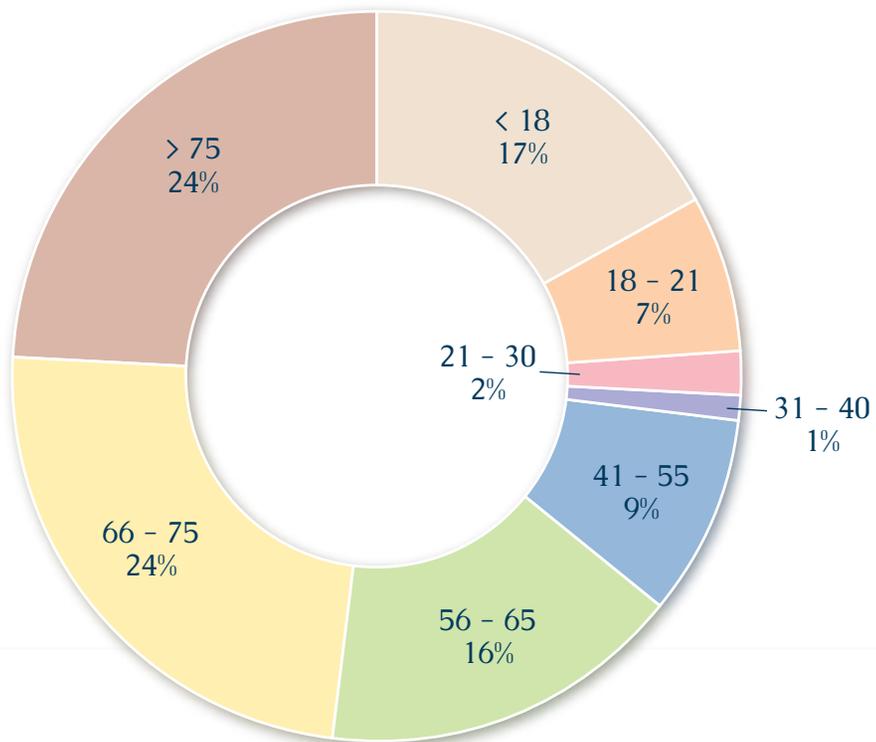
The following pages illustrate our survey findings and paint a picture of our congregation as it stands today.



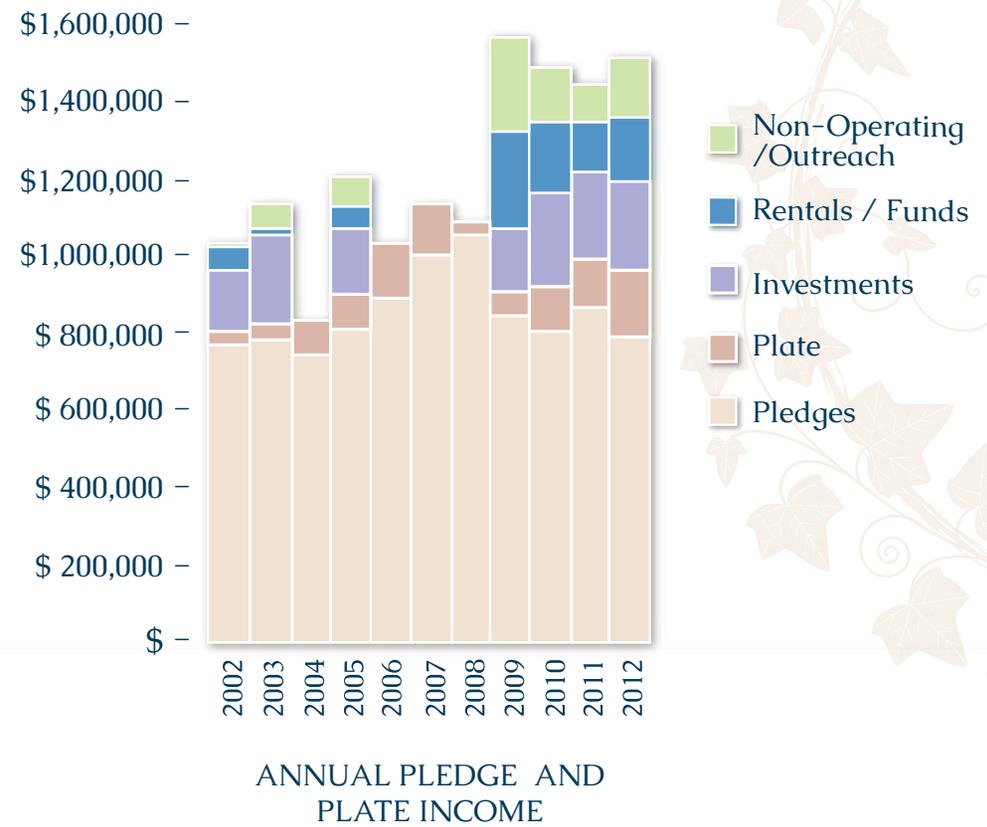
*For they will be filled.*



## We Are An Older Congregation



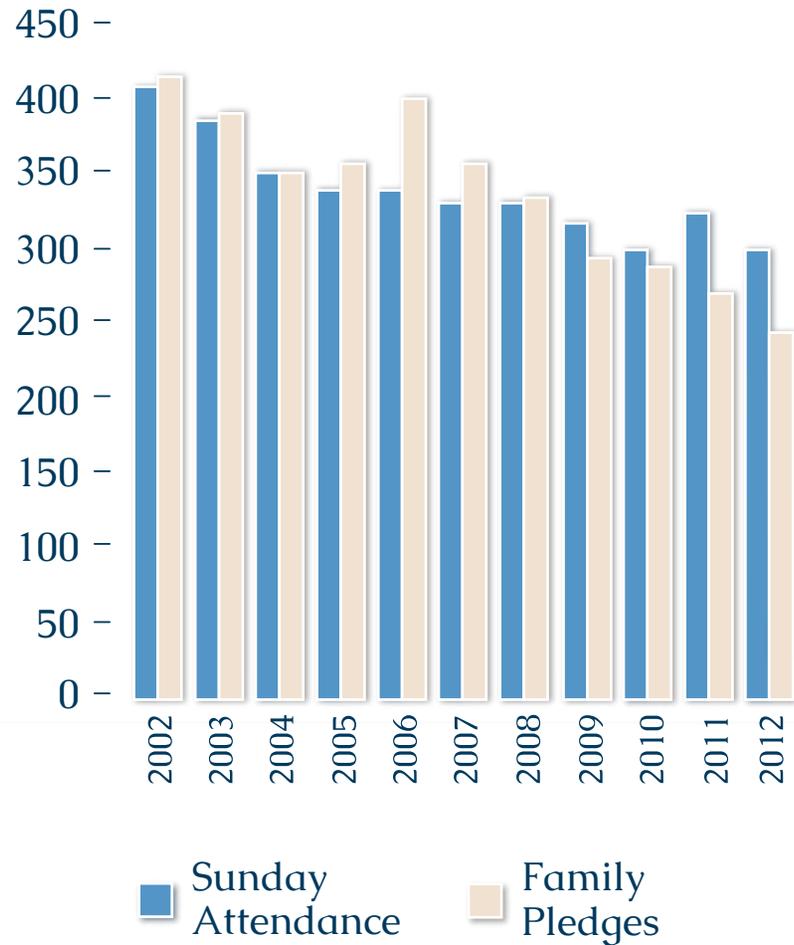
## We Have A Robust Source of Funding



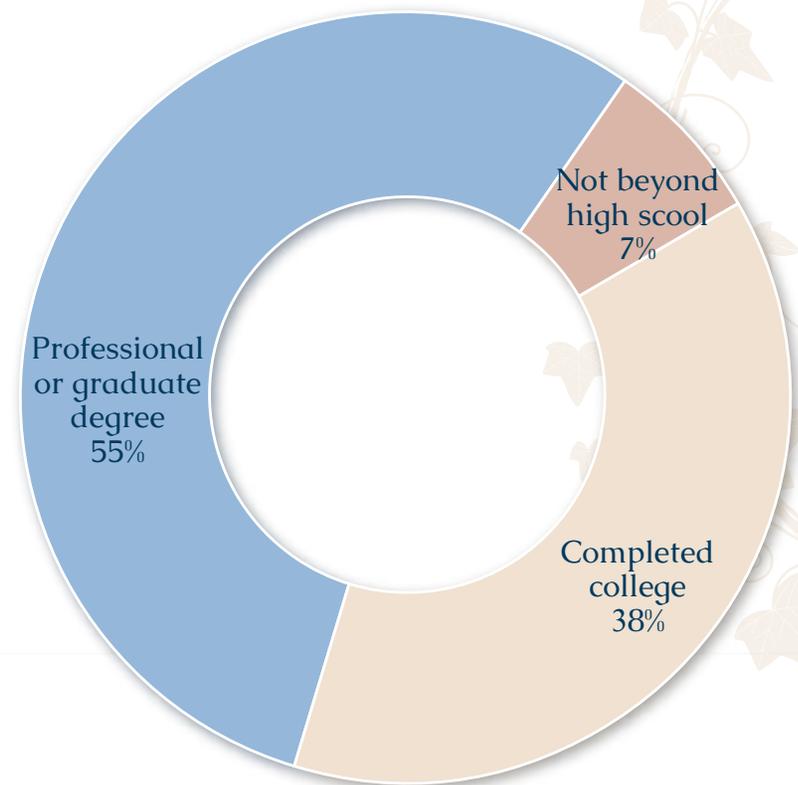
*Blessed are the merciful,*



### We Have High Attendance & Pledge Rates



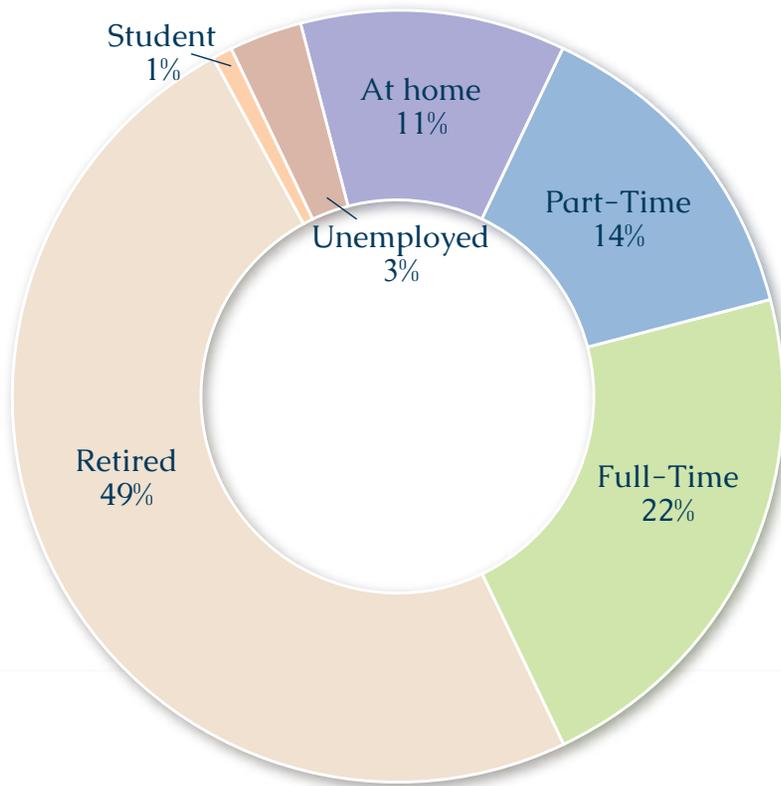
### We Are Highly Educated



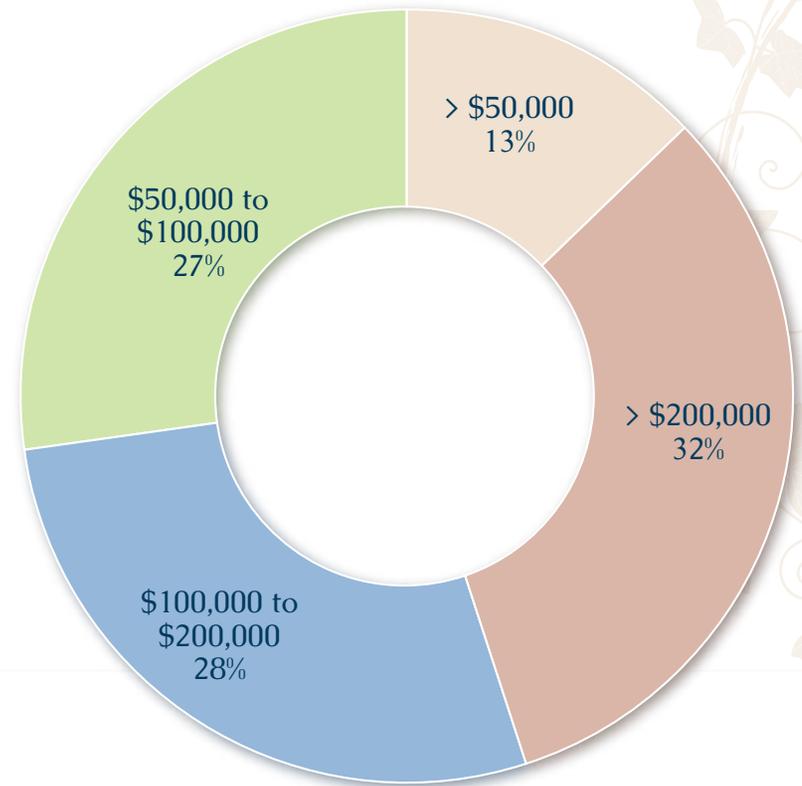
*For they will receive mercy.*



### We Are Mostly Retired



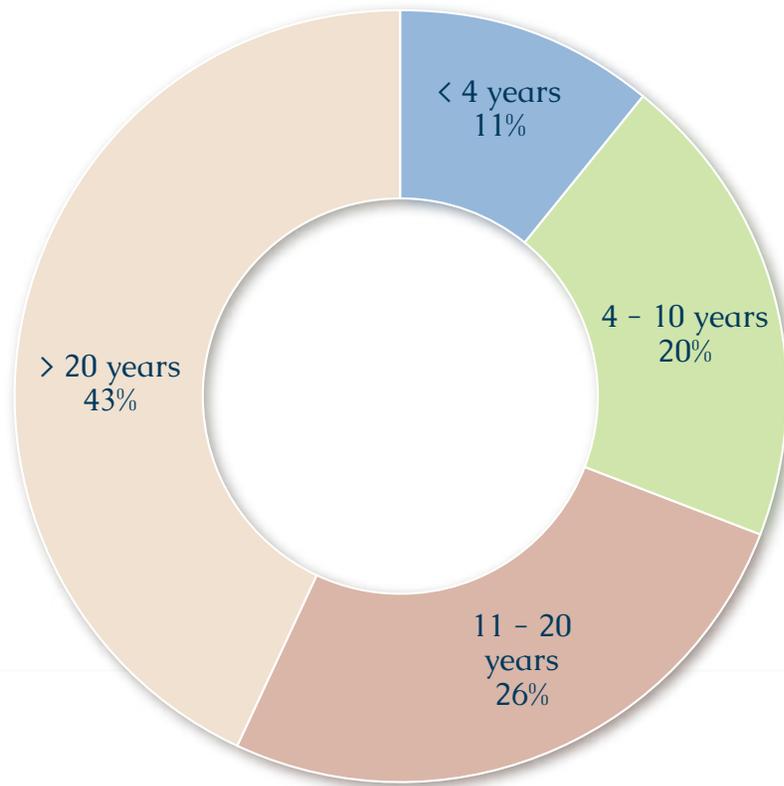
### We Have High Household Incomes



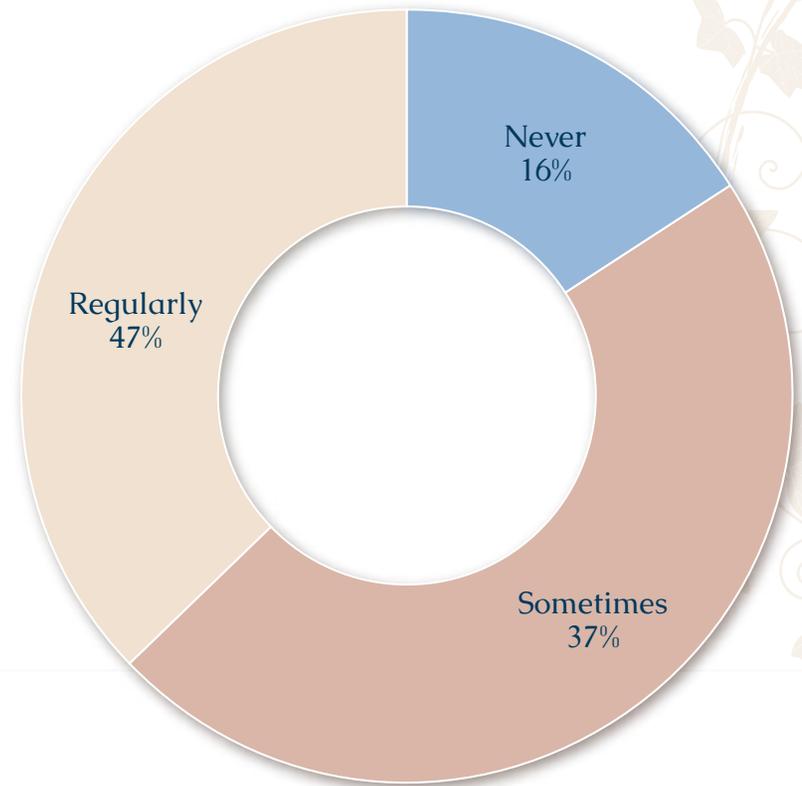
*Blessed are the pure in heart,*



### We Have Many Long-Time Worshipers



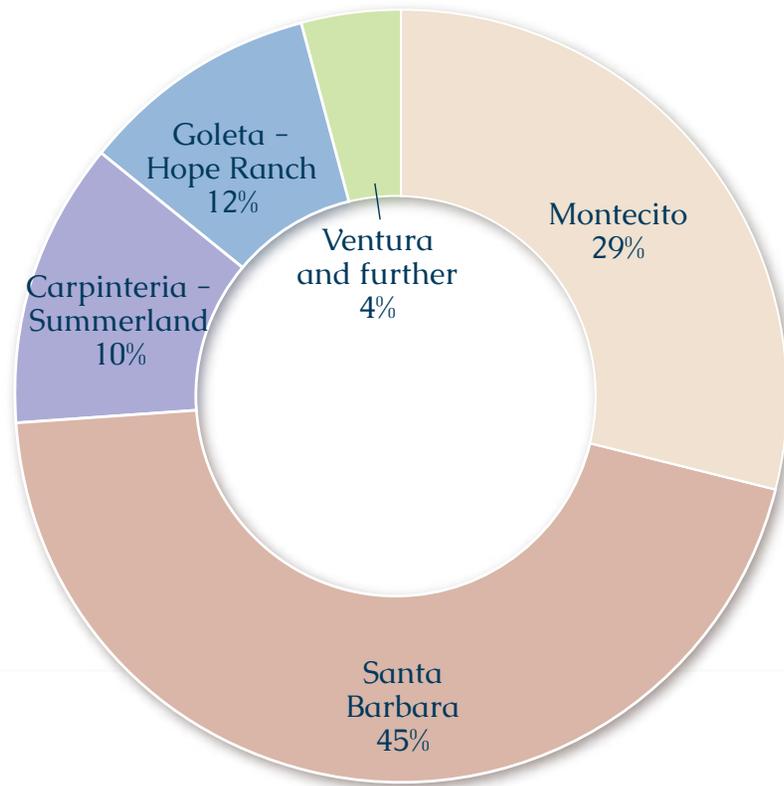
### We Volunteer Beyond All Saints



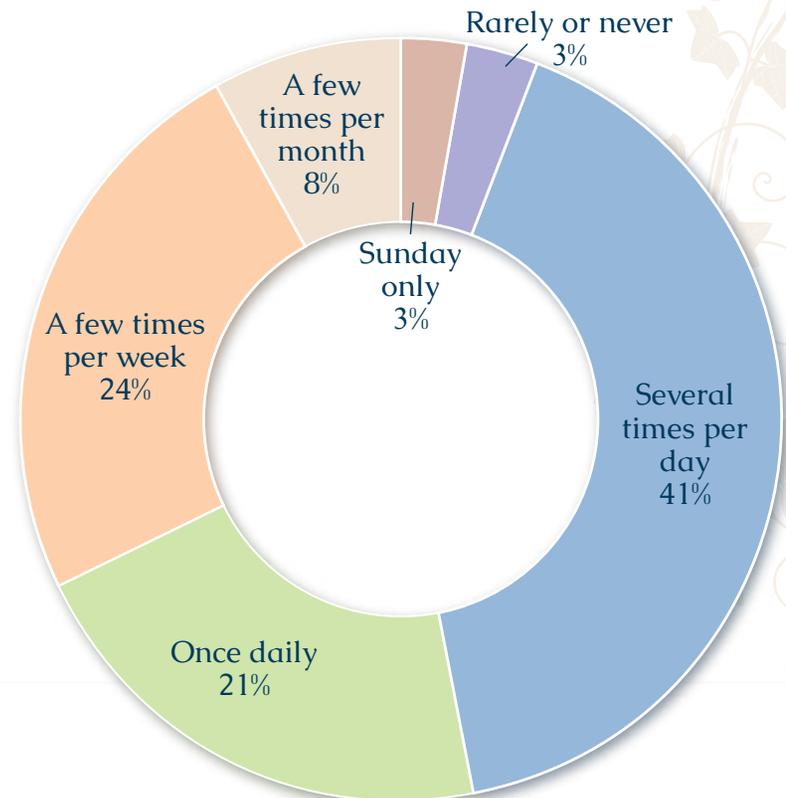
*For they will see God.*



### We Live Throughout The Area



### We Pray Regularly



*Blessed are the peacemakers,*



# Financial Snapshot

Category	2011 Actual	2012 Actual	2013 Forecast
<b>Income</b>			
PLEDGE	\$819,238	\$767,025	\$811,000
PLATE	\$105,410	\$89,374	\$111,000
GIFTS	\$73,153	\$106,966	\$80,000
RENTAL	\$66,537	\$78,054	\$132,800
OTHER	\$63,121	\$84,420	\$85,000
<b>Income Total</b>	<b>\$1,127,459</b>	<b>\$1,125,839</b>	<b>\$1,219,800</b>
<b>Expenses</b>			
STAFF	\$658,777	\$657,580	\$674,900
MINISTRIES	\$15,745	\$22,886	\$40,000
OPERATIONS	\$174,451	\$190,781	\$202,600
MUSIC	\$60,135	\$58,348	\$60,500
PROPERTY	\$186,355	\$242,300	\$208,600
PARISH TO OUTREACH	\$41,004	\$41,004	\$41,000
DIOCESE SUPPORT	\$180,193	\$143,719	\$147,300
<b>Expense Total</b>	<b>\$1,275,656</b>	<b>\$1,356,618</b>	<b>\$1,379,950</b>
<b>Net Income</b>	<b>(\$148,197)</b>	<b>(\$230,779)</b>	<b>(\$44,150)</b>

The All Saints financial snapshot is for year-to-year comparison purposes only. Certain operations such as the Parish School, Outreach golf tournament fundraising and disbursements, depreciation, and expenses paid from designated funds are not part of this financial presentation. An independent certified public accountant performs an audit annually for the Budget and Finance Committee. Full financial figures are available on the All Saints website.

Negative net income is covered by unrestricted reserve funds. Besides using unrestricted reserve funds to cover income shortfall, designated funds of \$73,235, \$138,660, and \$222,120 were used to cover non-operating expenses in 2013, 2012, and 2011, respectively. These are not reflected in this financial snapshot.



*For they will be called children of God.*



## Investment Committee

The Investment Committee meets quarterly and assumes the fiduciary responsibility for All Saint's approximately \$2.6 million in restricted funds (capital preserved) and unrestricted, reserved funds. These invested funds are made up of approximately \$900,000 restricted for endowment (corpus not to be spent), \$900,000 designated for specific purposes (e.g., music fund, capital expenditures), and the remainder undesignated and unrestricted. Upon recommendation of the Committee, the Vestry recently changed outside investment management firms.

## Budget and Finance Committee

The Budget and Finance Committee considers, analyzes, and investigates all matters concerning revenues, expenses, financial controls and accounting, and auditing in connection with the church's and Parish School's affairs. The Committee also reviews proposed activities involving significant expenditures or uses of church assets and makes recommendations to the Vestry. Currently, one of the major challenges for this committee is identifying opportunities to reduce the operating deficit.

## Heritage Society

Annually a Heritage Society luncheon is held to celebrate the Church's ministries with those who have remembered All Saints in their planned giving. To date, Heritage Society bequests were the source of over \$300,000 for the Heritage Fund, an unrestricted invested fund.



*Blessed are those who are persecuted*



## Parish Clergy and Staff



The Rev. Dr. Robert Honeychurch  
*Interim Rector*

Oversees all aspects of the spiritual life of All Saints.



The Rev. Vicki Mouradian  
*Interim Associate Rector & Interim Director of Children & Family Ministries*

Manages both Children's and Adult formation programs and assists with worship.



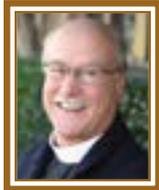
The Rev. Ann Symington  
*Deacon*  
*(on sabbatical through 2014)*

Oversees training and recruitment for Eucharistic Ministers and Lectors and assists with worship.



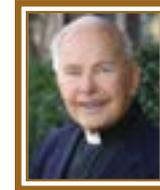
The Rev. Dr. M. Michelle Woodhouse  
*Associate Rector Emerita & Coordinator of Pastoral Ministry*

Exercises a primarily pastoral ministry, especially to shut-ins and assists with worship.



The Rev. Paul Collins  
*Priest Assisting*

Provides counsel to the Outreach Committee and assists as needed with worship.



The Rev. Don Stivers  
*Retired*

Assists the Rector with services as requested.



Steve O'Connor  
*Director of Music Ministries*

Directs the music program and plays a key role in liturgy development.



Robbie Boyd  
*Director of Administration*

Oversees all administrative functions of church life.



Padric Davis  
*Parish School Director*

Manages the staff and curriculum of the Parish School.



Ray Estrada

*Communications Manager*

Develops print and web-based communications tools and content while liaising with the media.



Miguel Ruiz

*Sexton*

Monitors and maintains the physical plant of All Saints.



Anne Hopkinson

*Special Events Coordinator*

Facilitates weddings and memorials, parish meals and other administrative duties.



Temmo Korisheli

*Associate Music Director*

Aides the Director of Music Ministries in delivering the worship music program.



Cynthia Breen

*Bookkeeper*

Works with the Treasurer and staff to maintain All Saints' finances.

*For theirs is the kingdom of heaven.*



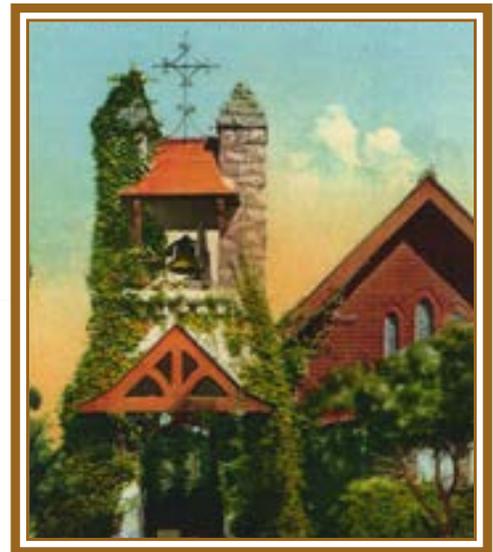
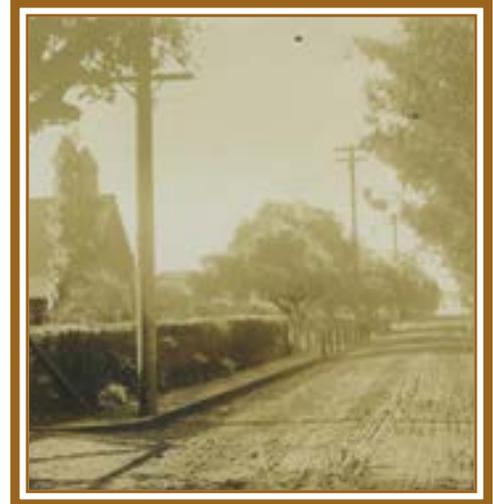
# Early History

The first Episcopal services in the Montecito area of Santa Barbara were initiated in the early 1890s. The Miramar Hotel was a major draw for wealthy tourists and the established Trinity Episcopal Church in downtown Santa Barbara faithfully responded to requests for a service near the Miramar Hotel – thus allowing these Episcopalians to avoid the 90-minute horse-and-buggy ride to downtown and another one back.

The “All Saints” mission received canonical consent in 1896 and a temporary chapel was built in 1898 on land owned by the Doulton family, adjacent to the Miramar Hotel. A chiseled cornerstone on our church building proudly proclaims 1900 as the date our

current Sanctuary was built. By 1913, the Rev. Melville Moore had guided the mission to sustainability such that his successor’s call was used as a focal point to raise enough funds to warrant the removal of the mission status.

A must-read, delightful history of All Saints (*One Hundred Years...a History of All Saints-by-the-Sea Episcopal Church*, edited by parishioner Marni McGee) is available at the church office and is the source for historic notes throughout this Profile. The 185-page book covers the early years through 2000 and will be sent to candidates upon their request.



*Blessed are you when people revile you*



# C

## ampus

Eight buildings under seven roofs dot the All Saints campus to support our Sunday and weekday programs:

### Sanctuary

Originally erected in 1900 and remodeled most recently in the late 1980s, this is the oldest and most



beloved building on campus, iconic throughout town. Surprisingly, it had to survive two major attempts to demolish it. Plans for significant remodeling, seismic retrofitting, and replacement of the organ are under discussion by the Vestry and congregation.

### Office

This two-story building sits across the street from the Sanctuary and was purchased in the 1940s. This is where clergy and staff have offices and a conference room.

### Centennial Parish House

This building, next to the Sanctuary, was the rectory when built in 1934 on the site of the original vicarage. It has been



extensively renovated and remodeled over the years. Today this structure primarily houses the Sunday School, one of two campus kitchens, and oft-used meeting rooms. A detached garage houses the Sexton's workshop.

### Parish School

Adjoining the Parish Hall, these classrooms were built in 1962 and mirror the style of the Parish Hall along the back of the property.





## Parish Hall

Tucked behind the church, sharing a property line with the former Miramar Hotel and a roof with the Parish School, this building houses the second of our two kitchens, our largest single meeting room, and a stage. Originally constructed in 1929, it too has undergone renovation over the years. Wednesday post-Eventide suppers are served here or on the lawn nearby.

## Hall Family Community Center

This portion of the campus across the street from the Sanctuary, next to the Office, was originally constructed for Sunday School classes. Today the Friendship Center occupies most of this building with a community meeting room available to the public and used regularly by 12-step groups.

## 76 Humphrey Road (Rectory)

This contiguous property—right behind the Office—and the buildings on it were purchased in 1964 for curates and other

assisting clergy. In 1999, the structures were razed and a single family, four-bedroom home was built as the rectory. Today it is rented on a short-term basis until our new rector's needs are known.

## 75 Eucalyptus Lane

This property is just ocean-side of the Office and supports a house and a cottage. Originally purchased in 1965, this property has been used by staff but most predominantly for rental income.

## Sanctuary Readiness Project

Initiated by a desire to better accommodate those who live with mobility, hearing, or sight challenges, our Vestry commissioned a study of the safety and building code compliance of our campus in 2009.

The study identified numerous necessary repairs that now largely have been completed at a cost of approximately \$275,000. A follow-up September 2012 structural engineering report confirmed that the Bell Tower lacks structural reinforcement and the Sanctuary foundations

exhibit a number of weaknesses relating to earthquake integrity and safety.

Beyond these concerns, a parish-wide survey conducted in 2011 identified a number of enhancements to the interior of the Sanctuary that would improve usability while maintaining the beloved look and feel, including:

- † Making the Communion Rail accessible for those with mobility challenges
- † Improving the lighting and acoustics
- † Making better use of available seating space
- † Replacing our failing pipe organ
- † Building a columbarium/memorial chapel

The Sanctuary Readiness Committee has recommended proceeding and the Vestry has authorized a funding feasibility study, which began in late October 2013 after discussing survey results. Updated information about this initiative, including the survey, is available on the [All Saints website here](#).



# The Episcopal Diocese of Los Angeles

The Diocese of Los Angeles unites some 70,000 Episcopalians in 147 neighborhood congregations, some 40 schools, and 20 other institutions located in six Southern California counties. Los Angeles is historically one of the five most populous and culturally diverse of the Episcopal Church's 110 dioceses. The information below is excerpted from the diocese website: [www.ladiocese.org](http://www.ladiocese.org).

Formed in 1895 by action of the Episcopal Church's General Convention, the first convention of the new Diocese was held May 26, 1896, in Los Angeles – the same year the All Saints mission was organized. A few of the many Diocesan Ministries are included below:

## Clergy

In addition to the active and retired Bishops, the diocesan clergy community includes some 520 active priests, 40 active deacons, and 155 retired canonically resident clergy. Nearly 60 postulants and candidates are currently seeking holy orders. The Clergy Formation Office offers a full complement of resources, including deployment, continuing education, and the Fresh Start program for clergy in transition.



## College & University Chaplaincies:

Canterbury Irvine (UCI), Canterbury USC, Canterbury Westwood (UCLA), St. Michael's University Church (UCSB), and other chaplaincies serving Cal-State Fullerton and Cal-State Channel Islands are notable Diocesan ministries.



*Rejoice and be glad, for your reward*



## Congregations

A total of 112 parishes and 35 missions currently comprise the 147 Diocese congregations. These range in size from vital small congregations to All Saints, Pasadena, with some 3,600 active communicants—the largest parish on the West Coast.

## Deaneries:

The Diocese is organized in 10 geographic deaneries: Deanery 1—our deanery—includes the Central Coast: Ventura and Santa Barbara counties; Deanery 2 includes the Antelope, San Fernando and Santa Clarita valleys; Deanery 3 reaches from West Los Angeles to the Mid-Wilshire district; Deanery 4 includes downtown and central Los Angeles and Glendale; Deanery 5 includes the West San Gabriel Valley; Deanery 6, the East San Gabriel Valley; Deanery 7, the Inland Empire; Deanery 8, Long Beach and the South Bay; Deanery 9, North Orange County; Deanery 10, South and Coastal Orange County. A clergy dean, lay deanery president, and deanery council support ministry in each area.

## Diocesan Convention

Is held the first Friday and Saturday of December.

## The Episcopal Church and General Convention

The Diocese supports church-wide programs by contributing a full 21-percent asking to the annual Episcopal Church budget, and in hosting rent-free a Los Angeles regional office of the Episcopal Church Center.

## World Mission

Formal companion relationships with the Diocese of El Salvador and the Diocese of Jerusalem and the Middle East are augmented by parish-based initiatives in Belize, Kenya, Tanzania and Swaziland. [More on program group here.](#)



*It's great in heaven, for in the same way*



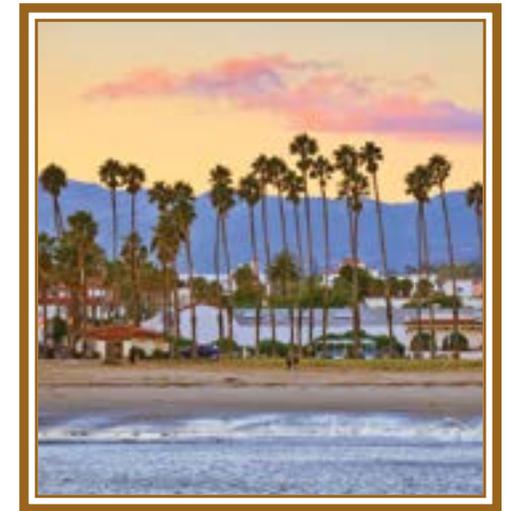
## The Santa Barbara Area

All Saints is at the foot of unincorporated Montecito, one block from the Pacific Ocean and 100 yards from U.S. Highway 101 – one of California’s main North-South arteries.

There are three other major Christian churches in Montecito: El Montecito Presbyterian, Montecito Covenant Church, and Our Lady of Mt. Carmel Roman Catholic Church. Together with All Saints, these four churches have formed a group called M4. Parishioners and clergy from these churches meet to work on joint service projects as a way to keep close relationships and share our common Christian beliefs. Past projects have included organized walks, packing

backpacks for underprivileged youth, and our annual collaborative Thanksgiving service.

Montecito is a contiguous neighbor to Santa Barbara and together they share the South Coast with Carpinteria, Summerland, and Goleta, totaling approximately 220,000 residents. This southern half of Santa Barbara County is collectively referred to as the “South Coast” or “Santa Barbara area.” As the longest south-facing beach in the Western United States, tourists enjoy the weather, the land and sea, and the visitor-friendly atmosphere year round. Taking into consideration the Mediterranean climate, its location on a coastal plain between



the ocean and mountains, and proximity to Los Angeles (90+ miles), some consider it one of the most desirable places to live in the world.

The largest employers are educational institutions (e.g., University of California at Santa Barbara, Santa Barbara City College, Westmont College), healthcare (e.g., Cottage Hospital and Sansum Clinic), and government of all



*They persecuted the prophets who were before you.*



levels. There is an active startup community and a robust tourist industry. The population in general is outdoor-oriented with many hiking and biking trails as well as active beach and ocean recreation. Los Padres National Forest and its rugged mountains look down upon Santa Barbara from the north and across the Santa Barbara Channel can be found the Channel Islands National Park and Channel Islands National Marine Sanctuary. The Channel Islands are known as the “Galapagos of North America” for the variety of indigenous plants and animals.

The 1925 earthquake led to strict building codes for the City of Santa Barbara and today the distinct two to three-story Mediterranean-style buildings with red-tiled roofs and stucco façade give Santa Barbara its visual charm. Each winter the Santa Barbara International Film Festival is held and summer is dotted with events such as the nearly weeklong Old Spanish Days Fiesta and the irreverent, colorful Summer Solstice parade.

More information on Santa Barbara area can be found at the following links:

- † ExecutiveInsight Report:  
<http://pr.dfms.org/study/StaticPDFs/6/6738-0477.pdf>
- † Wikipedia:  
[http://en.wikipedia.org/wiki/Santa\\_Barbara,\\_California](http://en.wikipedia.org/wiki/Santa_Barbara,_California)
- † Santa Barbara Visitor Center:  
<http://www.santabarbaraca.com/visitor-info/visitors-center/>

