



Office for  
Transition  
Ministry

# Ministry Portfolio

*Full Portfolio (last updated Jun 16, 2022)*

## All Saints', El Camino Real

555 Waverly St. , Palo Alto, CA 94301, United States

Contact:

### Rector / Vicar / Priest-in-Charge

Weekly Average Sunday Attendance (ASA) <b>97</b>	Number of Weekend Worship Services <b>2</b>	Number of Weekday Worship Services <b>1</b>	Number of Other per Month Worship Services
Current Annual Compensation	Cash Stipend	Housing / Rectory Detail	Utilities
SECA reimbursement	Compensation Available for New Position	Housing Available for	Pension Plan <b>We're in compliance with CPF requirements.</b>
Healthcare Options	Dental	Housing Equity Allowance in budget	Annual Equity Amount
Vacation Weeks <b>One month, including 5 Sundays (standard)</b>	Vacation Weeks Details	Continuing Education Weeks <b>2 (standard)</b>	Continuing Education Weeks Details
Continuing Education Funding in budget	Sabbatical Provision	Travel/Auto Account	Other Professional Account

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Describe a moment in your worshipping community's recent ministry which you recognize as one of success and fulfillment.

An example of success in our ministry is the continuation of the music program following the departure of our music director and the onset of the COVID-19 pandemic, for online and hybrid services. Creative solutions were found to provide these gifts in a safe and healthy manner while abiding by Diocesan rules. Individuals gave of their time and talent to set up and operate the required equipment every Sunday, faithfully, for over a year. We were also able to work out a plan for the loss of the music director, including choir recordings, a dedicated replacement organist, and equally dedicated soloists, who all provided parishioners with spiritual solace and a sense of continuity. It was healing to have music even in the darkest and loneliest days of the pandemic. This was also highly successful in helping All Saints' retain attendance numbers and sustain its reputation for musical excellence.

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How are you preparing yourselves for the Church of the future?

One way All Saints' has been preparing for the future church is by investing in modern technology, including developing a live streaming team during COVID-19, and making our public interactions a hybrid between live and Zoom broadcasts. We aim to keep our website up-to-date, with room for improvement, and communications are all available electronically. In the current context, we are facing an altered church experience, namely having lost our Music Director as well as our Rector, both on top of seeing family attendance decline. A survey conducted as part of the PIC search process indicates that we accept that we need to broaden our appeal significantly, although there is a continuum among parishioners of change-readiness. The impact of COVID-19 has been to allow us to begin a re-formation process of the church - using our imaginations and examining every structure and process. We seek a PIC who can collaboratively lead us into our future.

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Please provide words describing the gifts and skills essential to the future leaders of your worshipping community.

spiritual guide, engaging, Galvanizing, Builds Relationships

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Describe your liturgical style and practice for all types of worship services provided by your community.

Our normal Sunday morning worship is traditional and relatively scripted, but with a quality of warmth and spontaneity. It has a stately rhythm, robed clergy, traditional hymns (1982 Hymnal), and organ music. Pre-COVID, we had SATB choral anthems and psalms in English/Latin, robed choir, and chanted prayers. The Flentrop organ has been visually, physically, and acoustically central in our service for decades, and this keeps our liturgical/musical style within a certain range of formality. Playing the organ has been the core skill of our music directors, with choral conducting a close second. All Saints' takes great pride in its musical traditions. While some in the congregation disparage "praise music" and the idea of alternative instruments, at the same time many (including those in the choir) say that they want a more informal, contemporary and participatory musical/liturgical style. A significant liturgical innovation/expansion of the past several years was the Evensong service (Sunday late afternoon, roughly quarterly), which was about an hour of choral + organ music followed by a festive reception. Evensongs were well-attended and highly appreciated by those who came.

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How do you practice incorporating others in ministry?

We provide many opportunities to engage parishioners, from service readers, altar guild, vestry, morning prayer and yoga/meditation practice to men's group, book club, festival planning, social justice, Hotel de Zink (homeless outreach), and educational forums. The parish embraces involvement and values inclusivity, but typically those who get involved are more proactive and take it upon themselves to integrate within the parish. We are looking at reviving an older practice of creating standing subcommittees of the vestry, where vestry members recruit parish members to join and become involved in the community. This has been successful in past efforts, such as the installation of solar panels, developing new signage and handling concrete repair, among other projects. Another past practice we are looking at bringing back is the Newcomer's Ministry, a lay ministry that was helpful to incorporate recently joined parishioners into the life of the congregation. This consisted of orientation, lunch and connecting newcomers with programs and with long-time members.

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As a worshipping community, how do you care for your spiritual, emotional and physical well-being?

Our people and our worship are the two centers of gravity for All Saints'. We care for our spiritual, emotional and physical well-being through interpersonal relationships that provide succor through difficult life experiences such as bereavement, illness, childbirth or divorce. Parishioners tell us that their most meaningful memories revolve around one-on-one or group interactions--a priest reaching out, a candlelight children's Christmas Eve service or being given opportunities to serve or get involved in community outreach. All Saints' worship is central to how we care for our well-being. Our services stimulate the senses and feed the soul with visual art, a tradition of beautiful music and song, sermons that awaken, challenge and provoke us, and a eucharistic tradition that is strong and intentional. We love to greet one another warmly at the passing of the peace. After the service we have a generous coffee hour where relationships are nurtured and, occasionally, an adult forum is presented where minds are stimulated. We have had, in the past, prayer teams and a hospitality team; restoration of these traditions would be welcome, as well as creating a pastoral care team.

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How do you engage in pastoral care for those beyond your worshipping community?

In the pandemic period, pastoral care has been about evolving skills in listening, "hospitality," and being responsive to our community. We quickly began streaming our Sunday service so that all members could see the priest and musicians, and have made this a permanent situation. We have reached people all over the world this way. Engaging in pastoral care for individuals has been about praying and showing compassion to parishioners and others, especially those suffering due to isolation. Although some of these outreach ministries have been halted during COVID-19, we have hosted a Food Closet located on the church campus, which serves more than 200 people every week, distributing 880 pounds of food (the Food Closet has been a fixture of All Saints' since 1976); hosted Hotel de Zink, a transitional homeless shelter, one month each year, where parishioners provide dinner and companionship; fund-raised for causes such as school scholarships for African girls; and given free lemonade to visitors at an annual Art and Wine festival in downtown Palo Alto, among others.

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Describe your worshipping community's involvement in either the wider Church or geographical region.

All Saints' involvement in the community has extended to supporting or providing: Weekend Yoga classes; an Art and Craft Festival at holiday time; a yearly used-book sale; quarterly Evensong service, followed by a champagne reception; Building Bridges (an interfaith dialogue project with a local synagogue); social-justice ministries such as the Food Closet and Hotel de Zink homeless shelter; Christmas service projects, such as providing cookie and gift bags to the unhoused; supporting the Boys and Girls Club programs for at-risk youths and hosting performances by different musical groups from the surrounding areas. One of our parishioners is vice chancellor of the El Camino Real Diocese as well as a deputy to the General Convention serving in two legislative committees; we regularly send delegates as well.

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Tell about a ministry that your worshipping community has initiated in the past five years. Who can be contacted about this?

All Saints' formed the Immigrants and Refugees Assistance Group (IRAG) in 2017, in response to pressures on at-risk immigrants and refugees. The group has partnered with immigration lawyers to support their clients, provided financial and non-financial support to two women asylum-seekers from Latin America, advocated for asylum-seekers from the Near East with their congressperson; attended immigration court hearings in support of immigrants; advocated for immigrant-friendly legislation by attending Refugee Council USA Virtual Advocacy Days in D.C. and California Immigrant Policy Center Day of the Immigrant in Sacramento; established the Immigrants and Refugees Action Fund, which raises money from parishioners and makes grants to individual immigrants and to organizations that support at-risk immigrants (since 2018 we have awarded over \$16,000 in grants). CONTACT: Philip Palmer, [pmpalmer@sbcglobal.net](mailto:pmpalmer@sbcglobal.net)

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What is your practice of stewardship and how does it shape the life of your worshipping community?

Our annual Stewardship campaign is a central aspect of the Vestry charge and occurs each year with a solid, yet diminishing, core of parish members participating generously with their pledges. In recent years it has consisted of a letter from the rector and a series of testimonials during announcement time. Encouragement for creative initiatives and individuals to champion good stewardship is needed and desired as it has dwindled in scope and ambition in recent years. In the last 15 years, All Saints' has also conducted two capital campaigns, the Vision Campaign in 2007 and the Anniversary Campaign in 2016. The latter raised money for a long list of "deferred maintenance"-type projects. It had a number of characteristic strengths and weaknesses-- committed and energetic lay leaders who often seemed frustrated with each other and with the rector, and frequent duplication of efforts between the lay committee and the rector. While the drive was successful and facility-oriented improvements have been made (including solar power, new landscaping and our columbarium (due to lay champions), some of the intended projects have not yet been, such as a kitchen renovation.

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What is your worshipping community's experience of conflict? And how have you addressed it?

The parish community is prone to enable a rector-focused governance which can and has on occasion led to conflict and disagreement among parishioners. All Saints' now wants to explore other forms of governance where a more collaborative model of leadership can emerge and grow. In our history, we have had positive experiences with priest leadership that was highly collaborative (which we now refer to as "Partnered Ministry") and which resulted in positive ideas for shaping our church community.

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What is your experience leading/addressing change in the church? When has it gone well? When has it gone poorly? And what did you learn?

Examples of positive change experiences: ● Building and construction projects, such as adding solar panels, are generally more successful though they can take a long time to get started--in part because they are dependent on a lay "champion(s)" ● The introduction of Hotel de Zink (rotating shelter for unhoused, with meals provided by parishioners) had high engagement because there were many ways for differently-abled folks to participate Example of negative change experience: ● We experienced one clergy person whose leadership was very disruptive. He believed he had a mandate to create a large and showy parish that would attract movers and shakers in the community, and was so authoritarian in his style that he ended up driving long-time parishioners away. The situation almost resulted in a schism, and required the help of two people outside the parish: the Diocesan canon to mediate with the priest, and an interim rector who spent two years helping us heal. We learned that we were mistaken about what kind of church we wanted, and what kind of leadership we desire (top-down versus collaborative) and we don't want to repeat that error.

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#### Prior Incumbents

Name	Position Title	Date Begun	Date Ended
<b>The Rev. Terry Gleeson</b>	<b>Rector / Vicar / Priest-in-Charge</b>	<b>2011-01</b>	<b>2021-01</b>

Name	Position Title	Date Begun	Date Ended
<b>The Rev. Ian Montgomery</b>	<b>Rector / Vicar / Priest-in-Charge</b>	<b>2005-01</b>	<b>2008-01</b>

Name	Position Title	Date Begun	Date Ended
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Church School		Number of Teachers/Leaders for Children School	Number of Students for Children School
		<b>3</b>	<b>8</b>

Number of Teachers/Leaders for Teen/Young Adults School	Number of Students for Teen/Young Adults School	Number of Teachers/Leaders for Adults School	Number of Students for Adults School
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Day School	Number of Students for Day School	Number of Teachers for Day School	Number of Total Staff for Day School
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Worshipping Community Web site: <https://www.asaints.org/>

Media Links:

Online References:

Languages Significantly Represented:

**English**

Provide Worship or Classes in:

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### References

Bishop:

**The Rt. Rev. Lucinda Ashby**

[bishoplucinda@realepiscopal.org](mailto:bishoplucinda@realepiscopal.org)

Diocesan Transition Minister

**The Rev. Canon Martha  
Korienek**

[canonmartha@realepiscopal.org](mailto:canonmartha@realepiscopal.org)

Current Warden/Board Chair

Previous Warden/Board Chair

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Local Community Leader