

Saint 
Andrew's
Episcopal Church

13601 Saratoga Avenue, Saratoga, CA 95070
www.st-andrews-saratoga.org

Parish Profile
2022

We are an open and affirming community in Christ that celebrates inquiry and spiritual development and lives a life of service.

An Invitation

The best churches are constantly evolving, standing firm on principle but adapting to the needs of their congregation and surrounding community.

At Saint Andrew's, we take pride in our never-ending quest to make Christ's vision a reality individually and collectively.

We have a proud history with strong programs, financial strength and a beautiful 10-acre campus that creates potential for major growth. Our rector search process has forced us to confront the realities of our aging parish and declining membership.

Our Transition Team has spent the past several months engaging our congregation in conversation to determine our needs and what we seek in Saint Andrew's next rector.

We talked. We listened. We laughed. We cried. The depth of our love of Saint Andrew's was ever-present, as were our hopes and concerns for the future. Perhaps that was best summarized by one of our youth, who said:

"I want to be able to bring my kids here."



So do each and every one of us.

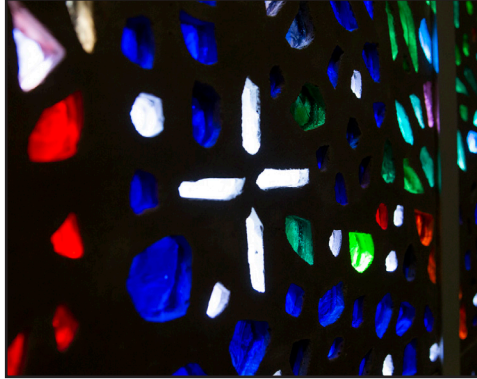
Accomplishing that goal is the only way Saint Andrew's will continue to achieve its cherished mission.

We are already embarked on this effort.

We seek a rector who will help us re-evaluate how we welcome, nurture, worship and serve the next generation of Saint Andrew's parishioners and leaders. We desire to attract, embrace and nourish a more diverse, intergenerational congregation.

We couldn't be more excited to see who God Calls to be our next rector.

Whom Do We Seek? Rector Characteristics



Saint Andrew's is a comprehensive parish with a church, school, and significant outreach endeavors. We recognize a single person cannot be all things to all people. In prayer and action, we pledge our loving support for your growth in ways that we can only imagine will develop in time. We are seeking:

- An effective **communicator**, able to listen and discern, invite input, navigate complex situations and relationships, manage conflict, and is confident in engaging and representing Saint Andrew's in our Deanery and Diocese.
- A compassionate **pastoral kindred spirit** with a heart for ministry, approachable to all individuals and walks of life, who communicates warmth, empathy and laughter, welcomes difficult conversations, and extends an open hand such that all are welcome at the Lord's Table.
- An inspiring **preacher** whose sermons provide applications to daily life, Biblical teaching, scriptural context, and spiritual nourishment while challenging our intellect and demonstrating intergenerational and intercultural understanding. And a little humor is appreciated!
- A visionary **leader** who is a presence in our midst, journeying together with us, equipping and lifting up others to grow and contribute their gifts in ways meaningful to them, who thinks strategically, is authentic, creative, innovative, appreciates the power and reach of technology, and is unafraid to experiment.
- A skilled **manager** who assesses needs, problem-solves, delegates, develops staff members and lay leaders, empowers others, and asks insightful questions without assuming an outcome.

Our time of reflection - by the numbers

159 – Members who responded to our all-Parish survey

129 – Parishioners interviewed in separate in-person and Zoom sessions.

5 – Neighborhood walks to connect with our greater Saratoga community.

6 – Parish forums specifically designed to elicit members' priorities for calling our next rector.

9 -- Months of listening



Who Are We?

One Church, Many Members



At Saint Andrew's, we are united in our joy for Christ's love and message. Yet as individuals, we all came to Saint Andrew's in different ways and are in different places on our spiritual journey.

- We have members who are newly baptized and members who were present when the church was founded.
- We are cradle Episcopalians and newcomers to the Episcopal Church.
- We are preschoolers, retirees and everything in between.
- Situated in Silicon Valley, we are members with an array of skills and expertise in business and the arts.

What we enjoy most is coming together for worship, spiritual growth, social gatherings, intellectual enrichment and furthering our ministries, large and small.

For many, Saint Andrew's is an extension of family. The support, love and shared emotions are palpable at baptisms, confirmations, weddings and memorials. Whether it's a bishop's consecration, choir concert, Blessing of the Animals, Christmas Eve or Easter services, our spacious Church and Hall welcome a larger community for celebration, education and worship.



Fueled by laughter, heartfelt discussion, and, of course, tasty treats and coffee, we treasure forging lifetime friendships in our pews, on the plaza and everywhere we meet.

Our Parish Home



Parishioners and visitors alike appreciate the quiet beauty of [Saint Andrew's Episcopal Church](#).

The church, with seating for more than 750 people, features the main sanctuary, two side chapels, inspiring stained-glass windows, and a choir loft that houses a 3,488-pipe organ (in six ranks!).

Christmas and Easter find the church transformed by the work of some creative and many willing volunteers. Schoolchildren attend chapels on a weekly basis and they and their families fill the church for special services.

As the largest church in the Diocese of El Camino Real, we are often the site of diocesan events such as conventions and consecration services.

A large parish hall provides a space for a variety of activities such as our annual meeting, parish gatherings, school sport competitions, theater productions and events like Rise Against Hunger and the Faith and Innovation Conference.

Until recently, the campus consisted of two separate parcels, one housing the Church and School and the other Crestbrook Field. The recent purchase of the Jorgensen Property fulfilled a long-imagined dream, resulting in our 10-acre contiguous campus.



Resilient in a Time of Uncertainty: Responding to the Pandemic

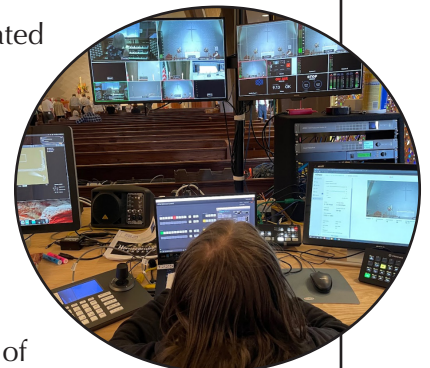
"I am most proud of how the community of Saint Andrew's has been empowered in the face of change."

Saint Andrew's has a long history of strong leadership. We are a community that is accustomed to drawing energy from being together. The abrupt isolation prompted by the pandemic was jarring and depressing, and virtual communication more challenging. During this transition, we experienced turnover in key leadership positions.

But we stabilized. And we have rallied. Clergy and lay leaders collaborated to create alternative ways to attend church. A small but mighty Digital Ministry team worked tirelessly to keep us afloat.

Saint Andrew's Episcopal School flourished. Virtual social events created some connection. Lay-led Morning Prayer and Compline communities emerged and blossomed.

We created new avenues for worship that dissolved the walls of the church and increased accessibility, opening our eyes to the possibilities of new ways of thinking about our worship and how we could potentially bring in new people to Saint Andrew's while also nurturing our current members.



Engaged in Worship, Inquiry, and Spiritual Development

Worship is the backbone of the Saint Andrew's community. Parishioners are drawn to our four, distinct Sunday worship offerings:

Spoken Service short and sweet Perfect for early risers 8:00 am on hiatus during pandemic	Stepping Stones for our re-entry friends and families 8:00 am	Family Service designed for families with children 9:30 am	Choral Eucharist our largest service featuring our organ and choir 10:00 am
--	---	--	--

We treasure the Episcopalian tenet that every Christian must build an understanding and relationship with God's Word. Our preachers guide us in using our intelligence in reaching an understanding of how the Bible inspires and relates to our own lives.

Our liturgy team collaboratively creates the tone and structure for worship at the 8 a.m. and 10 a.m. services. Multiple ministry groups support this vision from greeting the first congregants at the door to extinguishing the final candle after the service.

Music plays a key role in enhancing our spiritual experience. Our music program is led by one of the Bay Area's premier conductors. We take pride in our 30-member choir and our beautiful organ, our folk choir, and soloists. We were reminded of the gift of our choir when its return last fall brought tears to our eyes.

“Music expresses feelings--love, joy, devotion, or grief—that I cannot find words to express.”

More intimate gatherings include Morning Prayer, Compline and Intercessory Prayer, providing space for communal reflection. Our Morning Prayer community, established during the pandemic, grew to meetings five days a week and continues to thrive in its virtual format.

Spiritual growth is also fed through education and fellowship for all ages. Bible Study groups and annual Advent and Lenten series deepen our faith journey. Special speakers bring new ways of informing and challenging us while providing opportunities to invite guests to get to know Saint Andrew's and our community.



Our Children and Youth programs provide age-appropriate gatherings and opportunities for meaningful community service. Our children preparing for Holy Communion even lead us in an instructed Eucharist for their own and our faith formation.



Empowered to Lead, Called to Serve

Our Rector sets the tone for Saint Andrew's. That leadership is essential to maintaining an inclusive, involved and deeply spiritual community.

Our Rector will not walk alone. We are fully committed to embarking on this journey together.

“People are passionate. They bring their whole selves and are called to engage.”

Our elected Vestry helps set our priorities. Our Shared Leadership Chairs play key roles in helping our ministries flourish and in solving problems as they arise. Our Delegates to Convention, several members currently serving on Diocesan committees and some at the national level, contribute to the larger church.

Our ministry leaders and members are active and committed to maintaining and building our programs; 70% of our parishioners participate in a ministry at Saint Andrew's. We serve the spiritual and practical needs of our own Parish community through dedication to pastoral care, and we serve the needs of our greater community through a host of meaningful outreach endeavors. More than a third of our parishioners actively serve in the wider area. We strive to be Christ's hands and fulfill our mission to “live a life of service.”



No Power, but Exceptionally Powerful

We love our celebrations. And we love saying thank you to the people who work so hard to make our ministries a success. So we were looking forward to a special Sunday service celebrating the 60th anniversary of the Echo Shop, one of our most enduring (and endearing) outreach ministries.

Then the electrical power went out at 9:20 a.m., but not the power of the Holy Spirit. We knew immediately there was no way to hold the planned 10 a.m. service inside the sanctuary. We also had a visiting priest, as our Interim Rector was away that Sunday.

What to do? Send everyone home? Reschedule the event? Not a chance.

Within minutes a piano had been moved to the plaza. Rows of chairs were assembled. The altar was set. A phone was mounted to capture the service for those watching online, and Saint Andrew's celebrated the Echo Shop and the Eucharist.

It was a hot summer morning. We were socially distanced and masked. A substantial congregation was present, and they were filled with spirit, joy and laughter.

This is the best of who we are: flexible, pulling together, focused on outreach, worshipping, singing, and enjoying the community that IS Saint Andrew's.



Outreach Spotlight: Saint Andrew's Episcopal School

Wholehearted learning in the ❤️ of Silicon Valley.

Sixty years ago, [Saint Andrew's Episcopal School](#) was founded as an outreach of Saint Andrew's Episcopal Church. Many church families reflect fondly on their children's—or their own!—years at the school. From single sections of Kindergarten and First Grade, the school has grown to 400 students in pre-Kindergarten through eighth grade, a diverse student body, with 60% identifying as students of color and families hailing from over 15 communities in the South Bay.

“The mission of Saint Andrew's Episcopal School is to offer an enriched curriculum within the tradition and values of the Episcopal Church. We aim to educate the whole student, developing as fully as possible the intellectual, spiritual, physical, and social capacities of each student.”

A comprehensive academic program, with a focus on character building the [Episcopal tradition](#), and an attention to the mind, body, and spirit prepares Saint Andrew's students for high school and for life. Students of all faith backgrounds are welcome at the school. Currently approximately 5% of the student body identify as Episcopalian. The chapel experience is central to a Saint Andrew's education. Two chaplains teach religion classes and lead chapel services, which students attend twice weekly, and all-school Eucharist is celebrated once per month in the sanctuary, at which the Rector serves as a connection between Church and School.

Our current Head of School is in her fourth year; she has worked in Episcopal Schools for over 21 years. Under her leadership, enrollment and finances are strong, and she and her team have navigated the pandemic skillfully. Parents and students cite the excellence of the faculty as one of the key elements of a positive Saint Andrew's experience. Alumni remain attached to the school, and volunteerism is high in the parent community.



“The magic of the school is our people. The Head of School, our faculty, and our culture.”

The Rector's Role

The Rector serves as Chair of Saint Andrew's School Board of Trustees and serves ex-officio on all committees. The school has its own by-laws and governance structure, and the school's President of the Board of Trustees directs operations of the Board. Trustees, composed of a volunteer group of school parents, church members, and community representatives, are deeply committed to the mission of the school. The Rector and Head of School meet regularly, as does the Joint Executive Committee (JEC), comprised of the Rector, Head of School, Senior Warden, and Board President.

The relationship between an Episcopal church and day school situated on one campus is complex. Scheduling. Maintenance. Finances. Priorities. Collaboration. We seek a rector who leads by example and works with us to follow the [National Association of Episcopal Schools'](#) “Principles of Good Practice for Governance in Episcopal Day Schools”:

“Parish and school leaders are responsible for ensuring effective governance in parish day schools. The way individual leaders relate to one another creates the atmosphere in which everything else happens between church and school. Bylaws and canons set the parameters of the mission and its outcomes, but they cannot initiate a sustainable conversation between church and school. Only people can.”



Outreach Spotlights

The Echo Shop

“I love it here. It’s so warm and friendly.”

Since 1961, the women of Saint Andrew’s have been selling gently loved clothing and household items at the [Echo Shop](#), making it the oldest shop on the Village of Saratoga’s busiest street, Big Basin Way.

The Echo Shop is run by an all-volunteer staff of more than 100 people, half of whom are from the greater community.



The Echo Shop is the financial arm of the Episcopal Church Women (ECW). All of the profits – currently around \$60,000 per year – are distributed through grants by the ECW to qualified non-profit organizations in Santa Clara County.

The Echo Shop is a positive force in Saratoga that illustrates Saint Andrew’s commitment to serving those in need.

Correction Institutions Chaplaincy (CIC) - Stepping Stones

Saint Andrew’s has participated in jail ministries for 60 years. The [Correctional Institutions Chaplaincy](#) (CIC), founded in 1962 by Saint Andrew’s and other faith communities, operates in conjunction with the Santa Clara County Board of Supervisors to build trust, share hope and respond to the needs of the incarcerated in the county.

More recently, Stepping Stones was established with a focus on building relations with the incarcerated through worship, counseling and education. The program offers radical “All Are Welcome” hospitality and support upon release.

An independent outgrowth of Stepping Stones in which many Saint Andrew’s members participate is Hope Inside Out. It provides temporary “gap” support from jail to outside services, housing and jobs in an effort to keep those recently released from returning to jail. These ministries impact the spiritual development of the incarcerated and the volunteers alike.



Outreach Spotlights

Camp Saint Andrew's The Best Week of the Year, Every Year

Since 1978, a committed cadre of an all-volunteer staff create a good old-fashioned one-week camp experience: trees, campfires, crafts, chapels and camaraderie – for children from diverse social and economic backgrounds.

Central to this experience is the [Scarf Program](#), which allows campers to accept increasingly deep challenges for personal development and positive impact.

In 2005, [Camp Saint Andrew's](#) became the official camp of the Diocese of El Camino Real. With camper fees, contributions from foundations and our own Opportunity Fund as well as its own endowment, Camp Saint Andrew's is completely financially self-sufficient.

The campers and staff return every year for Scarf Sunday, a church celebration held at Saint Andrew's that allows the parish to experience the energy, pride, joy and spirit that is Camp Saint Andrew's.

This year, camp will return after a two-year hiatus with 100 campers, 45 of whom will be on "camperships", 30 high school and college age counselors and 20 adult staff.



The Impact of Saint Andrew's

Funds raised by Echo Shop and granted to outreach agencies since 1961

Nearly
\$2 Million

2237

Graduates of Saint Andrew's Episcopal School since 1961

Funds granted to non-profits from interest from our endowment through the Opportunity Fund since 2004

\$592,676

4900

Camp Saint Andrew's campers since 1978

Number of lives impacted by Saint Andrew's Episcopal Church volunteers since 1957
COUNTLESS

"Our long history of community giving, both through the Echo Shop/[ECW](#) and the [Opportunity Fund](#), is a tribute to the generous character of our community - and its pattern of successful change agency to support the marginalized."



Youth Voices

“Welcoming, inclusive, connected, community.”

Our youth say they value a church that encourages discussion, allows for all voices, and doesn't tell you how to feel. They have meaningful opportunities to participate in the liturgy as acolytes, lectors, greeters and ushers.

They cherish special moments such as Christmas, Easter (and the annual Easter Egg hunt) Blessing of the Animals, Snow Day, Camp Saint Andrew's and creating lasting memories together.

Youth members want Saint Andrew's to be here forever. They desire more programming that appeals to youth and young families, increased interaction with the school community, and intergenerational activities.

Their perfect Rector? A friendly, approachable individual who can speak with kids and deliver creative, engaging, and easy-to-understand sermons.



Our History, Our Future

Since its founding in 1957, Saint Andrew's aspired to live its values of inclusion, action and connection.

The Great Oak served as a symbol of our strength and purpose and provided shade as a natural gathering spot in our community. Sadly, in 2019, the 250-year-old tree needed to be removed, leaving an empty space on our plaza and in our hearts.

A great deal has transpired in the ensuing two years — a global pandemic, months of remoteness from one another and our communal worship, the departure of our Rector, changes in leadership, and a decline in membership. But we adapted, regrouped and reflected. We began the process of transition.

Also in those same two years, an acorn was gathered from the Great Oak. This seed of potential was sheltered and carefully tended with the intent of transplanting it at the right time.

That time is now. This sapling has been lovingly planted in front of the church. It's not in the same place, and it is not a full-grown tree. But, it's an Oak. And just like that sapling, we can't go back to where we were two years ago. Our Parish has changed. We are learning from our experiences. We are listening to one another. We are envisioning our future and — like the new Oak — we intend to flourish for the next 250 years.



You can learn more about our History on our [website](#).



Designing the Future: Imagine the Possibilities

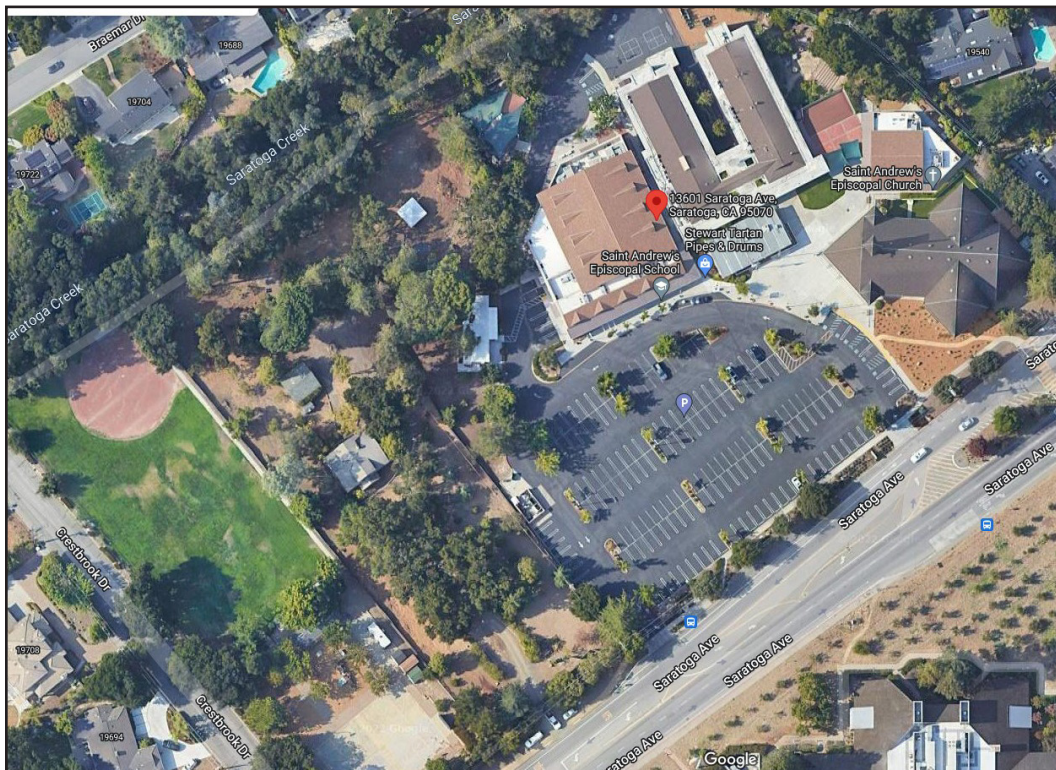
The acquisition of the Jorgensen property stands as a prime example of what can happen when the church and school communities work together to accomplish a major goal.

The two-year Capital Campaign, completed in October, 2019, raised \$4.7 million, making it the largest fund-raising effort in Church and School history. School and Church committees worked with the Rector and Head of School in a coordinated fashion to communicate the opportunity the purchase creates for our future. In the end, families from Church and School made nearly equal contributions toward reaching our designated goal.

The bucolic approximately 3 acre site is situated between the Church's main property and Crestbrook Field.

Imagine the possibilities!

We look forward to working with our next rector on realizing our long-held dream of utilizing the property to enhance our ministries and spiritual experiences.



Our Wider Community

Saint Andrew's is located in Saratoga, a community of neighborhoods and a downtown core affectionately called The Village. Saratoga is situated at the base of the Santa Cruz mountains and claims a Mediterranean climate. Saint Andrew's is a 45-minute westward drive (or a 3-day hike via the [Saratoga to the Sea Trail](#)) to the Pacific Ocean, an hour south of San Francisco, minutes from downtown San Jose and the rest of Silicon Valley, and is adjacent to a number of cities, including Los Gatos, Cupertino, Campbell, and Mountain View.

Saint Andrew's is a community in which you can be who you are and discern who God is calling you to be. Whether you find solace praying in our Memorial Garden, taking in the musical gifts emanating from the choir loft, walking along the creek trail, or gathering with friends on the Plaza, Center, or Parish Hall, there is a place for you.

Resources

[City of Saratoga](#)

[Saratoga Chamber of Commerce](#)

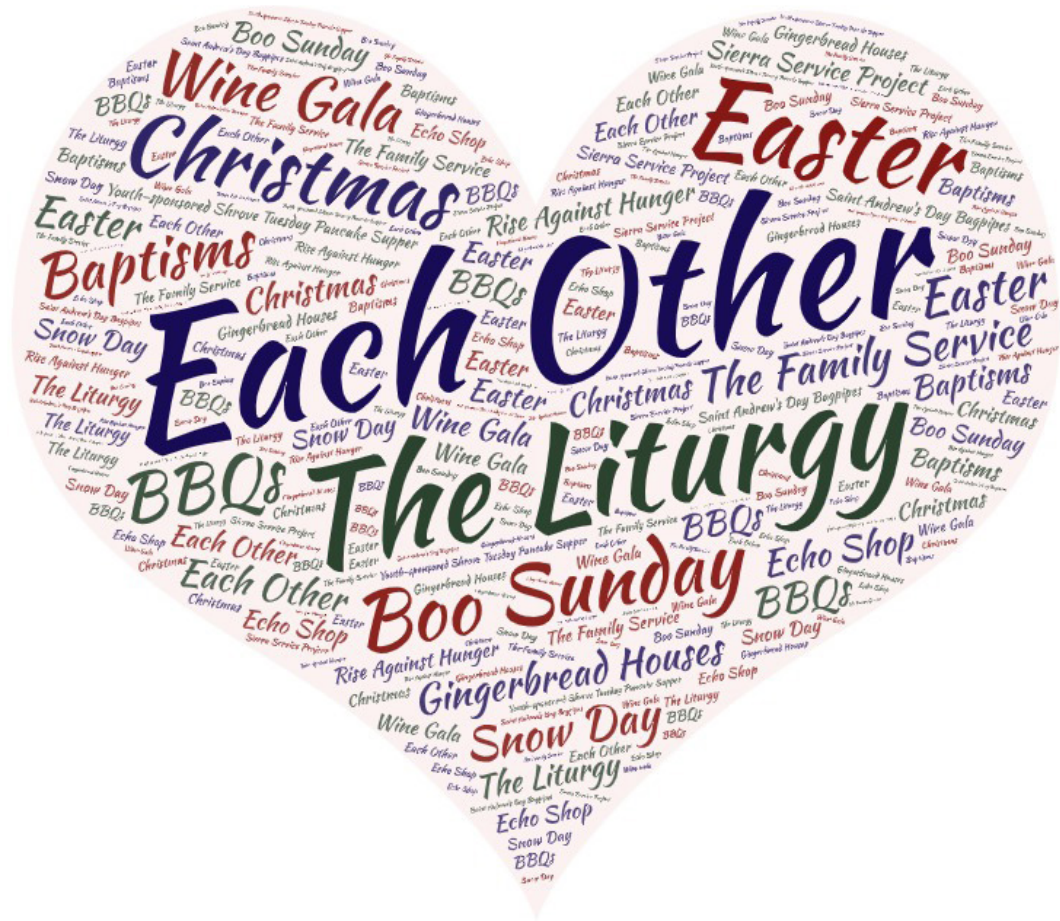
[Town of Los Gatos](#)

[Saratoga Union School District](#)

[Diocese of El Camino Real](#)

[Cost of Living Calculator](#)

[Los Gatos/Saratoga Union High School District](#)



Examining Realities and Discerning Change

Inclusion. Connection. Worship. Outreach. These passions, alive at our founding in 1957, still burn in the hearts of the Saint Andrew's community in 2022. At this critical juncture in our ministry, we recognize that the following challenges require attention and action:

Welcome and Inclusivity

- What would a more diverse congregation look like?
- How do we attract, welcome, and nourish all new members?
- How might we diversify our worship, music, and events to appeal to a wider range of individuals?
- What education and training do we need to truly become more inclusive?

Program Refinement

- What children and youth programs will meet the needs of our youngest members and their families?
- How do we develop a community of peers for each age group?
- What intergenerational opportunities feed young and old alike?
- Which community-building events will endure, and how might they change?
- How many services will we offer and what will our style of worship be?
- How does technology allow us to be accessible and present with those unable to be physically engaged?
- How can we utilize our church for larger community gatherings?
- What resources—human and financial--are required to support new programming?

Growth in Ministry

- What outreach ministries beyond our walls will be our focus?
- How do Church and School collaboratively plan for the future of the Jorgensen Property and the opportunities it presents?
- How do we raise up and support new leadership in our many important ministries?
- How do we mutually support and celebrate our most enduring ministries: School, Echo Shop, Camp Saint Andrew's, and Jail Ministry?
- How do we communicate our Episcopal identity to our neighbors and community?

Financial Sustainability

- What stewardship approaches will encourage greater pledging?
- What would a more ongoing campaign look like?
- What other sources of income are available?
- How do we encourage giving to achieve our aspirational goals?

Willingness to Experiment

- How do we reconcile the gap between what is needed to grow and the traditions we love?
- How do we increase comfort in experimenting with new ideas?

Our vision of Saint Andrew's?

A diverse, vibrant, and growing community where young and old feel welcomed and energized, with joyful worship, a strong sense of community, full engagement in robust outreach, and a purposeful presence in the community. The potential for growth is here, and we are eager to continue this journey with our next Rector.



Our Financial Highlights

Saint Andrew's has a supportive and committed congregation. While we have a responsible budget and an endowment, our membership has decreased, and the number of pledges has declined. A pandemic-related decrease in plate offerings and fundraising opportunities has also contributed to lessened income.

For calendar 2022, Saint Andrew's Parish has 150 pledging units. These 150 pledging units are coming together to contribute approximately \$505,000 for 2022. An additional amount of \$202,000 is anticipated from non-pledging members as well as from the endowment funds.

For calendar 2021, 177 families pledged approximately \$514,000. An additional amount of approximately \$214,800 came from individuals and families that had not submitted a pledge in 2021. Funds totaling approximately \$50,600 were received from fundraisers and from the endowment fund.

Annual Pledges for 2021

Average Pledge	\$2,904	This is the arithmetic mean (\$514,000 / 177)
Median Pledge	\$2,000	Eighty-eight families pledged more than \$2,000; eighty-eight families pledged less than \$2,000
Modal Pledge	\$1,200	There were 14 pledges at \$1,200; 13 pledges at \$3,000; and 8 pledges at \$5,000, etc.

Comparative Statement of Activity (Unrestricted Fund--Church Only--unaudited)

	Calendar Year Ended 2021	Calendar Year Ended 2020
Total Offerings & Program	\$779,359	\$886,242
Personnel	(\$380,125)	(\$515,329)
Shared Ministries	(\$46,636)	(\$37,701)
Operating Expenses	(\$167,191)	(\$208,023)
Diocesan Fair Share	(\$125,036)	(\$151,074)
Net Operating Income (Expenses)	\$60,371	(\$25,885)
PPP Loan Forgiveness & Other	\$100,137	\$-0-
Net Revenue (Expenses)	\$160,508	(\$25,885)



Statement of Financial Position at June 30, 2021 (Unaudited)

Accounts	Consolidated	Church	Echo Shop	Camp	School
ASSETS					
Cash and cash equivalents	5,935,176	362,835	66,116	6,000	5,500,225
Tuition and fees receivable, net	6,995,674	-			6,995,674
Contributions receivable, net	168,538	-			168,538
Prepaid and other current assets	209,506				209,506
Investments	6,213,786	499,949			5,713,837
Investments held for endowment	6,912,242	2,980,672		1,415,919	2,515,651
Property and equipment, net	17,889,378	234,028	4,408		17,650,942
Total assets	44,324,300	4,077,484	70,524	1,421,919	38,754,373
LIABILITIES AND NET ASSETS					
Liabilities					
Accounts payable and other accrued liabilities	391,661	43,688	2,869	-	345,104
Accrued payroll, taxes and benefits	549,398	10,149			539,249
Deferred revenue	4,177,455	70,365			4,107,090
Loan payable, net	9,706,162	-			9,706,162
Contractual unearned tuition & fees	6,983,260	-			6,983,260
Forgivable Loan Payable (Paycheck Protection Program)					
Total liabilities	21,807,936	124,202	2,869	-	21,680,865
Net assets					
Without donor restrictions	15,372,300	550,922	67,655		14,753,723
With donor restrictions	7,144,064	3,402,360		1,421,919	2,319,785
Total net assets	22,516,364	3,953,282	67,655	1,421,919	17,073,508
Total liabilities and net assets	44,324,300	4,077,484	70,524	1,421,919	38,754,373



Saint 
Andrew's
Episcopal Church