

PARISH
PROFILE

Saint Michael's
Episcopal Church
Carmichael



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ACARMICHAEL, CA

Diocese of Northern California
www.stmichaelscarmichael.org

IN BRIEF

Saint Michael's Episcopal Church in Carmichael, California is calling our next rector. We are a generous congregation with a heart for outreach to those in need. We accommodate many faith journeys under a traditional style of worship. We are financially stable and possess a robust physical plant that we share with St. Michael's Episcopal Day School. Our congregation is committed and active and we are aging. We seek a strong partnership with a caring pastor who will work us to:

- Nurture the spiritual growth of our members
- Attend to the pastoral needs of an aging congregation
- Support and promote our outreach and social justice programs
- Encourage participation in ministry and financial giving
- Help grow and broaden our membership
- Work collaboratively in parish administration
- Strengthen our relationship with St. Michael's Episcopal Day School

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1 COME CELEBRATE WITH US

St. Michael's Episcopal Church in Carmichael, California is calling our next rector. Our rector for the past 11 years, Reverend Mary Claugus, announced her retirement in January, 2024. Her warm and effective ministry and commitment to outreach and social justice have been hallmarks of her tenure at St. Michael's. Our vestry has called Reverend Andrew Lobban as interim pastor during this time of transition.

Prayerfully, the vestry, transition teams, and congregation have examined our strengths and challenges, completed a parish-wide survey, and held open forum meetings to develop a parish profile that accurately depicts who we are as a parish family and what we seek in our next spiritual leader.

Our goal is to find a partner who will guide and support our loving membership; an effective leader who will work with St. Michael's members to discern a clear and positive vision for the future and lead us forward to grow in our relationships with God, each other, and our surrounding community. We invite you to come celebrate love, peace, grace, community, and the Holy Spirit together with us.



2 LOOKING TO THE FUTURE

St. Michael's is a community of faith that transforms the lives of our parishioners and those in our wider community. We are distinctive for our theological diversity and spiritual vitality. We accommodate many faith journeys under a traditional worship service with an outstanding music program. Contemplative prayer and Christian education have been key parts of our spiritual practice. The clergy are central to our mission and vitality.

Despite our robust community and sound financial standing, we face certain challenges. We are confronted with replacing an inspirational and compelling spiritual leader. As we enter this discernment process, we must also confront our demographic situation. While we are a robust congregation of committed members, we are also aging. We seek a new rector who will join us in crafting a future that builds on our heritage and continues to transform, enhance, and renew the lives of our members and community.

OUR IDENTITY AND ASPIRATIONS

Our clergy have played a dominant role in shaping St. Michael's. They have led our worship, given spiritual guidance, served as thoughtful and visionary administrators and, at times, been our friends. Our congregation and clergy have created a unique identity for St. Michael's. This identity is tied to our aspirations—those things we seek to preserve and those we must progress.

SPIRITUAL FOCUS AND DIVERSITY

Our recent Congregational Assessment Tool (CAT)¹ survey results show dramatic growth in our spiritual focus and theological diversity over the



past twelve years. This is remarkable considering our traditional worship format. Contemplative prayer services have become a core element of our worship as the culture of silent prayer has been instilled into the activities of the parish.

REACHING OUT TO THE COMMUNITY

St. Michael's standing committee on Mercy and Social Justice coordinates our outreach to the underserved community in Sacramento. We have close relationships with several local

charitable organizations to which we grant aid from annual fund-raising events. The Mercy and Social Justice mission has a strong resonance with members of our congregation and we seek to expand and develop more community activities in our neighborhood.

HOSPITALITY AND RELATIONSHIP BUILDING

The aging of our parish has raised two linked concerns: How do we care for our own while we reinvigorate and grow the congregation with new and younger members? A strategy to address both issues is to focus on ministries of hospitality and specifically on building strong and meaningful interpersonal relationships both within and outside of the congregation. Our modern societal focus on socializing through electronic media has resulted in increased social isolation across all age groups. St. Michael's members aspire to break this isolation by creating an environment where everyone of us sees themselves as a loved and accepted member who feels at home here; where people see themselves fitting in and becoming actively involved in our ministries.

Strong pastoral care is a critical component of our efforts to break social isolation. This ministry has traditionally been the province of the clergy and they are central to these efforts. However, as our needs grow, we must build pastoral capacity. Lay ministry is a key to serving the needs of our aging parishioners and bringing this group out of



isolation into meaningful relationships with others of the parish. The rector's leadership will be essential in mobilizing and empowering lay ministers to assume leadership roles and to conduct this ministry.

As a caring and accepting community, we must be proactive in attracting a diverse population in the broadest sense of this word. To this end, we have created separate strategic initiatives around children, family and youth ministries; diversity, equity, and inclusion; and new member engagement. The success of these programs will come down to the quality of our ministries, our hospitality, and our commitment to building and maintaining strong relationships among ourselves and others.

CHURCH MANAGEMENT

Our CAT survey shows a congregation with high levels of both energy and satisfaction. Most importantly, this desirable combination indicates a lack of conflict and discord. Parishioners feel that the church has defined its mission and ministries well and has enabled lay involvement. Strong and clear communication from both rector and the vestry are key to maintaining our high morale. We strive for a strong supportive and collaborative relationship between the new rector, the vestry, and ministry leaders.

¹ The St. Michael's Transition Committee administered the Holy Cow! Consulting Congregational Assessment Tool (CAT) survey during August and September of 2024. See the St. Michael's web page <https://stmichaelscarmichael.org/transitions/> for a summary of the results.

OUR NEXT RECTOR

St. Michael's seeks a new rector to help us confront the challenges of



our future, share our experience and aspirations, and help shape our identity and ministries. We seek a rector who will be our spiritual leader, caring pastor, and facilitator. Together we will develop a vision of the future and serve God with greater fidelity, strength, and love. We seek a partner that will walk with us and lead us towards a realization of our ministry focus and goals. The following are key points of collaboration between St. Michael's and its next rector.

SPIRITUAL LEADERSHIP

We hope to preserve our spiritual vitality and theological diversity. Our rector will lead worship services, preach, and oversee the sacramental life of the congregation. The rector will guide the spiritual growth of the congregation through teaching, prayer, and oversight of Christian Education.

HOSPITALITY AND EVANGELISM

We believe that our faith and spiritual practices are of value and importance to others and we would like to share them. We seek a rector who is skilled at fostering strong interpersonal relationships with parishioners and visitors who may wish to join our congregation and who encourages hospitality and evangelism, inviting others to share our spiritual bounty; a rector who will work with our Stewardship Committee to encourage participation in ministry and financial giving.

PASTORAL CARE AND SOCIAL JUSTICE

Our next rector will work with us to provide pastoral support to parishioners, visiting the infirmed, counseling individuals or families, and offering guidance during times of crisis or personal struggle. Our

rector will lead and encourage the parish's vision to sustain and enhance our work in underserved communities.



CHURCH ADMINISTRATION

We seek a strong, transparent communicator to work with our vestry to provide a clear message and direction. We seek a rector who will help to foster a collaborative ministry environment, and who will actively empower teams and volunteers and seek to grow lay leaders.

3 OUR PEOPLE AND MINISTRIES

A WARM AND WELCOMING SPIRITUAL COMMUNITY

St. Michael's is a warm, welcoming, and inclusive spiritual community. We are blessed with strong and dedicated lay leadership and we strive to be a dynamic and positive force that is involved in our community. A conviction to make the most of God's gifts has led to the development of many effective ministries and outreach programs, the growth and maintenance of a large campus with many, well-used facilities that are constantly put to good use, and also to the establishment of a Day School that is recognized as one of the finest in this region. We invite all to celebrate love, peace, grace, community, and the Holy Spirit with us.

PEOPLE OF DIVERSE TALENTS



St. Michael's people are from all walks of life and our congregation includes about 280 members from 186 households. We are the 5th largest of 64 congregations in the Episcopal Diocese of Northern California under the spiritual guidance of our eighth Bishop, The Rt. Rev. Megan Traquair. Eighty-seven percent of us live within 10 miles of church, and 67 percent live within 4 miles. Eighty percent of us report attending church at least twice per month. Our members have long tenure here, with 65 percent belonging more than 10 years. Average Sunday attendance, including an on-line service, is about 120.

Our parish includes people who commit their many and diverse talents to parish ministry. We have consistently contributed leadership talent to the Diocese of Northern California, as well. We are also well educated, with 99 percent having some college education, and 44 percent having some graduate education or a graduate/professional degree (compared with 18 percent within the immediately surrounding area).

Our average parish household income is significantly higher than the Sacramento metropolitan area average and 20 percent of us are in peak earning years of 45 to 65. However, we are a church of retired people; 77 percent being 65 or older. Forty-one percent are single, and the rest are in relatively small families.

We are less diverse in terms of ethnicity than our surrounding community. St. Michael's is about 90 percent White, the community within a mile is about 75 percent White, and the wider community is about 61 percent White. Four percent of our members are Latino, 1 percent African American, 1 percent Asian, 1 percent Native American, and 3 percent describe themselves as multi-ethnic.

OUR STAFF



We are looking to employ a full-time rector. Currently, we have an interim rector, one assistant priest, and two volunteer associate priests. We also have a music director, parish administrator, sexton, bookkeeper, and treasurer. Staff positions are as follows:

Rector—Our rector is the leader of and our companion in worship, spiritual growth, community

involvement, pastoral care, Christian education, and administration. The rector also works collaboratively with the head of the Day School to coordinate the activities and facility use of both institutions.

Assistant for Family and Youth Ministries—A full-time priest is responsible for planning and organizing our Sunday school program and coordinating other events for our families and youth. She is responsible for the Sunday school curriculum and special events such as Vacation Bible School and summer Theater Camp for youth. She participates in Sundays services, preaches, and serves as the celebrant.



Associate Priests—There are two associate priests who are retired, volunteer their time, and are not financially compensated. They both work from home, make occasional home and hospital visits, and infrequently use the church's administrative offices. Each preaches one Sunday a month, celebrates one Sunday a month, and assists each Sunday that they are not preaching or celebrating. Together, they plan, attend, and officiate the Friday morning service of Eucharist and contemplative prayers. One oversees pastoral care for the parish, and the other plans adult formation programs, administers the men's prayer team, and provides occasional pastoral care. Both officiate occasional funerals, weddings, and baptisms.

Music Director—Our Music Director selects the music for services, serves as the organist/pianist, leads weekly choir rehearsals, and arranges music support for weddings, memorials, special concerts, and special services. This is a part-time position.

Parish Administrator—The Parish Administrator supports the Rector, Staff, and Vestry in areas of office management, communications, facilities use scheduling, and membership data maintenance. She maintains the church calendar, publishes the weekly Parish newsletter, the *Messenger*, and Sunday bulletins, coordinates office volunteers, and greets visitors during our normal office hours. This is a full-time position.

Sexton—This is a quarter-time position. Our Sexton provides normal custodial duties, minor maintenance and repairs, does room setup for gatherings, and schedules special repairs. St. Michael's Day School also employs a custodian, and their areas of responsibility partly overlap.



Nursery Care Giver—She maintains and supervises the nursery on Sunday mornings and for some parish events. This is a part-time, paid position.

Bookkeeper—This is a paid, part-time position.

Treasurer—The Treasurer is a volunteer, elected by the Vestry.

WORSHIP OFFERINGS

We offer a variety of worship services with the participation of many lay ministry leaders. Services are as follows:

- Rite II service at 10:00 a.m. Sunday with the Chancel Choir. This service is streamed online.
- Zoom contemplative service at 5:00 p.m. Sunday with inspirational music, readings, quiet meditation, and prayer. This is an on-line only service and helps to serve the needs of people who have difficulties with mobility or are temporarily indisposed.
- Eucharist and prayer service on Friday morning at 8:30 am.

- Morning prayer, four days per week, lay-led



Special Services—We begin the season of Lent with special services on Ash Wednesday and early morning Eucharist each Wednesday. During Holy Week we come together to remember our Lord's passion and death with services on Maundy Thursday evening including a Gethsemane Watch vigil that continues until the morning, and Stations of the Cross on Good Friday. Easter Sunday has a morning vigil and a 10:00 am service.

Other special services include the following:

- June - St. Michael's Day School 8th grade Baccalaureate service
- October - Feast of St. Francis and the Blessing of the Animals, held in our courtyard
- December - Christmas Lessons and Carols, led by our Chancel Choir

Lay Worship Ministries—Several ministries of dedicated and talented parish volunteers provide a strong sense of Christian community and enhance our worship experience each Sunday. At the courtyard entrance to the church, our Greeters warmly welcome newcomers as well as parish members to St. Michael's while ushers, readers, prayer leaders, and lay preachers lead, support, and administer to the congregation during the service. Altar Guild members prepare and beautify the altar for the Eucharistic celebration and acolytes and

Eucharistic ministers assist the pastor in preparing for and celebrating Holy Communion.



The 20-member chancel choir provides beautiful, spiritually moving, and uplifting music and periodically gives concerts for the wider community.

Anthems sung at the 10 a.m. service include well-rehearsed musical works chosen from a broad spectrum of classical and other genres. St. Michael's parishioners' esteem for our music program reaches the 87th percentile among churches in the Holy Cow! database of those that have taken the CAT survey (see Section 7).

After the 10 a.m. service, Christian fellowship continues at the coffee hour where members and visitors enjoy food and conversation in the parish hall.

Licensed Ministry—Licensed lay worship ministries include the following:

- Eucharistic Visitors
- Eucharistic Ministers
- Lay Preachers
- Worship Leaders

Young Christian Education/Sunday School—During the 10 a.m. service, childcare is provided.

LAY MINISTRY ACTIVITY

St. Michael's has a broad range of lay ministries in which our members are actively involved and that include ministries of community involvement; pastoral care; education and spiritual

formation; fellowship, hospitality, and fundraising; and church administration.

MERCY AND SOCIAL JUSTICE AND OTHER SERVICE MINISTRIES

Outreach is an important activity among our members who (individually or under the auspices of the Mercy and Social Justice Committee) provide services to a number of local and national

organizations. We hold a major fundraiser annually that historically has raised \$30 to \$50K that go to charitable organizations (not the church) supporting their food, shelter, education, and health programs. Local outreach ministry partners have included the following:



- River City Food Bank – an independent food bank in mid-town Sacramento with origins in the Episcopal Church
- St. Matthew's Center and River City Food Bank at St. Matthew's
 - Women's Empowerment
 - Sacramento Regional Family Justice Center
 - Carmichael Homeless Assistance Response Team (HART) Winter Services
 - Habitat for Humanity/Rock the Block
 - Gifts from the Heart Program – Thanksgiving baskets and Christmas gifts
 - Starr King TK-8 School – a neighborhood public school
 - St. John's Program for Real Change
 - Kairos Prison Ministry
 - Folsom Prison Centering Prayer program
- Sacramento Loaves and Fishes – feeding the hungry, sheltering the homeless



- Arden-Arcade Carmichael Faith Community ecumenical outreach forum
- Trunk or Treat – Safe Halloween outreach to the neighborhood in the St. Michael's parking lot
- Aunt Betty's Books (for children)
- Episcopal Relief and Development
- International Rescue Committee
- Parkinson's Association of Northern California

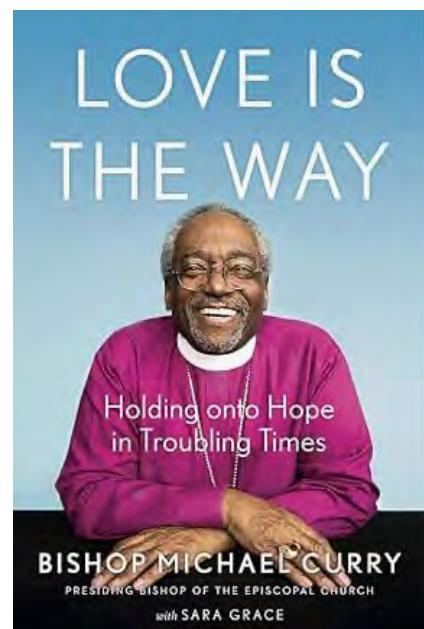
PASTORAL PROGRAMS

In addition to the pastoral services provided by clergy, our church is blessed with lay involvement in the pastoral ministries of the parish. These programs include the following Prayer Teams (praying for members of the congregation, their families and friends):

- Men's Prayer Team
- Healing Ministers
- Prayer Chain
- Congregational Prayer List

EDUCATION AND SPIRITUAL FORMATION

- **Education for Ministry (EfM)**—Since 1998, adults have been attending the University of the South at Sewanee's extension theology program at St. Michael's. This four-year program, led by lay mentors here, attracts students from other denominations and other local Episcopal churches in addition to the members of our parish. In recent years, 45 students have graduated from the EfM program at St. Michael's.
- **Centering Prayer**—A non-denominational Centering Prayer group meets regularly to practice the discipline of centering prayer. We have also been



involved in the centering prayer program for inmates of Folsom Prison.

- **Baptism, Confirmation, New Member Classes**—The clergy provide a variety of classes for those seeking to be baptized, confirmed, or to become members of the church.



- **Christian Education for Adults**—A variety of educational opportunities are provided throughout the year. During Advent or Lenten seasons, there may be small group studies focusing on bible studies or experiential sessions focusing on centering prayer or *lectio divina*. There is also an open Bible Study meeting weekly on Zoom and in person (hybrid). The diversity of the programs provides something for everyone.
- **Church Library**—The library contains over 300 volumes. All are available for check out except for designated reference books.

FELLOWSHIP, HOSPITALITY, AND FUNDRAISING ACTIVITIES

Our members enjoy fellowship during conversation-filled meals or explorations of nature. The following groups meet monthly or every other month for breakfast or lunch. Several raise funds for local charities and one hosts meals including the Shrove Tuesday pancake dinner and the Sunday School hot dog picnic.

- St. Margaret's Guild
- Daughters of the King
- Sacred Circle
- Episcopal Church Women AKA Friendship Guild
- Men's Breakfast Club

Our chapter of The Daughters of the King meets monthly for study and prayer and provides hospitality at diocesan events as requested.



The Mission Avenue Players is an award-winning community theater group, based at St. Michael's, that produces plays attended by the broader community, and sponsors chancel dramas and the Christmas Pageant.

Our members engage in annual fundraising events to support church operations. These include:

- Summer Indoor Yard Sale
- Winterdance Celtic Christmas Music Celebration

MINISTRIES OF CHURCH ADMINISTRATION

Our members support the church and community in other ways. These include participation on the following Standing Committees of the Vestry:

- Buildings and Grounds Committee
- Stewardship Committee
- Finance Committee
- Fundraising Committee

ST. MICHAEL'S EPISCOPAL DAY SCHOOL

St. Michael's Episcopal Day School (School) was founded in 1963 as an educational ministry of the Church. Its mission is to:

...teach traditional academic skills in the context of a caring community dedicated to helping each child

develop his/her intellectual, social, athletic, and spiritual capabilities.²

The School is part of a venerable tradition of independent church-related Episcopal schools, notable for their high academic standards,



dedication to humane values, and service to society. The School is one of the most highly regarded pre-K through 8th grade private schools in the Sacramento area, with approximately 250 students.

The School is a member of both the National Association of Episcopal Schools and the California Association of Independent Schools. It continues to operate under the set of core values

first established by St. Michael's Founding Rector Rev. Thurlow Baker, and based on the following key words:

- Compassion
- Diligence
- Respect
- Integrity
- Responsibility

The School Chaplain, an ordained Episcopal priest, leads student chapel in the St. Michael's Church sanctuary most days of the week. The Board, Head of School, Faculty and Grandparents and Parents clubs cultivate a sense of community, while the Board's Diversity Committee works to foster an inclusive environment.

² <https://www.smeds.net/about-us/mission/>

In 1993, the Church and School separately incorporated the School's administration and finances. The Church is the sole member of the School corporation. The bylaws of both organizations require Vestry ratification of the School's Board of Trustees' choice of a Head of



School and Vestry approval to acquire or dispose of real estate. Beyond that, the School operates independently in the management of its property, staff, and educational policy and curriculum. The Bishop of the Diocese of Northern California is the honorary Chair of the School's Board of Trustees. St. Michaels' Rector serves as an active, non-voting member and a member of the Vestry serves as a Trustee. The Church and School share the use of several spaces under a lease agreement to split utility and maintenance costs. The School's finances are sound, with a substantial reserve fund.

Many of the school buildings were built in 1999; others in 2012, and they are modern and well maintained and contain state-of-the art equipment. Facilities include a large gymnasium, classroom pods, resource learning centers, computer/research center, science lab, math lab, foreign language center, art studio, library, organic garden and large outdoor play areas.

The School has started a master planning process, has recently acquired additional property, and is looking to expand the Early Childhood Education Center and add new classrooms.

The long-time Head of School, Mrs. Mary Heise, will retire at the end of the 2024/2025 school year. The new Head, Mrs. Christine Saunders, will start ahead of the 2025 school year. It will be important for the Rector and Head of School to meet regularly to



coordinate the use of space and to maintain a strong and cooperative relationship between the School and Church, especially during this time of transition in both organizations.

4 CAMPUS RESOURCES

St. Michael's Church and Day School are located on six acres in a well-established residential neighborhood in Carmichael. The property includes eight main buildings, a courtyard, and large playground areas with substantial on-site parking. There are two entrances to the property: from Mission Ave and Cottage Way. Our facilities are relatively new and are well maintained. They are used not only by the church and school, but also by a variety of groups in our community.

THE SANCTUARY

Constructed in 1963, with a major remodel in 2018, the sanctuary is designed with a cascading series of high-pitched ceilings, creating a unique and flowing structure. The walls of the nave have inset stained-glass panels symbolizing the lives of the four major prophets and the four evangelists. Award-winning artist Kathrin Burleson's modern contemplative prints of the Stations of the Cross are displayed year-round on the north and south walls of the sanctuary. The church has conventional oak pews and padded chairs with total standard seating for 242 (not counting the choir). Larger services or events can be streamed to video monitors in Johnstone Hall. The church building also has a sacristy, columbarium, Choir Director's office and restrooms.



The St. Michael's Green Team arranged in 2024 for the replacement of a gas-fired heating system with all-electric heat-pumps and smart thermostats. We also converted the fluorescent lighting in the multipurpose and office areas to energy-efficient LEDs. This initiative is in

compliance with a Diocesan resolution requiring that Parishes develop a plan by 2025 to be carbon neutral by 2030.

COURTYARD

Outside the double doors of the church entrance is a large, paved courtyard with planters and trees. The courtyard contains a basalt pillar fountain, teak



furniture, and large umbrellas. There is a 28-foot-diameter labyrinth at one end of the courtyard and a wooden lych-gate adjacent to the labyrinth.

PARISH HALL

The Parish Hall consists of a large open room that can be configured for a wide range of activities. At one end of the room is a commercial kitchen used by the church for events and by the school for their lunch program. Built in 1960, the Parish Hall still serves as the hub of most social activities, such as coffee hour. It is connected with Johnstone Hall, the meeting rooms, and storage and administrative areas as part of a large multipurpose building.

JOHNSTONE HALL

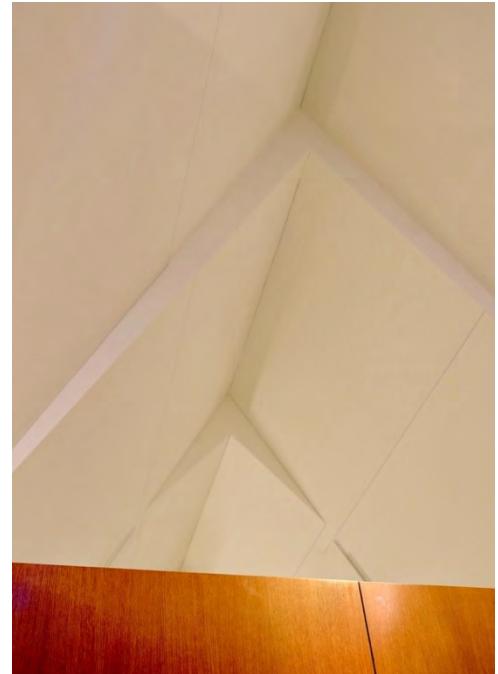
The Parish Hall opens through large folding doors into Johnstone Hall. This hall was constructed in 1983 to serve as an auditorium for church and school. It has a stage used for school plays, musical performances, summer theater camp for children, and community theater sponsored by our own actor's group, the Mission Avenue Players. Johnstone Hall constantly

changes form from town meeting hall to dinner theater to dance class to wedding reception to indoor yard sale, and is a true multi-purpose room.

MEETING ROOMS

There are several meeting rooms located in the multipurpose building. The Friendship Center is a large room with a folding partition that can be used to create two smaller, separate meeting rooms. . Renovated in 2017, it is furnished with easily moveable modular tables that can be configured to accommodate both small and larger meetings. There are two wall-mounted televisions in the room for on-line meetings and video viewing and a *Meeting Owl* 360-video camera system for use in Zoom hybrid meetings. Adjacent to and connecting with the office area is a library that also serves as a small meeting and breakout room.

Connecting this room with a hallway and Johnstone Hall is a small kitchen with refrigerator, sink, and stove.



ADMINISTRATIVE OFFICES

The office area is a modern, functional space in the multipurpose building and includes the Rector's office, four smaller offices, an open administrative area with three workstations, a restroom, and a large copy/storage room.

5 FINANCIAL RESOURCES

St. Michael's has a history of fiscal responsibility and has balanced its spending and income for the past 10 years. St. Michael's Church has no mortgage payments or outstanding debts and has a long-standing tradition of meeting its financial obligations to the Diocese. During the Covid emergency, our pledges remained stable and more than 95% of our pledges were paid in full.

The total of all St. Michael's non-operating funds, as of January 19, 2025 is:

Fund	Amount
Endowments	\$8,395
Restricted funds	\$185,720
Unrestricted funds	\$962,496
Total all Funds	\$1,156,611

We are a generous congregation and enthusiastically support community outreach projects. A cherished tradition of St. Michael's is to hold a major annual fundraiser in support of outreach programs (not the operating fund) through the Vestry's Disaster Relief Reserve Fund and the Mercy and Social Justice Committee's annual giving initiative. We were unable to hold our fundraiser in 2020 due to restrictions of the Covid pandemic but, in compensation, the Vestry allocated \$25,000 from reserve funds for various outreach programs. In 2022, the Vestry determined that our reserve funds had grown large due to a "windfall" of investment fortune. In response to this as well as the need to reduce fundraising and outreach activities due to Covid health and safety concerns, the Vestry donated \$100,000 in total, to three Sacramento County charitable organizations.

The sale of a donated vacation property called Wagon Tree Ranch, located in a remote location and seldom used, provided a sum that we invested through the Diocese of Northern California. The million-dollar renovation program completed in 2018 to update our sanctuary with new finishes and remodel our choir room, columbarium and meeting rooms was funded partly by a capital campaign and partly by Wagon Tree Ranch funds.

We share portions of our campus with St. Michael's Episcopal Day School and divide the utility, maintenance, and capital improvement costs under a lease agreement based partly on frequency of use. This agreement applies to the sanctuary, Parish Hall, preschool room (Early Childhood Education Center), and Johnstone Hall, a gymnasium/theater/ meeting space adjacent to the Parish Hall. The school campus, including most of the classrooms, offices, and the gymnasium, has utility meters separate from those that serve the Church buildings and is the sole responsibility of the school for utility cost and maintenance.

Table 1. Ten-year history of pledges, net income, and total funds

Year	Pledges	Net Income/Loss	Total Funds	Comments
2024	\$576,324	\$28,518	\$1,156,611	
2023	\$586,058	\$57,782	\$1,095,210	
2022	\$503,806	(\$198,034)	\$1,036,207	Unrealized loss + large gift outreach
2021	\$484,831	\$76,570	\$1,249,972	
2020	\$484,772	\$99,607	\$1,081,647	
2019	\$461,326	\$101,927	\$900,172	
2018	\$422,157	\$106,893	\$649,130	Campus space renovation
2017	\$464,738	\$465,759	\$836,055	
2016	\$450,403	\$354,695	\$1,375,277	
2015	\$435,281	\$50,526	\$931,889	

Our pledge income has grown almost every year during the past 10 years (Table 1), even as the number of pledging units has declined.

The Treasurer, assisted by a standing Finance Committee, oversees our finances and is a volunteer elected by the Vestry. We have a paid Bookkeeper and other accounting functions are outsourced to a local accounting firm. The Diocese audits the books annually.

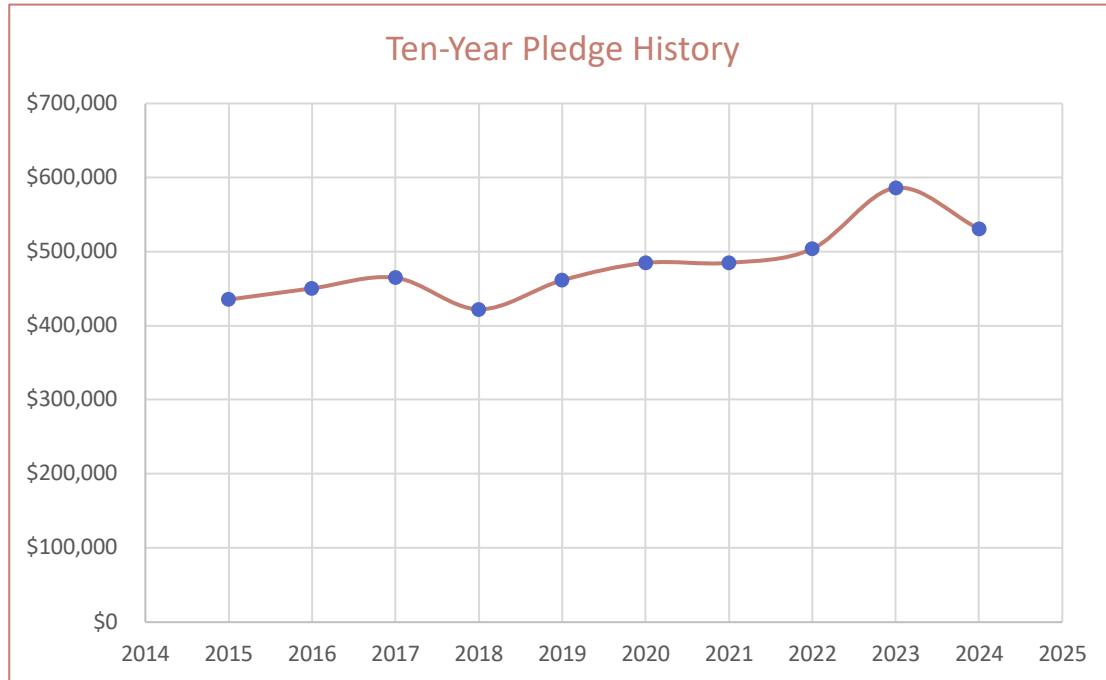


Table 2 (next page) shows a financial statement for the years 2020-2024, and the 2025 budget.

Table 2. Financial Statements, 2022-2024 (Actual) and 2025 (Budget)

Item	2022 Actual	2023 Actual	2024 Actual	2025 Budget
OPERATING INCOME:				
Pledge Payments	\$503,806	\$586,058	\$530,614	\$516,900
Loose Offering/Gifts	\$106,804	\$101,361	\$52,356	\$49,700
Mercy & Social Justice	\$22,029	\$27,517	\$25,714	\$21,800
Fundraising Events	\$58,502	\$18,448	\$46,977	\$30,000
Facility Use Fees	\$5,240	\$3,935	\$3,090	\$3,900
Other Income	\$24,109	\$26,312	\$61,174	\$30,312
Total Operating Income	\$720,490	\$763,631	\$719,925	\$652,612
OPERATING EXPENSES:				
Salaries, Taxes, and Benefits:				
Salaries	\$258,294	\$300,837	\$289,790	\$346,851
Taxes & Benefits	\$80,424	\$94,002	\$94,248	\$113,575
Subtotal Salaries, Taxes, Benefits	\$338,718	\$394,839	\$384,038	\$460,426
Mission Apportionment:	\$85,905	\$113,407	\$105,950	\$105,302
General Operating Expenses:				
Outreach Grants	\$22,671	\$43,418	\$23,800	\$30,700
Program Ministries Expenses	\$34,016	\$57,995	\$65,149	\$58,120
Buildings and Grounds Expenses	\$124,015	\$161,025	\$164,493	\$141,585
Office Expenses	\$60,389	\$50,919	\$59,164	\$54,900
Leadership Expenses	\$200	\$718	\$10,407	\$14,400
Fundraising Expenses	\$10,243	\$4,259	\$14,669	\$7,000
Subtotal General Operating Expenses	\$251,533	\$318,334	\$337,682	\$306,705
Total Expenses	\$676,157	\$826,580	\$827,670	\$872,433
Net Income before School reimburse	\$44,333	(\$62,949)	(\$107,745)	(\$219,821)
School utility cost reimbursements	\$45,619	\$64,327	\$90,744	\$72,000
NET OPERATING INCOME (LOSS)	\$89,952	\$1,378	(\$17,001)	(\$147,821)
OTHER INCOME AND EXPENSES:				
Other income/loss*	(\$132,138)	\$114,989	\$101,927	\$110,000
Depreciation and clergy discretionary	(\$55,847)	(\$58,585)	\$56,409	(\$58,428)
Donations to charities	(\$100,000)	\$0	\$0	\$0
	(\$287,985)	\$56,404	\$45,519	\$51,572
NET TOTAL INCOME (LOSS)	(\$198,034)	\$57,782	\$28,518	(\$96,249)

*Unrealized investment, clergy discretionary funds inflows, Employer Retention Credit, restricted rebuilding income (not a budget item). Large unrealized loss in 2022 due to market conditions during pandemic emergency.

6 A POSITIVE FORCE IN OUR COMMUNITY

St. Michael's Parish was founded in the 1950s during a period of rapid growth in the Sacramento metropolitan area. Between 1955 and 1970, we grew from a meeting of 23 people at the home of Gladys Small to a large church of nearly 500 families. St. Michael's began as a mission based at St. Matthew's parish,



three miles to the northwest. The first services (outside of homes) took place on March 20, 1955 in the Sierra View Mortuary Chapel, affectionately known as 'St. Mortuary.' We called Father Baker as Vicar in 1957 and then as our first Rector in 1960, when we became a parish. The Parish Hall was completed in 1960

and the sanctuary was dedicated in 1963. The church grew rapidly during the 1960s and 1970s, becoming one of the largest in the diocese. Johnstone Hall was constructed in 1983 as a Day School gymnasium and classroom building.

In our 64 years as a parish, a number of clergy have served St. Michael's as Assistant or Associate, Priest-in-charge, or Rector. We have been fortunate that, for most of this time, just six capable and caring priests have provided long-term and stable leadership for our congregation as Rector. These are: Thurlow Baker (12 years), Deane Kennedy (14), Dennis Odekirk (7), Richard Visconti (7), Mary Hauck (9), and Mary Claugus (11). Those serving in significant roles as Rector, Interim or Priest-in-Charge during times of transition

included James McClain, Thomas Steensland, Roger Wilkowski, and Michael Kerrick.

A MOSAIC OF DIVERSE NEIGHBORHOODS

Our local community of Carmichael/Arden Arcade³ is a near suburb of Sacramento that is centrally located to downtown and all of the metropolitan area's major employment centers. It is a large community, with approximately 175,000 people, about 15,000 of them within one mile of St. Michael's. Carmichael has grown by about 30 percent in the past 10 years, mostly by infill development.

Carmichael/Arden Arcade is the area within four to five driving miles of St. Michael's church and contains 65 percent of our membership. Until the 1950s, it consisted of farms, rural residences, and small real estate developments. Today, this 30 square-mile area contains business, commercial, and some industrial areas, but is largely a mosaic of diverse residential neighborhoods and shopping centers. Being about a half-hour drive from downtown Sacramento, this area has always served as a bedroom community for the downtown business district, state government, and the larger metropolitan area. It is also near exurban shopping and employment centers.



Residents of our community live in housing that is an eclectic mix of a large apartment and townhouse complexes, wealthy enclaves, residential tracts of every post-war vintage, new developments, and rural ranches with horse barns and paddocks. Sacramento housing remains affordable, and it is located in easy driving distance of scenic and recreational opportunities in the Sierra foothills, Sierra crest zone, and Pacific Ocean beaches.

³ Carmichael and Arden/Arcade are the census-designated places that encompass nearly all of the area within a 10-minute drive of St. Michael's.

San Juan Unified School District, one of the largest in the state, has long been regarded as one of the best school districts within the Sacramento metropolitan area. Although it more recently has faced challenges of decreasing enrollment, the quality of teaching and educational attainment of its students remains high.

The local area's greatest natural asset is the American River, which forms its southern boundary. A strip of land on both banks of the river is a public parkway that stretches for the 30 miles between the Sacramento River and Folsom Lake. The parkway is threaded with bicycle, horseback, hiking, and mountain bike trails, and studded with shady parks, quiet groves, and scenic viewpoints.

The following table shows some basic demographic characteristics of Carmichael/Arden Arcade, and the area within a mile of St. Michael's.

Demographics of Carmichael and Arden-Arcade

Characteristic*	Arden-Arcade	Carmichael	1-mile radius of St. Michael's
Population (2020 Census)	94,659	79,793	16,098
10-year population change	3%	29%	3%
Poverty	17%	11%	12%
Ethnicity:			
White	54%	67%	76%
Hispanic or Latino of any race	20%	15%	12%
Asian	12%	8%	8%
Black or African American	9%	5%	3%
Two or more races	14%	13%	12%
Median Household Income	\$71,457	\$81,823	\$109,813

* 2020 U.S. Census

7 BLESSINGS AND CHALLENGES

At St. Michael's we are proud of our spiritual vitality, theological diversity, generosity, and deeply inter-connected community and strive to maintain these special qualities. Nevertheless, we face significant demographic challenges. We need to become more multi-generational and broaden our cultural appeal. We must also continue to provide the meaningful relationships and pastoral care that sustain our elders and members in need while at the same time we renew and sustain our strong commitment to social justice and ministry to those in need in the broader community. We are blessed with many resources to confront and overcome obstacles and seek to grow our ministries and missions. These resources include a large and talented congregation available for and committed to ministry; strong lay leadership; a dedicated and capable church staff; and a large and well-maintained physical plant. We seek a pastor who will walk with us along the path that God has chosen. We seek a pastor who will challenge us to grow in our relationship with God, each other, and our community. We invite you to come celebrate love, peace, grace, community, and the Holy Spirit together with us.

Parish Profile Team

- Rick Larkey – Senior Warden
- Tammy Murray – Junior Warden and Listening Event Team Leader
- Doug Davy – Profile Team Leader, author, editor, document design
- Greg Dewey – Author, editor
- John Quené – Treasurer, Finance chapter
- Jennifer Franz – Survey Team Leader



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