

First-St. Andrew's United Church

350 Queens Avenue, London, Ontario, N6B 1K6

www.fsaunited.com

Where Liberal Theology Meets the Best of Tradition

*An Inclusive Christian Family Encouraging Spiritual Growth through Worship,
Friendship, Learning and Action*



Joint Needs Assessment Committee Report for

FIRST-ST. ANDREW'S UNITED CHURCH – LONDON, ONTARIO

MAY 12TH, 2009

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I. ESTABLISHMENT OF THE JOINT NEEDS ASSESSMENT COMMITTEE

BACKGROUND

In the fall of 2008, the Council of First-St. Andrew's United Church (herein referred to as FSA) of London, Ontario authorized the creation of a Needs Assessment Committee.

This decision signaled an increasing awareness and appreciation of a **CLIMATE OF CHANGE** within the pastoral charge. Declining church revenues, falling attendance, an aging building and aging congregational population combined with a recent influx of some younger families with young children, youth, single adults, gay, lesbian and trans-gendered individuals - interested in exploring a supportive, open, progressive Christian theology – encouraged Council to examine our vision, future focus and direction.

The status quo was clearly no longer sustainable, and the window for making viable change appeared to be rapidly narrowing. Hope, however, rested in the recent influx of some children, youth, young families, singles and the “Seeker” generation together with all of the energy and enthusiasm characteristic of those constituencies.

Recognizing that a transformational ministry is necessary to guide us through significant changes in organizational culture, vision and programming, and that specific focus was needed upon the incoming generations, if FSA is to remain a vibrant, active part of the London community, Council encouraged an in-depth visioning process involving as broad and representative a sample of the congregation and its constituencies, programs, committees, staff and governing bodies as was possible.

The decision later in the year by our current minister of Worship and Administration, Rev. Dr. David McKane, to announce his retirement in July 2010, shifted our focus to include the specific requirements of a Joint Needs Assessment Committee process and with that the invitation to Middlesex Presbytery to join us in our deliberations.

JNAC COMMITTEE MEMBERSHIP

The Committee struck represented a balance of the young and the young-at-heart, life-long Christians and new Seekers, members of traditional and alternative family and gender constellations, always single and newly single adults, women and men in equal balance. FSA members included Rocky Moretti (Chair), Dr. Jo Ann Silcox (Secretary), Dennis Pellarin, Mark Hill, Geoff Vogt, Amanda Williams, Mary Ann Hodge, Linda Badke, Jacob Tufts, Bob Slater, Joan Bancroft, Barb Dalrymple, Nancy Johnson, Jan Hendry, Dr. Paul Pennington, and Dr. Terry Peters. Middlesex Presbytery was represented by Val Hodgins and Jan Barnwell.

II. Overview & Summary of this Report

The work of the JNAC Committee was broader and more encompassing than that of traditional JNAC consultations. Our report serves two purposes as expressly requested by council. First, it satisfies the specific needs of a Joint Needs Assessment Committee Report process by addressing the vacancy created by the announced retirement of Rev. David McKane in July 2010. Secondly, it presents findings from the research conducted with the congregation, staff and various constituencies during our committee's investigations and provides some recommendations for Council's consideration.

The Joint Needs Assessment Committee (JNAC) found that FSA has *many strengths*, including: a congregation whose members are: energetic, well-educated, committed, vibrant, active, involved, loving and supportive, a talented staff team, a beautiful building, a tremendous music program, an enviable location in the heart of London, Ontario, strong financial resources (relative to many other United Churches in Canada), excellent outreach programs, a spirit of openness and inclusivity and positive affirmation. These strengths are supported within the context of a strong liberal and progressive model of Christianity.

We also identified *several challenges and opportunities* as we move into the future, including: the need for a more clearly articulated and broadly endorsed vision, an aging/diminishing congregation, a building in need of repair and renewal, a scarcity of young families, a lack of membership growth, stagnating revenue growth, competing committee agendas, the requirement for closer alignment and transparency between congregation, Council and staff, and a general societal decline in church participation.

In order to make progress in the near term on these identified challenges and opportunities, the JNAC Committee is recommending that a **Transition Team** with Ad Hoc Committees be established by Council to focus on these work efforts and that they work in concert with Council and its committees to suggest and adopt changes and improvements in areas that are deemed important. Please see Appendix A for more information on this topic.

IDEAL MINISTERIAL CANDIDATES

The incoming Minister at FSA needs to be a transformational leader capable of guiding the congregation through a period of significant change. This person will be a deeply spiritual and compassionate individual, a dynamic, intelligent and engaging preacher, and an effective team player and facilitator who is experienced at recruiting and engaging young families and attracting and retaining new members while ministering effectively to existing and long-standing members. It will be important that the incoming Minister be a strong team

contributor within a church Council and staff, have experience and interest delivering quality pastoral care to all members, personally and by training and empowering pastoral care volunteers and be a leader who leads through Christ-like modeling behaviors. This person will ensure that our strong foundations and traditions are preserved and respected while also encouraging us to consider new options for our growth and transformation so that we can thrive as a renewed and relevant Christian faith community within the United Church of Canada. He/she will: empower and engage us to be active in the design of the course of our own future, encourage and create harmony, mutual respect, volunteerism, participation and openness. He/she will help us continue to be a progressive family of Christian believers that endures and is vibrant because we discover and proclaim our relevancy to a broader constituency of liberal Christian believers. He/she will be a good administrator, comfortable with financial planning and budgeting and be able to effectively manage a staff team to bring out their strengths and talents while ensuring that they as a staff team adhere to and deliver on the vision, hopes & expectations and goals established by the church's congregation and Council.

III. JNAC REPORT – REQUIRED ELEMENTS

A. COMMUNITY RESOURCES DESCRIPTION

COMMUNITY OF THE PASTORAL CHARGE

OUR CHURCH FAMILY DESCRIPTION AND VALUES

FSA is both a place and a community of believers “[where liberal theology meets the best of tradition](#)”. We value and respect our history and traditions while we endeavor to evolve into a faith community that attracts and embraces new members by creating renewed meaning, spiritual vitality and relevancy for families, children, youth and individuals and groups from a variety of socio-economic backgrounds. We build on our strong inclusive and welcoming nature so that together we can be mutually supportive, survive and thrive as a church community of Christ both within our own city of London and as international citizens. We sustain our traditions while developing new ones that will continue to secure FSA a place and community of respected traditions, creative growth and enriching rebirth.

We are centrally and conveniently located at the corner of Waterloo and Queens Avenue in the heart of downtown London. We are within blocks of City Hall, Victoria Park, the YMCA, Covent

Garden Market, the John Labatt Entertainment Centre, the Grand Theatre, Museum London, Citi Plaza, and a host of new adult high-rise condominium complexes.

The large yellow brick church with the high spire is a landmark in our community. We have tried our best to eliminate barriers that might be a problem for those who want to join us. FSA is largely wheelchair and scooter accessible and assisted-hearing devices are available from the ushers. During the year, we have two services each Sunday, one at nine a.m. in the chapel, and one at ten-thirty a.m. in the main sanctuary. However, in the summer, we "go informal" and have only one service (at 10:30) which is held in the Church's lower hall (Proudfoot Hall) where it is a little cooler. Beautiful stained-glass windows surround us as we worship. Our large choir loft, balcony and organ are all situated in the back of the church.

To experience the feeling of being at FSA, try standing in the church balcony and taking a sweeping 360-degree panoramic look at the interior of the church by taking a virtual tour at this web link: <http://worldwidepanorama.org/worldwidepanorama/wwp1204/html/MikeLin.html>

During the regular year, after 10:30 service, we gather downstairs in Proudfoot Hall to meet and greet each other over coffee. In the summer, we go out on the front lawn for lemonade.

The History of First-St. Andrew's United Church

As one can see from our name and how it's spelled, we represent two congregations that merged in 1937. What many people don't know, however, is that the two congregations actually started out as one.

The Rev. William Proudfoot arrived from Scotland and founded a congregation which became **First Presbyterian Church** (United Associated Synod of the Secession Church). There followed a withdrawal of the established church adherents to form a separate congregation, **St. Andrew's Presbyterian Church**, which, until it could build its first building, met in different downtown locations.

Social Community

Our congregation of approximately 450 families is drawn not only from the core but from the four corners of this city of 375,000 and beyond.

We are lawyers and lab workers, artists and musicians, teachers and technicians, doctors and dentists, social workers and scientists, professors and personnel managers, craft persons and care-givers, entertainers and entrepreneurs, business owners and business managers, salespersons and seniors, one of every gift under the sun! We are seniors, children, couples, teenagers, post-secondary school students, gays and lesbians, from many cultural and ethnic

backgrounds and we have a strong sense of compassion and care for one another and are united in our communal activities and church life.

The '*communal table*' is a favourite gathering place in this intentional congregation in its outreach to those in need (Out of the Cold Meals are served to 145 homeless people every Monday night and weekly grocery donations are made to St. Paul's Daily Bread Food Bank) and to the surrounding community (Neighbourhood lunches, Conference and Presbytery luncheons) and within the congregation itself (Supper Club, Family Potluck Suppers, Congregational Lunches and Dinners, UCW Luncheons, Burns dinner, Amnesty International Dinners etc.)

Spiritual Community

First-St. Andrew's is an 'emerging Church' committed to a progressive model of Christianity, vigorous inclusivity, intentional spiritual growth, radical hospitality, embracing the stranger, community building, healing in all of its forms, spiritual accompaniment, mission to the local, national and international community, inter-faith dialogue, inter-generational worship, contemplative meditation, vigorous discernment, manifold ministries music- both vocally and instrumentally, living the questions and embracing the hope!

Worship

In preaching, teaching, liturgy and interpretation of Scripture, our emphasis is on *seeking the Holy within us, among us, in Scripture and beyond*—recognizing that revelation and understanding are to be found by those who choose to reflect theologically in thought, word and deed.

Gatherings of the whole for Worship take the form of *Chapel* (9:00 am on Sundays), *Sanctuary* (10:30 am on Sundays), *Labyrinth and Alternative Worship Services* (on an occasional basis).

The [Worship Committee](#) has the responsibility for planning and overseeing the services on Sunday mornings. In addition to the normal services, they are responsible for organizing Communion seven times a year and Baptism three times a year. They seek out and invite special speakers for church occasions such as Anniversary Sunday and help to organize other special worship events, such as the Christmas Eve, Maundy Thursday and Good Friday Services. The committee also is in charge of organizing greeters and ushers for each service with the help of monthly Narthex Coordinators. Securing congregational participation in the reading each Sunday of the scriptures is also a Worship Committee function.

Christian Development

Opportunities for such individual and group epiphanies are found in mid-week study and discussion groups, sequential exploration of the DVD series *Living the Questions, Saving Jesus, Eclipsing Empire*, *Accessing the Mystic* (and beyond!!), *Spirituality on Tap* (a theological reflection on the arts), *Dream Group, Annual Proudfoot Lectures, Healing Prayer Team, Labyrinth Walks, Baptismal/Confirmation/Wedding/Funeral Preparation*.

Cradle Roll A kit called “Growing in God’s Love” is sent to families with new babies to help them celebrate important events in their little one’s development.

Nursery The Nursery, next door to the Chapel, is available at both services, for infants up to two years of age are manned by contracted professional child care workers. Parents are issued beepers so that they can be contacted in church if necessary. We are always looking for congregational volunteers to sign up to help since this is a “booming” part of our church. With lots of toys, quiet areas for naps and excellent care-takers, our nursery is a hit with the small-fry and with moms and dads too.

Church School This is where youngsters age 3 to grade 6 gather together. Church School is held every Sunday after the “Children’s Time” of the 10:30 service.

Teens in Transit (TNT) A group for young people in grades 7 and 8 who meet on Sunday mornings at 10:20 a.m. during the regular school year.

IMPACT Impact is a program for young people in grades 6-12. A youth program is provided every Sunday during the 10:30 church service, with the youth leaving the service at the same time as the children go to their church school classes. There is also an after high school program from 2:45 to 5:15 every Thursday. Special events are scheduled throughout the school year, sometimes dividing the group into Junior and Senior Components to ensure relevancy.

Bible Study The Sunday Morning Bible Study Group meets weekly from 9-10 a.m. in the Sun Room except in the summer. The Thursday Morning Bible Study meets weekly in the parlour at 10 a.m. except in the summer.

Dream Group Come and discover the amazing world of your dreams.

Spirituality on Tap An informal evening of a movie and relevant discussion from a spiritual perspective.

Confirmation Classes The committee oversees the instruction given to teens to prepare them for confirmation in May. This is a special educative series usually delivered in the winter and

spring on Wednesday evenings by Dr. Shelstad.

Special Events From time to time throughout the year, the CD committee sponsors special adult learning programs, and opportunities to get in touch with one's spiritual self by walking the labyrinth.

Pastoral Care

In recognition of the growing needs for healing within our congregation and without, pastoral care is provided both by the ordained ministry team and by volunteer professional counsellors in the areas of New Member Nurturing, Congregational Visiting Team, Caring Callers, Pastoral Visitation, Individual and Family Counselling, Reiki, Care-for-the-Care-givers, Men's Brown Bag Discussion Lunch, After Service Coffee & Conversation, Grief Groups, Healing Prayer Chain, Healing Ministry Team, Prayer Shawl Ministry, Church Rides, Funeral Reception Committee and much, much more.

In addition to the pastoral care provided by David McKane and Susan Shelstad, under the auspices of the Membership and Nurture Committee, members of our congregation reach out to others in a variety of formal and informal ways.

Membership & Nurture Committee This committee is responsible for encouraging those with an interest to join FSA and enter fully into the communion of the United Church. To this end, it is responsible for planning for new members' welcoming dinners, and the special aspects of the church services which go with entering membership. Finally, the committee ensures that an updated database is available regarding membership referenced to the stated interests of our members in participating in the various volunteer works of the church.

Prayer Chain Volunteers pray daily for the needs of the congregation and community.

Funeral Reception Committee This is a new committee composed of teams who can be called on by the chair to organize and serve a light lunch and refreshments at the church after those funerals where our ministers have been officiating. All food orders are catered by outside firms so preparation of food is not a responsibility of committee members.

Caring Callers "Caring Callers" or "Telephone Ministry" was initiated about six years ago. About thirty dedicated callers make an average of six calls, four times a year" the end of August, Advent, January, and Lent (Easter). Some people are called more often, if necessary and not all members are called. Shut-ins, young families, pre-operative, post-operative, those in need of support, are kept up to date on church services, concerts and special activities. The callers are

also a very valuable liaison for the ministers and the office regarding illness, moves, and other problems. The Caring Callers are a very special group who take their job seriously and are very compassionate. This is an extremely important outreach service of First-St. Andrew's, and the rewards are very gratifying.

Congregational Visiting Team Our Congregational Visiting Team is comprised of members who offer ongoing support to our shut-ins. There are about 30 people involved who maintain contact with identified members of the congregation on a regular basis, especially at birthdays and holiday times.

Coffee & Conversation Conveners Every Sunday, following our 10:30 a.m. worship services, the congregation is invited to remain for refreshments and to deepen church friendships. In the summer we substitute coffee for "Lemonade on the Lawn." Volunteers make and serve coffee or lemonade and clean up.

Counseling Service There is a counseling service available to FSA members staffed voluntarily by Jo Ann Silcox, a psychiatrist, who provides initial assessment and follow-through counseling for individuals, couples, families or groups facing personal crises.

Care for the Caregiver This group is for those who find themselves in the role of caregiver and who, at least at times, are feeling somewhat overwhelmed. The group meets the fourth Monday evening of each month in the Parlor.

Rides for Seniors: Access to services and programs is provided by volunteer drivers.

Baptismal Preparation A baptismal preparation session is held prior to every baptism Sunday (usually on the preceding Thursday evening) to prepare the parents who are bringing their children for baptism. We explore the meaning of baptism and prepare for the Sunday baptismal service.

Ministry of Music

Music is at the heart of First-St. Andrew's. Excellence in instrumental and choral music both at individual and collective levels is evident in all aspects of the music ministry under our Music Director.

Adult and children's choirs flourish performing both within the congregation and for community audiences frequently through the church year. Outstanding *soloists* are supported through various endowed music funds and are often drawn from the Faculty of Music at the University of Western Ontario.



Instrumental music flows from the Casavant organs, grand and upright pianos, First-St. Andrew's Strings, Laudamus Bells, flautists, harpists, and delightful instrumentalists of every kind.

The **Senior Choir** leads the congregation in worship at the Sunday 10:30 a.m. service. Members handle a repertoire that runs from Bach to contemporary, international and Canadian composers, in Latin, German, Hebrew, French, and, of course, English. As a rule, soloists from the choir, provide music at the 9:00 am service.

The Senior Choir also plays an important role in the annual "Music at First-St. Andrew's" concert series, sponsored by "The Friends of Music."

Both **The Joyful Singers and The Junior Joyfuls** perform at Sunday morning 10:30 services periodically. They also play a large role in the annual Christmas pageant.

The Laudamus Bells perform an anthem on average once a month at the 10:30 am Sunday Service. They also prepare one or two special concerts each year.

The First-St. Andrew's Strings perform intermittently at the 10:30 am Sunday Service. They are usually involved during the Advent Season and on Easter Sunday.

Other Instrumental Music Opportunities occur frequently especially during Advent and at Easter. Small ensembles and soloists provide occasional preludes to workshop and accompaniments to hymns and anthems.

Mission, Outreach & Environment

Historically First-St. Andrew's has lived out the mandate of the United Church of Canada to *missions* both **at home** (in our local community) **and abroad** (nationally and internationally) as first priority.

Beyond our large annual donations to the *Mission and Service Fund* (now at 18% of our envelope givings), our congregation members enthusiastically raise funds for *Overseas Relief, Rotholm Centre of Mission Services, the LIFT Housing Project, St. Paul's Daily Bread, East London Outreach and Camp Kee Mo Kee, Los Quinchos school, Grow a Row, London Interfaith Counselling Centre, Limberlost Chaplaincy, Southdale Chaplaincy, Centre for Christian Studies, Five Oaks Christian Training Centre, Beth Emmanuel Church, My Sister's Place, L'Arche Canada, Women's Community House, Canadian Bible Society, Bible-a-Month Club, Sexual Assault Centre*

of London, FSA Hospitality Meal, Benevolent Fund and respond to many other requests of assistance.

First-St. Andrew's sees its primary role as that of forming an *intentional community* for the world outside our doors as well as for those whose privilege it has been to be formed in community within its walls. Here are examples of Outreach that our congregation is actively engaged with:

Annual [Amnesty International](#) Letter Writing Campaigns

[Los Quinchos Project](#) – to support a school program in Nicaragua for child street children.

[Weekly Hospitality Meals](#) – This program runs year-round on Mondays, starting at 5:30 p.m. and provides hospitality meals for regularly more than 100 persons. One hundred or more volunteers have become involved, many of them from other churches in the city and region. They are organized into crews for rotating duty every four weeks.

[Food drives and collections](#) for the Youth Action Centre and St. Paul's Daily Bread

Support to [ELUCO](#) (East London United Church Outreach) in specified projects

Joint efforts with St. Mary's United Church to support the Canada Food Grains Bank – "[Grow-a Row](#)" Project

Active support of [LIFT](#) ([London Inner City Faith Team](#)) – dedicated to creating affordable housing for economically challenged Londoners in conjunction with other downtown area churches.

Friendship & Learning at FSA

[United Church Women](#) The purpose of the UCW is to unite women of the congregation for the total mission of the Church and to provide a medium through which they may express their loyalty and devotion to Jesus Christ in Christian witness, study, fellowship and service. The UCW provides services for the church and the community in a variety of ways. Each year its members distribute flowers from the sanctuary after Sunday service to shut-ins, form special church decorating teams for Thanksgiving, Christmas and Easter, provide regular monthly programs for Extencicare residents, and arrange for table settings for the blind. The units also raise money to support the Church. In addition to their regular "Green" envelopes offering, they have three "big" projects each year, a spring and fall rummage sale and the Holly Bazaar. Through these and other efforts they help support fourteen organizations.

Marathon Bridge Group: provides an opportunity for friendship and skill development.

Isabel Getliffe Sewing Group For those in our church interested in hand and machine sewing, quilting, cutting and stuffing, this group prepares items for sale at the annual bazaar in the fall.

The Knit Wits This group produces items for children and adults who are in need in our community. They make prayer shawls for those in the church community and beyond who might benefit from this ministry. A happy gathering place for both experienced and beginning knitters.

Quilts for Wounded Soldiers Canadian soldiers wounded in Afghanistan are sent to Landstuhl, Germany for medical treatment, far from friends and family. To remind them that Canadians are thinking of them, Leona Forth of Strathroy initiated the Comfort Quilts Campaign. She has arranged for locally made quilts to be transported to Ottawa and then shipped over by military transport. In response to her request for quilts, this group meets for a quilting bee.

Family Potluck Group For those who either are raising children or enjoy sharing time with active families, this group gathers so that parents and other adults can get out together and not worry about whether the young ones are disturbing others. They meet for a very informal potluck supper from 5-7 pm on the last Sunday of every month in the Proudfoot Hall.

The Supper Club People of all ages gather monthly for a marvelous potluck supper, which includes a sing-song led by Paul Merritt, which is followed by a presentation by a special guest for the evening. The Supper Club normally meets on the fourth Tuesday of each month.

The Brown-Bag Group Every Wednesday at noon, from September to April, a group of men meet in the Parlour over brown bag lunches, washed down with coffee and tea. They enjoy talking about sports, politics (carefully, since a wide range of views is represented) work and play – and religion. Religious topics range from FSA itself--for example, its music--to questions of a deeper spirituality. Sometimes the group also engages in other activities, such as last year, when they sponsored a testing of the sound system which led to several improvements being made. Often discussions grow out of recent sermons.

Communitcations at FSA

Keeping well informed and connected is important to all members of FSA. We communicate extensively with one another in a variety of ways including: our comprehensive website located at www.fsa.com, our quarterly “Tidings” newsletter – a recent edition is available at www.fsaunited.com/PDFs/Tidings%20Generic.pdf, our weekly Sunday service bulletins itemizing our announcements and schedules of upcoming activities, our annual Council reports, our annual general meetings and any special congregational meetings.

The Current Staff Team of FSA

David McKane – Minister of Worship & Administration

Susan Shelstad – Minister of Christian Development

Frank Meadows – Minister Emeritus

Paul Merritt – Director of Music

Ted Kostecki – Community Development Coordinator

Susan Scorgie – Church Administrator

Maureen Scarborough – Administrative Assistant

Geoff Bottomley – Custodian

Lisa Chevrette & Erin Lovenjak – Contract Nursery Assistants

The **Ministry & Personnel (“M & P”) Committee** is a volunteer church member committee that works with each member of the church staff, the ministers, the music director, the business and clerical staff and the custodian to ensure they can perform their roles as a team to the best of their ability. They negotiate compensation packages and do annual performance reviews, as well as develop terms of reference for positions and reporting structures. At times, they step in to arbitrate or find help if “glitches” occur in the daily operations of the team. The committee usually meets once a month, but individual members often have meetings with staff on a one-to-one basis as well.

For more information on the staff team at FSA, please refer to our church’s website at <http://www.fsaunited.com/Staff.html> .

COMMUNITY SERVED AND DEMOGRAPHICS

Known as the Forest City, London is a great place to call home. Nestled at the forks of the Thames River in the heart of southwestern Ontario, London is a special place to live and work. Here, the affordability, charm and security of a mid-size community combine with the business and career opportunities of a big city, offering the best of both worlds. Tree-lined streets, pristine parks, extensive walking and biking trails, exceptional sports and community recreation facilities and a rich array of heritage sites are just a few of the qualities that entice individuals

and families to London. By road, rail or air, London is easily accessible. Toronto, Windsor, Detroit, Cleveland and Buffalo are all within a 200 kilometer radius.

FSA is located in the downtown core of London, at the intersection of Waterloo Street and Queens Avenue. All aspects of city life are found in this area of our downtown: religion, government, business, and leisure. Within walking distance to FSA are City Hall, The YMCA, Victoria Park, three high schools and the London Life head office. FSA is one of many downtown churches and we draw our congregation from all sectors of the city and from several of the small outlying towns. While a downtown church, FSA cannot be described as having a downtown congregation.

London has a broad economic base. We have a significant manufacturing sector as well as strong academic, business and medical communities. In addition to the elementary and secondary schools operated by the Thames Valley District School Board and the London and District Catholic School Board, London is home to the University of Western Ontario, Fanshawe College and a number of private educational facilities.

London is also a regional health centre for southwestern Ontario. The London Health Sciences Centre operates University Hospital, Victoria Hospital, Children's Hospital, and two family medical centers. The St. Joseph's Health Care London, operates St. Joseph's Hospital, Mount Hope Centre for Long Term Care, Parkwood Hospital and the Regional Mental Health Care London. The Robart's Research Institute and the Lawson Health Research Institute are also located in London.

As with a lot of cities, London's downtown has been struggling for over a decade as people and businesses moved out into suburbia. However, in the last three years, many luxury apartment and condominium complexes have been erected downtown. Many of these new units are being leased or purchased by "empty nesters" who find that they can walk to events and avoid the parking issue. It is hoped that these developments will result in a resurgence of our downtown.

Downtown is also home to the Central Branch of the London Public Library, and activities which include concerts by Orchestra London, plays at the Grand Theatre, concerts at Centennial Hall and a variety of events hosted by the John Labatt Centre. The John Labatt Centre, which is located in the west-end of the downtown core, is home to the London Knights hockey team and many events throughout the year, from skating events to music concerts and lectures by such notable presenters as former President Bill Clinton.

As previously mentioned, Victoria Park is located close to FSA. The park is home to many events throughout the summer such as; Home County Folk Festival, Sun Fest, Rib Fest and winter activities such as the annual Christmas light display and an outdoor skating rink.

For more information about London, please visit these two websites:

www.goodmovelondon.com/living

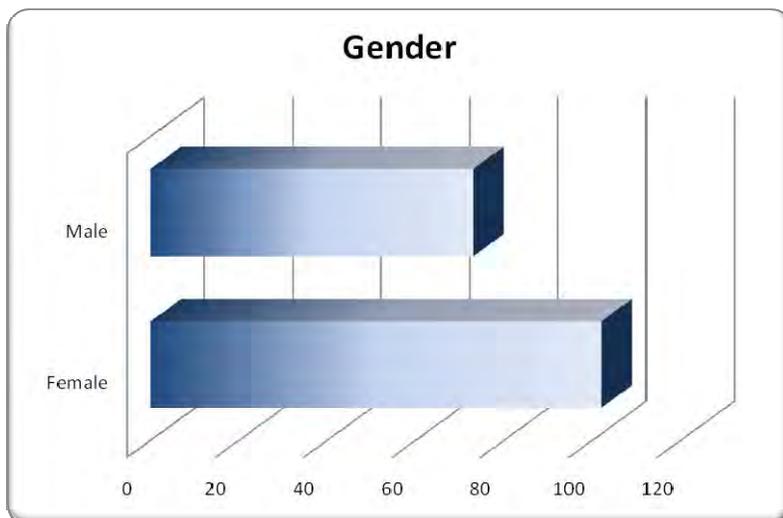
www.london.ca

INPUTS FROM SURVEYS, INTERVIEWS AND FOCUS GROUPS

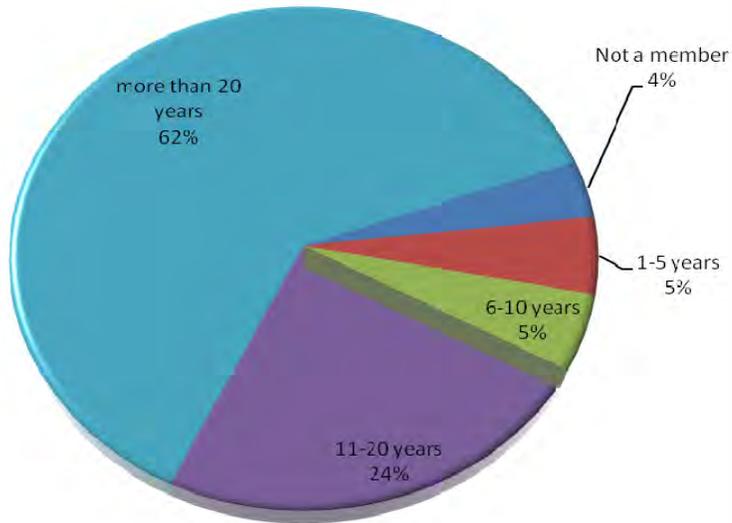
Congregational Surveys

An extensive survey was conducted of the entire congregation as a part of this JNAC process. Over 50% of our 440 members took the time to complete a survey and submit it. The results were tabulated and some of the data gathered is presented on the following graphs. The data is also summarized on spreadsheets that are catalogued along with hundreds of write-in comments which have been catalogued and are available in the church library for council, committees and ad-hoc committees to review going forward.

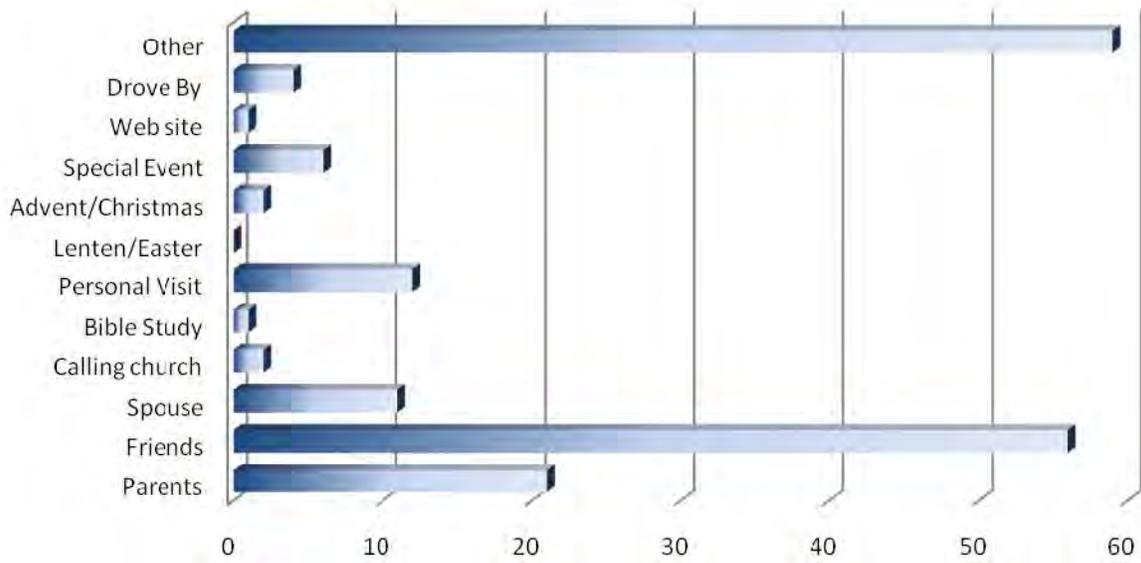
Here are several **Data Summary Graphs that** illustrate some of the data gathered from the surveys:



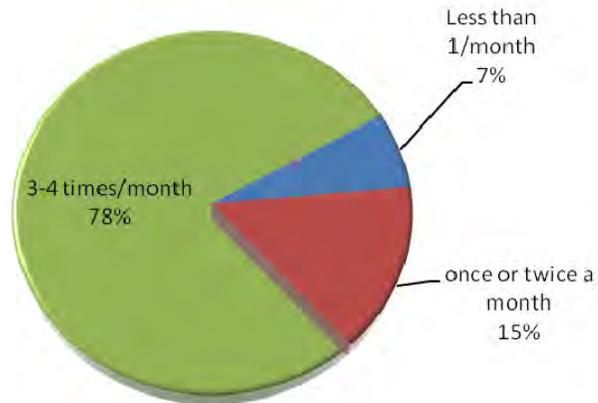
How Long Attending



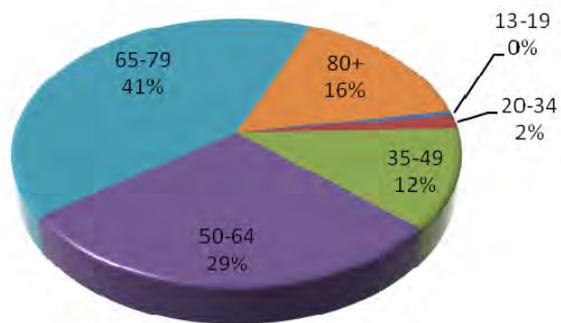
First Contact



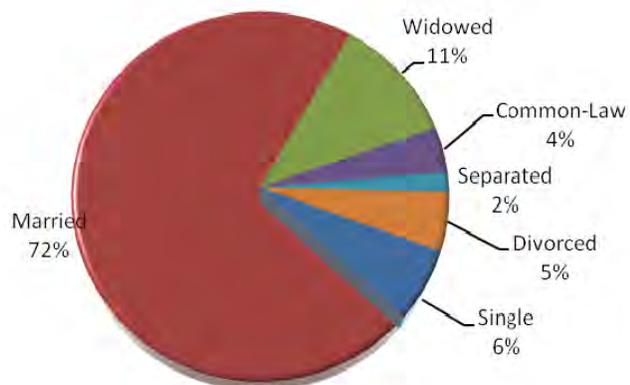
Attendance



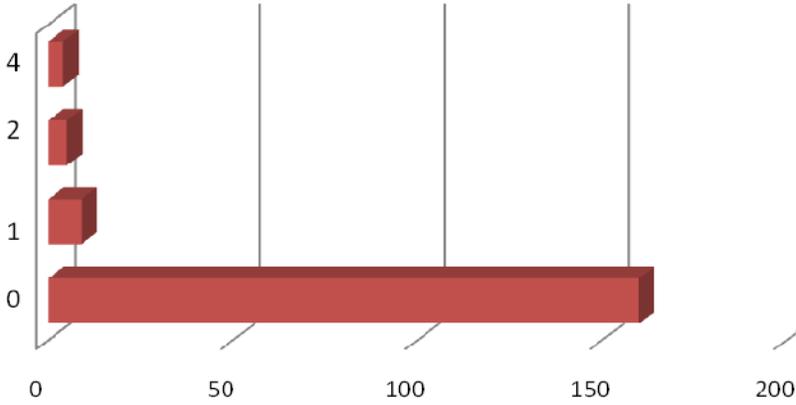
Age



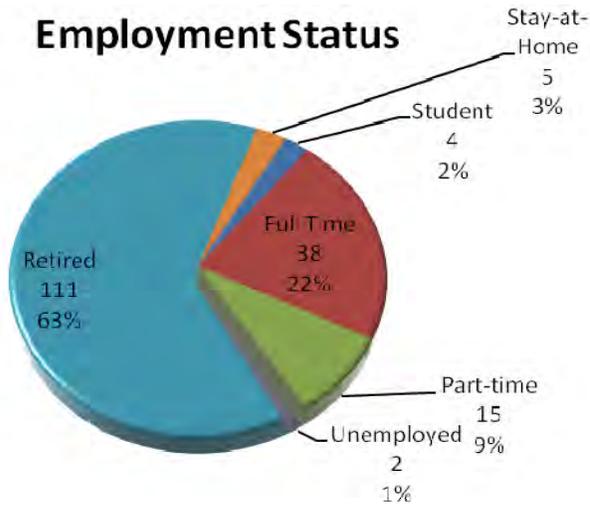
Marital Status



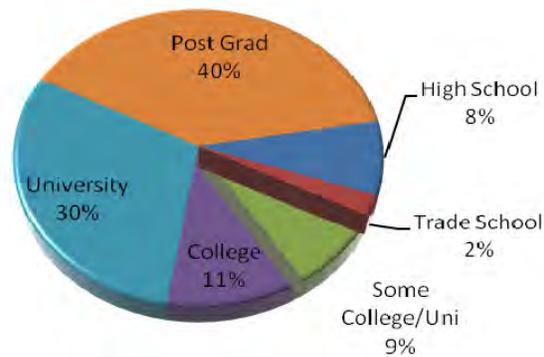
People with Children under 13



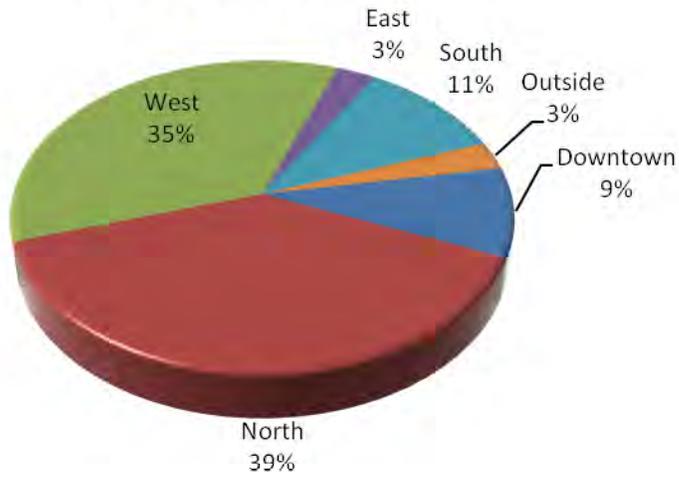
Employment Status



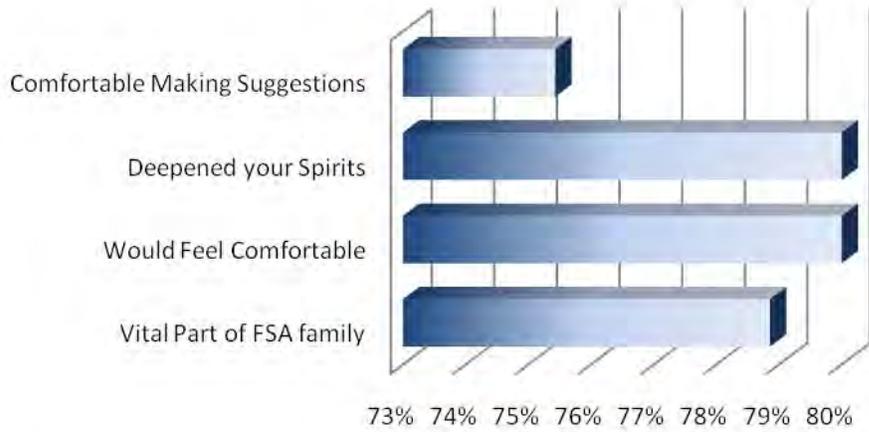
Education

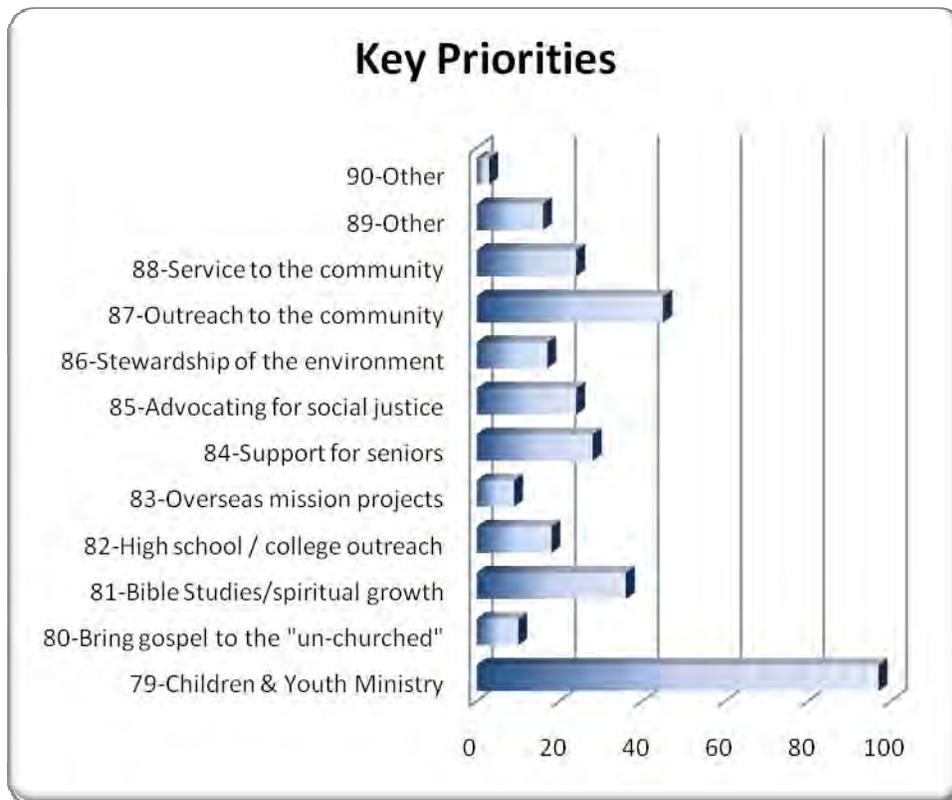


Where do you live



Answered Yes





Here are some of the [Survey Questions](#) that were asked as part of the congregational survey:

- What was your first contact with FSA?
- What ONE thing most influenced you to join?
- What one thing keeps you coming to FSA?

- Do you feel that London residents who don't attend a church would feel comfortable at one of our worship services on Sunday?
- Are you currently involved with a committee of any kind as FSA?
- Committee satisfaction
- What gives you the most frustration in the committees in which you now serve?
- Do you feel that FSA has facilitated a deepening of your spiritual life in the last 5 years?
- Do you feel comfortable offering suggestions for improvement?
- What do you think we do best at FSA?
- What do you think we need to improve?
- How would you describe for others how our congregation differs from other congregations in the area?
- Is there anything else that FSA could do to meet the spiritual needs of you and your family?
- Looking ahead 5 to 10 years, what do you feel that FSA should be like? What would you like FSA to be doing?
- What is the one thing we currently do that attracts families?
- What is one thing we currently do that deters families?
- What is one thing we currently do well that engages our congregation?
- What is one thing we currently do that deters the congregation from getting involved?
- What one thing do you enjoy most about our facilities?
- What aspect of our facilities prevents us from functioning effectively?
- People were asked to rate their level of satisfaction with these areas: Sunday 10:30 am worship, Music ministry, Youth Ministry, Family events, Special children's events, Fellowship events, Evangelism, Home Groups, Bible Study, Leadership development, Programs for women, Mission opportunities, Hospitality Meals, and Pastoral Care
- **People were asked how strongly they agreed or disagreed on the following:**
 - the balance of history and contemporary is acceptable
 - members are well informed
 - our church community is considered affluent
 - our church is very involved with the community around the church
 - activities are well publicized
 - cooperative programs with other churches of other denominations are highly valued in our church
 - I am happy with the current focus of the church
 - I do not see any need for change
 - studies and recommendations are acted upon in a timely manner
 - members get a lot of support to try something new
 - members are encouraged to discover their particular gifts for ministry and service
 - every member who is capable and interested has an equal opportunity to hold key leadership position
 - Important decisions about the life of the church are made with open discussion by church leaders and members
 - disagreements and conflicts are dealt with appropriately

- current morale is high
- there is a sense of excitement
- **Regarding Sunday Service:**
 - Provide time to greet each other
 - Providing worship that is emotionally challenging
 - Providing worship that is intellectually challenging
 - Regarding Lay participation
 - Use of inclusive, non-sexist language
 - Use of creeds
 - Silent prayer
 - Having parts of service especially for children
 - Use of new hymns
 - Providing worship times other than Sunday
 - Use of contemporary worship styles, music, and language
- **Regarding Functions of Ministry Personnel**
 - Actively and visibly supporting stewardship program
 - Participating in local community
 - Visiting members at their homes
 - Developing and supporting religious education program for children and youth
 - Developing and leading adult education programs
 - Supporting the world mission of the church
 - Preparing and preaching inspiring sermons
 - Be a resource regarding nursing homes, etc.

Staff Interviews

The JNAC Committee met with each staff member to get their impressions on FSA's current strengths and future challenges, their reflections on the past and their hopes for the future of the congregational family. Their comments are much appreciated and assisted us in defining the appropriate skills and traits of ministerial candidates and composing the recommendations listed below under "Future Vision and Directions".

Focus Groups

The JNAC Committee met extensively with various constituent groups that had ideas, perspectives, advice and opinions they wanted to share with our committee as we prepared this report. We met with the following groups: committees of Council, Council, the UCW, and retired Ministers who attend FSA (6), children, youth, young families, gays and lesbians, and the senior choir. Their comments are reflected in our recommendations; however, the detailed notes from those focus groups are also catalogued in our church library for use by Council and other committees.

Executive Summary of Interviews with Staff and Various Focus Groups

The points below highlight the comments and views that were received in interviews with staff, interviews with constituent groups and in written survey responses:

Current Strengths

- Strength of Music program
- Liberal theology
- Openness
- Multi talented, sophisticated congregation
- Social outreach
- Strong financial situation

Weaknesses

- Lack of communication at all levels
- Inadequate ministry to Youth
- A lack of adequate marketing to the community
- Music focus that may be too narrow and perceived as elitist
- Insufficient level of volunteering
- Inappropriate staffing mix
- Living beyond means
- Unclear mission/vision
- Inappropriate management structure for size of enterprise

Vision

- Eliminate Community Development officer -although some support for originally defined role
- Maintain strong music focus – and broaden its scope and appeal
- Consider adding a Part time Parish Nurse
- Develop a new culture of volunteerism
- Develop ongoing strategic plan with full buy-in by congregation
- Focus on recruitment of downtown residents and “seeker” generation
- Develop a compelling marketing image
- Adapt style to perceived market (20-40 age-group), the “seekers” and/or “un-churched”

Opportunities

- Make better use of building
- Marketing campaign via electronic media

- Engage youth on their terms
- Explore mergers
- Develop alternative worship style at early service

Challenges

- Balance budget
- Launch a Capital Campaign
- Improve the effectiveness of communications between all levels: Council, Committees, staff and Congregation
- Project an attractive, positive, optimistic image
- Advertise Liberal Theology
- Conduct honest re-visioning and be prepared to accept change
- Inclusive music program
- Adopt more effective leadership style.
- Engage the “border-line” members

New Minister Profile

- Strong preacher
- Liberal and inclusive
- Youth oriented
- Skilled leader
- Visitor, empathetic
- Open minded
- Attractive to youth outside the current congregation

Recommendations for Staffing Going Forward and Other Suggestions

Our consultations over the past several months have revealed the following recommendations and directions as we continue to evolve as a progressive community of faith:

1. Establish a Collaborative Ministry Model for the new ministerial team
2. Hire a Minister to begin in July 2010 to function as Minister of Worship and Administration. This minister will act as the staff's team leader while using a very, collaborative, cooperative and open style with Rev. Dr. Shelstad, Mr. Merritt and the Staff Team. He/she will focus on traditional worship (75%), new member development, family and youth ministry development, administration, stewardship, outreach programming, pastoral care training and visitation.
3. Continue Rev. Dr. Susan Shelstad's Ministry in Christian Development for all ages, increase her preaching opportunities to 25% during traditional services, ask her to develop and explore various alternative worship service models that will attract and serve

contemplative, and seeker populations and request that she provide oversight to volunteer recruitment and management

4. Continue Mr. Paul Merritt's role as Director of Music
5. Continue Ms. Sue Scorgie's position as Church Administrator
6. Continue Ms. Maureen Scarborough's position as Church Administrative Assistant
7. Continue Mr. Geoff Bottomley's role as Church Custodian
8. Continue Rev. Dr. Frank Meadows' role as Minister Emeritus
9. Establish a Transition Team that will prepare action plans in several core areas that the JNAC process has identified as requiring immediate attention as FSA begins a process of transformation. Plans prepared by the transitional team will be provided to the Council for implementation.
10. As future funding becomes available, consider a Part-time Pastoral Care provider (Parish Nurse, Social Worker, Retired Minister or equivalent) to share the increasing Pastoral Care ministry at FSA
11. Create a 'Climate of Communication and Collaboration' at all levels of church governance
12. Foster shared projects between committees and constituencies to build community and break down any isolationism and silo-management
13. Market our programs to the surrounding community
14. Embrace our collective responsibility to be stewards in: mission & outreach, operations, and sound fiscal management with a collaborative spirit
15. Create an welcoming atmosphere of hospitality for youth, young families, seekers, and the marginalized

THE COMPOSITION AND STRUCTURE OF THE NEW MINISTRY TEAM:

- Minister of Worship and Administration
- Minister of Christian Development
- Director of Music & Rentals
- Church Administrator
- Administrative Assistant
- Church Custodian/Property Manager
- Community Development Coordinator (contract position - pending council's future decision)

THE ROLE OF PAID MINISTRY

A collaborative ministry model is desired, in which the Minister of Worship, while serving as Lead Minister will share a strong progressive Ministry of Preaching with the Minister of Christian Development on a 3/1 basis. He/she will work to develop and train a strong Lay Pastoral Care Team to address the growing needs of this congregation and encourage the ongoing development of ministries to Youth and Families. The Lead Minister may assist in the planning of Alternative Worship services for the diverse constituencies within this changing congregation. He/she will commit to the establishment of regular review with M & P and Council of measurable goals and objectives with all staff members, and will stimulate outreach to surrounding communities to attract and retain new members.

The Director of Music, together with the ordained ministers, will be encouraged to continue to evolve diverse musical programs in keeping with the changing congregational profile while maintaining the standard of excellence for which this program has always been noted.

The Church custodian, drawing on his years of experience as a Property Manager, will take a lead role in managing the physical structure and repairs and maintenance in collaboration with the Property Committee and Church Administrator.

The Church Administrator and the Church's Administrative Assistant will continue in their current roles. They will continue to oversee and perform all aspects of financial administration, record keeping, and administration associated with these portfolios and will be seen as vital members of the ministry team.

RESOURCES OF THE PASTORAL CHARGE

VOLUNTEERISM, SKILLS AND TALENTS IN OUR CHURCH FAMILY

FSA is made up of talented individuals, many of whom are well educated and/or have experience in a variety of backgrounds such as business, education and health care. These charts [taken from the surveys conducted for the JNAC research] show some of those aspects and personal gifts and talents.

Many are actively involved as volunteers both at the church and in the community at large. Our Volunteer Coordinator [Donna Travis](#) works with the Membership and Nurture Committee and the Ministry Team to identify opportunities for members to match their personal gifts, talents and interests to various church committee efforts.



Financial Assessment of Pastoral Charge

FSA has an Operating Budget of approximately \$700,000 the largest portions comprised of staffing costs (\$400,000) and Mission and Service givings (currently at 18% of envelope givings). In addition, various groups within the congregation give approximately \$54,000 more to outreach at the community, national and international levels.

This [Finance Committee](#) prepares the budget annually. It's their job to ensure that all the committees of the Church remain on a fiscally sound basis. Finance Committee members are assigned to each Church committee to understand the priorities and need for funds. While not directly responsible for raising funds (that being the responsibility of the Stewardship Campaign) they have a lot to say in regard to the timing and objectives of such campaigns.

Recently established as a permanent committee of the church, the [Stewardship Committee's](#) terms of reference are still in the "gelling" stage. In general, it is be responsible for planning, organizing, and executing the annual fund-raising drive for the Church operating funds. Presumably it would be involved in special capital fund raising efforts that arise. Formerly, this work was done by an ad-hoc committee of the church with only one chairperson serving a one-year term.

The [Board of Trustees](#) is charged with the responsibility of investing endowed funds wisely in order to provide the church with optimal income. They also decide how to apportion the income from these funds between investment and special projects. Over the years, many kind and forward-thinking members have left portions of their estates to the Church. These monies constitute FSA's endowment fund, the income from which has enabled the financing of many worthy projects, which regular church givings alone would not have been able to support. Such donations are represented on our Atrium tree as green leaves that signify church renewal. Recent examples of projects enabled by trust funds include the refurbishment of the sanctuary, the new south entranceway and atrium and the renovations to Proudfoot Hall.

Our Trust Funds currently stand at about \$1,500,000.

2008 ANNUAL REPORT AND 2009 BUDGET

Detailed descriptions of all of the programs, physical, spiritual, and financial resources of the congregation is detailed in the [2008 Annual Report](#)—copies of which are readily available in the Library and the Church Office.

The [2008 Annual Budget](#), which follows, reflects FSA's strong ongoing commitment to the Mission and Services Fund of the National Church, while recognizing that, in the years ahead, fiscal concerns may impact the level of FSA's support for Mission and Services as the Congregation has indicated a desire that the church maintain a [balanced budget](#).

A balanced 2009 budget was planned by Council and presented at the Annual General Meeting at the beginning of 2009. However, the congregation opted to increase its M&S Givings to 18% rather than the proposed 15%, creating a deficit in the church's 2009 budget. To deal with this shortfall, Council decided that they would establish an ongoing Stewardship Committee rather than one that focuses its efforts around an annual campaign and hopefully narrow this gap. Council also recognized that there are additional cost savings opportunities for it to consider during this fiscal year which would also allow it to address the projected deficit. As in former years, Council may elect to ask Trustees for their assistance in closing the budget deficit. However, the general mood of the congregation is that strong financial management is a priority and that balanced budgets need to be produced going forwards with less dependence on the financial assistance of the Trustees.

2009 Annual FSA Budget

REVENUE	BUDGET 2009	Actual 2008	Actual 2007
Envelope Givings	540,000	532,098	552,076
Investment Income from Trust			
Accounts	43,000	60,000	50,000
Rental Income - Farquhar House	27,180	26,460	25,740
Rental Income - Other	17,000	14,070	11,127
Miscellaneous Income / Donations	50,000	55,474	51,939
Special Projects	6,000	7,228	22,433
TOTAL REVENUE	683,180	695,330	713,315

EXPENSES

STAFFING

Ministry & Personnel

Salaries	300,742	292,406	284,941
Benefits	112,273	110,004	116,756
Continuing Education	1,500	6,500	7,146
Miscellaneous Expenses	4,540	3,168	20,723
Total Staffing	419,055	412,078	429,566

PROGRAMS/SERVICES

Christian Development	9,000	11,012	4,695
Community Development			
Coordinator	7,000	5,721	13,141
Membership & Nurture	2,315	1,158	1,995
Music	16,934	17,032	18,770
Special Projects	6,000	8,602	16,467
Worship	4,185	2,489	5,333
Total Programs/Services	45,434	46,014	60,401

PHYSICAL BUILDING AND MAINTENANCE

Like many of its sister United Church congregations, FSA finds its earliest roots in the passion of Scottish Presbyterian evangelism. The Rev. William Proudfoot (after whom our Lower Hall is named) founded First Presbyterian Church in 1832. The first structure on our present site was built in 1843 as St. Andrew's Presbyterian Church and the cornerstone for the current sanctuary was laid in 1868. Subsequent renovations and additions to the church over the last 176 years have seen the addition of St. Andrew's Hall (home of the Sunday School, the Chapel, the church offices and meeting rooms), Farquhar House (the former manse and now home of *Meals on Wheels*), and the *Access Project* (providing better wheelchair accessibility, elevator and expanded washroom facilities). Renovations to Proudfoot Hall in the last 3 years have made it an ideal multi-purpose space for both congregational and community use (weddings, receptions, meetings, forums, youth functions, lectures, musical and dramatic rehearsals, community meals etc.).

There are three regularly used worship spaces. During the year, we have two services each Sunday, one at 9:00 a.m. in the Chapel, and one 10:30 a.m. in the Main Sanctuary. However, in the summer, we "go informal" and have only one service (at 10:30 a.m.) which is held in Proudfoot Hall (the newly renovated Church lower hall) where it is a little cooler.

Our Neighbouring access to the YMCA, Centennial Hall, the Convention Centre – all within walking distance – meet our needs for larger recreational, meeting and social events.

The commitment of this congregation to the Ministry of Music is reflected in state of the art Casavant Frères organs in both the Sanctuary and the Chapel and a host of grand and upright pianos throughout the building, as well as Strings, a large modern hand bell collection, and access to musical instruments of every kind.

On-site parking is limited to about 50 spaces. Surrounding businesses, school parking lots and on-street parking in the area provide additional parking for our Sunday services, but many members with mobility issues have expressed concerns with insufficient on-site parking at times.

The church's [Property Committee](#) prepares reports and makes recommendations to council regarding: repairs and renovations, capital improvements, building maintenance and security issues. Last year they dealt largely with issues regarding, church security, the sound system, air conditioning, lower hall renovations, fire alarms, timers for lights, the church boiler, carpets, pew configuration, and a variety of smaller projects. A recent independent consultant study



reported that various capital improvements and repairs will be required over the upcoming years to our physical buildings.

THE GOVERNANCE OF THE PASTORAL CHARGE

CHURCH COUNCIL MODEL

FSA's government follows the [Church Council Model](#) (pp. 123 ff 2007 Manual of the United Church of Canada)

The Church Council model emphasizes the responsibility of all members of the congregation or pastoral charge to be engaged in ministry.

The congregation elects committees each of which selects a member (often the chairperson) to represent their committee or ministry on the Church Council. These Council members become the elders of the congregation. The ordered minister(s) may serve as resource person(s) for the various committees. In this model, as opposed to others (Session/Stewards Model, Unified Board Model, Streamlined Board Model, and Mission Team Model) a larger percentage of the congregation can participate in ministry activities by reducing the number of persons needed for decision making.

The Church Council acts as a coordinating body, as a forum for some discussions, and as a place for sharing committee plans and actions. It evolves, together with the congregation policies and procedures which guide the work of the pastoral charge. (See First-St. Andrew's United Church Statement of Policy and Procedures Handbook revised 2009).

Trustees, and the Ministry and Personnel Committee are mandated as member constituents, together with those task-focused, ministry-specific and evolving committees whose focus is the mission and vision of the pastoral charge.

The Council is responsible and answerable inwardly to its committees and to the congregation, which it represents, to be the voice of the pastoral charge. It is answerable outwardly in turn to Middlesex Presbytery, London Conference and to the National Church to comply with the polity of the United Church of Canada as outlined in the 2007 Manual.

FSA COUNCIL At its annual meeting the congregation elects members to each of the Council committees. These committees then elect a Chair who becomes their representative on the Council of FSA. Together with Council Executive and Church Staff, members of Council meet monthly to hear representations from each Committee (as directed by congregational input)

and to facilitate financing, involvement and feedback. Committees of Council, currently, include:

- Chair
- Executive
- Trustees
- Finance
- Stewardship
- M & P
- Staff
- Christian Development
- Membership and Nurture
- Mission, Outreach and Environment
- Worship
- Music
- Property
- UCW
- Presbytery
- Nominating

Council, in turn, is represented at local (Middlesex Presbytery), regional (London Conference), and national (General Council) courts of the United Church of Canada.



Ref: FSA's United Church Policy and Procedure Handbook rev. 2009, United Church of Canada Congregational Handbook 2008, United Church of Canada Manual 2007

Salary Levels Going Forward:

All salaries will be calculated according to the United Church of Canada Financial Handbook for Congregations (2010).

The Lead Minister, commensurate with the congregation's expectation of considerable experience and acquired skill sets, can anticipate being paid at the high end of Category F (those ordained clergy with more than 14 years of ministerial experience).

All other ministry and staff positions, in recognition of both the skill sets required and the added responsibilities of a slightly reduced team, should also be able to expect an appreciative remuneration according to the above Financial Handbook guidelines.

A [Housing allowance](#) of greater than 20 % of monthly salary is provided in the absence of a manse for all ministerial positions - within the City of London, the minimum which can be paid is \$12,000.00 per year (based on average rental costs).

As well, salary-adjusted [benefits, travel, educational and sabbatical leaves](#) are as required by the Manual of the United Church of Canada and the [2010 Minimum Salary and Allowances for Ministry Personnel](#) issued by General Council.

The recommendations which follow are in accordance with those principles.

B. MINISTRY PERSONNEL DESCRIPTIONS

DESCRIPTION OF POSITION OF NEW INCOMING MINISTER

The [Minister of Worship and Administration](#) while functioning as Team Lead will embrace a collaborative model of ministry in his/her work with the Minister of Christian Development and the Director of Music together with the Worship and Music Committees.

Flexible in spirit, he/she will be prepared to work with the congregation towards developing an Emerging Spirit theology and praxis which will continue to lead the church into relevancy in this era.

A disciple at heart, he/she will work closely under the direction of Council with the congregation and its committees to encourage and promote a ministry of the whole people of God, modeling a congregation-based model of decision- making and service delivery.

He/she will be a dynamic, compelling preacher embracing a theology of Progressive Christianity and will share the ministry of preaching with the Minister of Christian Development (3/1 ratio).

He/she will be a compassionate, deeply spiritual healer, committed to the Ministry of Pastoral Care, working together with the Membership and Nurture Committee and the existing lay pastoral care teams (Care for the Caregivers, Counseling, Caring Callers, Pastoral Visitors) to create a strong lay pastoral care team for the growing needs of the congregation.

A skilled administrator, he/she will work closely with the Staff team (Church Administrator, Administrative Assistant, Custodian/Property Manager, and Lay Volunteer Director) and with the M & P Committee to facilitate measurable goal setting and achievement, to acknowledge and celebrate individual gifts, and enhance the interface between Staff and Congregation in the work of the church.

Under the direction of Council and the Trustee, Finance and Stewardship Committees, he/she will work towards encouraging congregational stewardship of both a balanced budget and a generous ethic of giving to the work of the church at home and abroad.

He/she will have demonstrable experience in drawing and retaining new members, with particular attention paid to youth, families, singles and the “seeker generation”.

WORK TO BE DONE BY NEW MINISTER AND PRIORITIES (%’s)

SPECIFIC RESPONSIBILITIES

Worship and Spiritual Growth (50 %)

- Develops and implements worship programs to appeal to a congregational group from a broad social and economic background.
- Is effective and experienced attracting new members, families and youth with inspirational preaching that resonates with them and that encourages them to journey and explore Christian spiritual paths and journeys
- Prepares and conducts Sunday Worship services - normally three times per month.
- Plans and schedules Worship and other Special Services with the Minister of Christian Development, the Worship Committee and the Director of Music
- Works closely with Council and its committees to maintain a fresh approach while channeling religious beliefs and practices
- Provides some leadership to small study groups in consultation with the Minister of Christian Development

Pastoral Care (20 %)

- Participates in Visitation of new families and other pastoral visiting in consultation with the Minister of Christian Development
- Works with and trains the Congregational Visiting Team to ensure that sufficient human resources (volunteer and staff) are available to ensure that regular visits are made to those residing in nursing homes, seniors residences, or are confined to their homes.
- Cooperates with the Membership and Nurture Committee to schedule and plan for work related to: church counseling service, caring callers, pastoral visitors, and the prayer chain team

Stewardship (20 %)

- Provides leadership to members and committees in the principles of religious stewardship of our talents, abilities and facilities
- Develops activities to promote growth in our congregation
- Defines and demonstrates the role of FSA in the London community of churches, Middlesex Presbytery, and London Conference
- Provides guidance to various church groups and committees
- Participates in programs, and works with the Church Administrator, the Finance, Trustees and Stewardship and committees to ensure the responsible generation of new revenues and prudent use of financial assets

Administration (10 %)

- Oversees the day to day administrative needs of the church and the effective performance of the ministerial team and staff
- The ministerial team shall normally fulfill their individual responsibilities with little direction from the Minister of Worship and Administration, but if the necessity arises, he/she will assist. These individuals should be encouraged to exercise their duties and talents to the greatest degree possible.
- Oversees, guides and collaborates with other staff as necessary
- Attends to individual staff concerns and, when necessary, refers unsettled matters to the Ministry and Personnel Committee
- Plans activities for improved staff effectiveness
- Provides input for employee performance evaluations to the Ministry & Personnel Committee
- Carries out such other incidental activities as necessary for the functioning of the church.

QUALIFICATIONS

The Minister of Worship and Administration will be an ordained Minister of the United Church of Canada and is expected to demonstrate significant depth of spirituality, empathy, good judgment, preaching, and leadership skills. A pleasing personality and an experience in a wide variety of social environments are required to permit the incumbent to function in a church community leadership role. Considerable experience as Minister to a ministry charge or as a Lead Minister is essential as background to this position.

OTHER STAFF POSITIONS DESCRIPTIONS

A summary of each of the remaining 5 Paid Ministries follows including some minor adjustments and additions to their current responsibilities are provided below. These include some proposed changes which have been previewed with the associated staff and they have indicated their willingness to accept these changes. We recommend that the M&P Committee formally modify the position descriptions as required in upcoming future.

MINISTER OF CHRISTIAN DEVELOPMENT

JOB SUMMARY

Working in collaboration with the Minister of Worship and Administration (the Team Lead), the Ministry and Personnel Committee, the Christian Development Committee, the Worship Committee, the Music Committee and the Council of First-St. Andrew's United Church, as well as Middlesex Presbytery, London Conference and the General Council of the United Church of Canada, the Minister of Christian Development will:

- share in the development of all services of Worship with the Minister of Worship and the Director of Music
- Preach 1 out of 4 services on average per month
- Work towards the development of Alternative Worship styles and delivery to address the needs of our changing congregation—including youth, families, seekers and contemplatives.
- Develop and implement multi-faceted Christian development programs for all constituencies of the congregation
- Work with the Minister of Worship and the Membership and Nurture Committee of Council to expand the training of volunteers to embrace an enlarged pastoral care ministry in the congregation and community
- Facilitate the development of youth and young adult ministries
- Encourage networking with other churches and community programs to facilitate education and growth in and with the surrounding community
- Continue to explore an Emerging Christianity model of education, service and worship

REQUIRED SKILLS

- Excellent people skills with the ability to remember names

- Very organized with filing, record keeping, planning and problem-solving
- Energetic and able to motivate others
- Committed to the use of volunteers and to being a team player
- Value and appreciate music
- Willingness to learn and grow and adaptability to change
- Demonstrable characteristics of sympathy, caring, nurturing, and sensitivity
- Dreamer and Visionary to further develop First-St. Andrew's Mission Statement.

DIRECTOR OF MUSIC

JOB SUMMARY

Working in collaboration with the Minister of Worship and Administration (the Team Lead), the Ministry and Personnel Committee, the Music Committee, the Worship Committee, the Property Committee and the Council of First-St; Andrew's United Church, as well as with Middlesex Presbytery, London Conference and the General Council of the United Church of Canada, the Director of Music will:

- Share in the development of all services of Worship together with the Minister of Worship and the Minister of Christian Development
- Provide music for Worship services, weddings, funerals, and other special events sponsored by the church, by performing as organist, pianist, leader of choirs or in other ways required by the events
- Lead a Senior Choir in FSA church and in community events such as festivals and guest appearances outside the church
- While preserving the excellence for which this position is noted, continue to work towards increasing the range of music performed by this choral group
- Encourage and continue to develop both Children and Youth choirs and instrumental groups as well as the already established instrumental and vocal groups
- Provide direct leadership and/or the recruitment of assistant leadership in the oversight of these programs as required
- Select and train soloists and instrumentalists as approved by the Music Committee
- Solicit and supervise the Rental of church facilities to outside groups in consultation with the Ministry Team, Property Committee and Council.
- Assist in the development of music appropriate to the development of Alternative Worship Services as they evolve.

REQUIRED SKILLS

- An accomplished musician, organist and choral leader
- Knowledgeable in the field of church music and liturgy
- Academic certification in these or related areas

- Demonstrated ability to plan for and handle a wide range of music groups from children through youth, young adults, adults, seniors and professional choral and instrumental performers
- Familiar with a classical three manual pipe organ
- A team player
- Collaborative, sensitive communicator

CHURCH ADMINISTRATOR

JOB SUMMARY

Working in collaboration with the Minister of Worship (Team Leader), Minister of Christian Development and the Director of Music, and in synchrony with the Administrative Assistant and the Custodian/Property Manager, in consultation with the Ministry and Personnel Committee, the Property, Finance, Stewardship and Trustee Committees, and the Council of First-St. Andrew's United Church, the Church Administrator is responsible for:

- Accounting and Financial recordings of all monies collected by and in the name of the church in accordance with the policies of the National Church
- Supervision of the Administrative Assistant and the Custodian/Property Manager
- Maintenance of computer hardware and programs and church information systems
- Preparation of Financial Statements for Council, Committees, and Congregants
- Administration of Payroll and Debt
- Attendance at Finance, Stewardship, Trustee and Council meeting
- Preparation of Rental Agreements and Collection of Rents

REQUIRED SKILLS

- Mature bookkeeping experience
- Good understanding of accepted financial practices
- Strong computer skills
- Demonstrated supervisory experience
- Collaborative spirit
- Capable of inter-facing co-operatively with various congregational constituencies as well as outside agencies and personnel

ADMINISTRATIVE ASSISTANT

JOB SUMMARY

Working in collaboration with the Church Administrator and in collaboration with the other members of the Ministry team (Minster of Worship, Minister of Christian Development, Music

Director. Custodian/Property Manager) in consultation with the Ministry and Personnel Committee, Council and the Congregation, the Administrative Assistant is responsible for:

- All secretarial and receptionist duties of the church
- Maintenance of office equipment and supplies
- Maintenance of the current and historic roll
- Update of committee membership and Volunteer skills data base
- Welcoming and orientation of visitors
- Preparation of service bulletins for all occasions
- Preparation of and distribution of mailings
- Maintenance of the church activity calendar
- Interface with the Webmaster
- Telephone receptionist and transfer duties
- Primary interface with both the congregation and the general public

REQUIRED SKILLS

- Post-secondary education in business/administrative and commercial studies
- Knowledge of computer skills as they relate both to word processing and organization of business data
- Member of the United Church of Canada
- Aware of confidentiality
- Able to work with a diverse group of volunteers and staff
- Capable of multi-tasking in busy office setting.
- Able to present a calm presence as the 'face of FSA'
- Valid driver's license

CHURCH CUSTODIAN/PROPERTY MANAGER

JOB SUMMARY

Working in association with the Church Administrator and in collaboration with the rest of the Team (Minister of Worship, Minister of Christian Development, Director of Music, and Administrative Assistant) and in consultation with the Ministry and Personnel Committee, the Property Committee and the Council, and cooperatively with various church events and committees, the Custodian/Property Manager will:

- Ensure that the building and grounds are maintained to acceptable standards
- Facilitate the acquisition of such outside contractors as is necessary, subject to appropriate approval
- Ensure the safety of the building at all times
- Maintain the security of the church at all times
- Maintain the interior of the church, in all of its areas, to acceptable levels of cleanliness
- Maintain the heating, air-conditioning and other mechanical systems of the church, secure their regular inspection and invite outside repairs as necessary.

- Purchase appropriate custodial supplies and secure them in safe space
- Direct the work of casual custodians and volunteers in the set-up and take down for events as well as in maintenance of the facility

PROPOSED REPORTING RELATIONSHIPS

All Ministerial and Staff positions report to the Congregation through the M & P Committee via Council.

The Minister of Worship and Administration will Lead the Ministry Team modeling a collaborative, consultative, community-building model which encourages the bringing forth of the best shared and individual gifts of all staff members.

The Minister of Worship and Administration and the Minister of Christian Development will share preaching responsibilities at a 3/1 ratio in terms of the public preaching. They in turn will collaborate to create a Pastoral Care Ministry, training Lay Pastoral Visitors as well as supporting the current Lay Pastoral Ministries of Caring Callers, Congregational Visitors, and Care for the Caregiver. Each will be encouraged to evolve Alternative Worship opportunities to appeal to diverse constituencies—youth, family, seekers, contemplatives etc. Collaboration with the Worship, Music and Membership and Nurture Committees will be vital in this process.

The Director of Music will continue his outstanding and diverse program of vocal, instrumental, and choral music and teaching for participants of all ages together with appropriate evolution of music for Alternative Worship events.

The Church Administrator will continue to oversee the financial management of the pastoral charge and the supervision of the Administrative Assistant in collaboration with M & P, Finance, Trustees, and Property Committees.

The Administrative Assistant will oversee all aspects of the clerical demands of the pastoral charge. She will draw on volunteers as provided by the Volunteer Director for those aspects of her work which do not demand strict confidentiality.

REQUIRED SKILLS, TRAITS AND EXPERIENCE OF THE MINISTER OF WORSHIP AND ADMINISTRATION:

These are detailed in the Position Description outlined

TERMS BEING OFFERED TO IMPLEMENT RECOMMENDATIONS

Please see previous Section Salary Levels Going Forward

IV. RECOMMENDATIONS TO COUNCIL

REQUEST THAT COUNCIL ADOPT THE RECOMMENDATIONS OF THE JNAC REPORT AND REQUEST THAT PRESBYTERY DECLARE A VACANCY

The Joint Needs Assessment Committee requests that Council at its May 12th, 2009 meeting accept the JNAC Report and its recommendations and request that Presbytery declare a vacancy.

RECOMMEND THAT COUNCIL ESTABLISH A TRANSITION TEAM

In respect for the clear desire of the congregation to begin to move forward on the initiatives expressed in the JNAC interviews, surveys and focus groups and in recognition of the importance of maintaining the level of whole congregation involvement in visioning and implementation presently evident, the JNAC Committee has recommended to Council the creation of ad hoc groups, working with existing committees and Council, around Worship, Visitation and Pastoral Care, Governing Structure, Transportation/Access, Marketing, Youth and Family over year ahead prior to the arrival of the new Minister of Worship and Administration.

V. APPENDIX A – CREATING A TRANSITION TEAM RECOMMENDATIONS

The Joint Needs Assessment Committee (JNAC) found that FSA has numerous strengths, including: an energetic congregation, talented staff, an exceptional building, a tremendous music program and an enviable location in the heart of London, Ontario. As well, we found the Church faces significant challenges in the future, including: a lack of a clear future vision, an aging and diminishing congregation, a deteriorating building, a scarcity of active young families, stagnant revenue growth and a societal decline in church involvement.

The JNAC has suggests a process for visioning the future of FSA, thereby enhancing its current strengths and preserving its valued traditions while but broadening and improving its programs in such a way as to allow it to remain a vital, active church into the future.

While the incoming lead minister joining FSA in just over a year will play a crucial leadership role in building on the church's strengths and helping us address our challenges, the JNAC believes that it is critical that council engage the congregation to immediately move forward in numerous areas as identified in this report.

The JNAC recommends that Church Council, upon acceptance of the JNAC report, appoint a group of ad hoc committees consisting of members of the congregation, who have a strong interest in developing a set of recommendations that can be implemented to address several of FSA's key challenges. Once each ad hoc committee provides its recommendations to the Church Council, it will have the option of accepting, modifying or rejecting the proposals. Once a set of recommendations is accepted by the Council, they will be implemented by staff, standing committees and members of the congregation, unless altered by the Council. The Council will also have the option of asking members of the ad hoc committees to continue to help provide guidance and leadership in the implementation of their recommendations.

The JNAC recommends that Council appoint ad hoc committees in the following areas. A suggested amount of time for each ad hoc committee to provide a report back to Council is also provided. The JNAC is also willing, at the discretion of council, to provide suggestions for ad hoc committee leadership, to ensure continuity between the JNAC process and the implementation of its vision for FSA.

1. [Worship](#) The church's style of worship should be respectful of tradition but also be attractive and welcoming to potential new members and to a modern congregation. The worship style of the church should provide an atmosphere that nurtures spiritual growth and is participatory in nature. A worship ad hoc committee would be asked to provide recommendations for worship style that meet the previous criteria, while also being structured in a manner that provide the church's minister with an appropriate level of influence and which also allowed an incoming minister to make further modifications as appropriate (90 days).
2. [Visitation/Pastoral Care](#) The church's visitation and pastoral care program should provide for the visitation and pastoral care needs of its congregation, while also balancing the responsibilities of the church's ministers in such a way that they have adequate resources for their other church duties. The visitation/pastoral care ad hoc committee would make recommendations on the appropriate use of staff and volunteers for visitation and pastoral care in such a way as meets the church's broader goals (120 days).
3. [Staff Compliment and Governing Structure](#) It is critical that the church's staff compliment and governing structure allow FSA to have strong, strategic leadership at all levels (i.e. staff, committee, council and trustees), which ensures the church's activities are coordinated in such a fashion that FSA moves forward in unison with a clear vision that accurately reflects the desires and aspirations of the congregation. The staff compliment and governing structure of the church must have a primary function that ensures FSA is able to implement needed changes in a transparent and expeditious manner. This ad hoc committee should examine FSA's current staff compliment and governance structure using the JNAC recommended staff descriptions, as well as the staff/governance structures of similar churches and then recommend an appropriate staff/governing structure for FSA, consistent with United Church rules (180 days).

4. [Transportation/Access](#) The ability of members, visitors and participants of various programs conducted by or held at FSA to conveniently access the church is a critical factor in the ability of FSA to attract and maintain members. Notwithstanding FSA's downtown location, the church should strive to ensure that FSA maintain excellent and convenient access for members and visitors to FSA. A transportation/access ad hoc committee would examine FSA's current transportation and access policies and recommend any modifications to the church's transportation and access plans that would increase the accessibility of the church (90 days).
5. [Marketing](#) It is critical that the activities, programs and messages of the church be communicated effectively to the community. FSA should implement a marketing plan that effectively informs people about the opportunities and activities that can be found at FSA. The marketing ad hoc committee should review the church's current marketing plan and then prepare a new marketing plan for FSA which will support the church's goals and vision for the future (90 days).
6. [Youth](#) The JNAC has found widespread agreement throughout the numerous groups and member of FSA of the importance of FSA becoming significantly more youth-oriented in its programs and activities. In order to obtain the church's stated vision for the future, it will be critical that FSA provide and maintain a strong youth program which will be appealing to modern young people and serve their spiritual needs. A youth ad hoc committee would examine FSA's current youth programs, youth programs at other churches, and make recommendations for improvements to programs impacting youth at FSA (60 days).
7. [Family](#) In order for FSA to be able to sustain itself as a vibrant church community, it is imperative that it be successful in attracting a significant number of young families over the next several years. A family ad hoc committee would be tasked with recommending programs and activities at FSA that could be implemented that would be likely to attract new families and hold onto existing ones (60 days).

VII. APPENDIX B - DEVELOPMENT STEPS AND INPUTS TO CREATE THIS REPORT

- Congregational Surveys
- One-on-One Staff Interviews
- Council Committees - Focus Interviews
- Constituent Group Focus Group Interviews: Families with Children, Children, Youth, Gay & Lesbian Community, Retired Ministers at FSA, Senior Choir, UCW
- Review and Consolidation of Information Collected
- Development of Conclusions and Directions
- Writing and Editing of the JNAC Report