

J O I N T N E E D S
A S S E S S M E N T R E P O R T

ST. PAUL'S UNITED CHURCH

FREDERICTON, NEW BRUNSWICK



November 12, 2011

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J O I N T N E E D S
A S S E S S M E N T R E P O R T

Introduction

This report of our Joint Needs Assessment Committee is submitted to support a request to the Woolastook Presbytery to declare a 1.75 full time equivalent (FTE) Ministry Personnel vacancy in the St. Paul's United Pastoral Charge in order to initiate the search for new Ministry Personnel.

TRANSITION MINISTRY

Reverend Paul Ross resigned on November 15, 2009. As appointed by Woolastook Presbytery, Reverend Dr. Peter Short has been providing supply ministry and leading the congregation through the transition process. Recently Reverend Lena Madeiros has also become part of the Ministry Personnel team at St. Paul's.

JOINT NEEDS ASSESSMENT COMMITTEE

The Joint Needs Assessment Committee (JNAC) was elected and the Committee held its first meeting in February, 2010. Presbytery representatives were Reverend Jane Johnson and Reverend Keith Adams. The Committee selected Jane Blakely and Gregory Morton as co-Chairs and Ann LeBlanc as Secretary. The other members were Gladys Jeffery-Clarke, (now Gladys McKenzie) and Blaine Irving. The JNAC developed a report, a Joint Search Committee was appointed and the JNAC was put into suspension but not dissolved.

In June 2010, based Rev. Dr. Short's agreement to extend his interim position at St. Paul's until June 2012 (with Presbytery approval), the search process was terminated. In October 2011, Elder Bill McNamara presented the following to a congregational meeting:

St Paul's has undergone a dramatic change of culture since 2009. We were a divided community with an uncertain outlook and in desperate need of a conciliator. Thanks in major part to Dr. Short's inspiring leadership, we are now a unified community with a very positive outlook. Dr. Short has met with the Board and advises that he will not be extending his contract when it ends in June 2012.

As a congregation, we have a need for a "builder" leader to ensure long-term continuation of the type of inspiration we have experienced during the past two years. The Board suggests this provides a basis for a renewed needs assessment and search for a new minister.

We then unanimously adopted this motion:

That St. Paul's congregation wishes to inform Presbytery of our desire to reactivate the existing JNAC committee, which was elected February 2010 and put into suspension June 2010; that Presbytery is requested to also appoint its representatives to the Committee and that the Committee is requested to proceed with the Joint Needs Assessment process.

And so the JNAC reconvened, with new Presbytery representatives Reverend Steve Longmoore and Reverend Kay Clowater. Although we used the 2010 JNAC report as a starting point, this is far from the same report. We are different people in a different place in our journey. We hope this report adequately reflects St. Paul's United Church's renewed understanding of our mission and our eagerness to work together to achieve it.

Part A

COMMUNITY AND RESOURCES DESCRIPTION

Community Background

St. Paul's United Church is located in the City of Fredericton in the Province of New Brunswick. Fredericton, called the City of Stately Elms owes its life to the mighty St. John River that flows through its heart. The river, with its wide, deep waters, was the transportation lifeline that brought people to its rich, fertile shores.

The people and the events that changed Fredericton from a settlement in the wilderness into the educational, engineering, entrepreneurship, information technology and administrative centre of New Brunswick have also shaped a unique cultural landscape. Along our tree-lined streets dwell gifted artists and artisans as well as brilliant scientists and engineers. Their good ideas seem to incubate during our winters and blossom with the summer flowers. They keep Fredericton the vibrant community it is. Bliss Carman, Charles G. D. Roberts and Francis Joseph Sherman, were born and raised here and Fredericton has been dubbed the Poets' Corner of Canada.

There are over 322,670 people living within a 100 km radius of the City. The Greater Fredericton Region has a total population of 124,172 (Fredericton proper is about 50,000) with 22% being bilingual. There is a dynamic international population based at the universities and facilitated by the Fredericton Multicultural Association. <http://www.mcaf.nb.ca>. Encouraging immigration is a priority for local and provincial governments. Fredericton's population is younger than both the provincial and the national averages according to 2006 census data. The median age is 38.4 years - compared to the Canadian median age of 38.8 years and NB median age of 41.5 years. The City has the 4th highest university-educated population in Canada.

With two major universities, a community college campus and several on-line and specialized post secondary institutions, there is a concentration of young students which contributes to a skilled workforce - particularly with respect to information technology, research & development (R & D), the life sciences, consulting engineering, aerospace & defense and e-learning employees. Fredericton's government and institutional sectors provide ongoing economic stability being home to: municipal government, the seat of provincial government, and numerous federal government offices.

As "One of the World's Top Seven Intelligent Communities" (ICF), Fredericton is home to over 70% of the province's knowledge industry, over 60 R & D organizations, and Canada's largest per capita engineering cluster. Fredericton is Canada's 1st free, wireless city with Fred-eZone

and is also earning international attention for its sustainability initiatives geared towards reducing the City's ecological footprint.

You can enjoy a balanced lifestyle in Fredericton with abundant recreational and cultural amenities, short commutes and affordable, safe living. You can see why the City was named four years running as "One of Canada's Best Places to Live" (Moneysense) and the 2009 Cultural Capital of Canada (Government of Canada).

We are fortunate to have the renowned Beaverbrook Art Gallery in our midst and the Fredericton Playhouse has a schedule full of a wide variety of professional performing arts presentations. There are over 85 kms of walking/biking trails, six golf courses and great fishing and hunting nearby. Much more information about the City, including health care, and schools can be found at: <http://www.teamfredericton.com/en/communityprofile/home.asp>.

Our Neighbourhood and Church Communities

St. Paul's is a city church located within the downtown of Fredericton. The Church, situated at the corner of George and York Streets, is surrounded by large houses, many of which are single-family occupied, and others have been turned into flats and apartments. One corner away is a large downtown shopping center and office complex (Kings Place).

There are congregations of several Protestant denominations located within a few blocks and Wilmot United Church is three blocks away. St. Paul's shares some experiences with Wilmot including joint services during the summer months and there is movement towards enhancing the relationship.

A large percentage of St. Paul's members live outside our immediate neighbourhood and many have been going to St. Paul's for generations. The people of St. Paul's participate in many activities both within the Church and as members of the Community through outreach programs.

SCOPE AND NATURE OF MINISTRY AT ST. PAUL'S

St. Paul's is a nationally designated historical church with a magnificent sanctuary and a long history of community based outreach. There is a strong music ministry with a recently restored Casavant pipe organ, grand piano and skilled choir. Sunday school is held concurrently with Sunday worship after the children attend the first part of the service.

In November of 2009, the bulk of the previous ministry staff and a number of families left St. Paul's. While they are greatly missed, 2010 and 2011 have been years of spiritual growth and

renewed commitment at St. Paul's. We have benefited from excellent interim ministry support and have worked hard to regroup, reunite and reorganize.

CONGREGATIONAL STATISTICS:

St. Paul's recorded the following activities over the last three years:

	2010	2009	2008
<i>Baptism</i>	4	4	5
<i>Marriage</i>	5	11	15
<i>Deaths</i>	20	14	21

Worship services are conducted each Sunday followed by fellowship time in the Fraser Memorial Hall. Various committees and groups take turns hosting the coffee time. Average attendance at present is approximately 125 people.

In 2010, there were two Christmas Eve services, one at 6:30 and the second at 11:00. Lent 2011 was highlighted by a series of weekly Lenten Luncheons that drew people from throughout the community. Vacation Bible school was held for a week in August 2011 as a joint project with Wilmot United Church. The two churches combined services in the summer: services were at Wilmot in July and St. Paul's in August.

2010 Activity

- Received by Transfer of Membership 3
- Removed by Transfer 81 (as noted above in "Scope and Nature of Ministry")
- Number of Households under Pastoral Care 333
- Total Number of Resident Members 356

THE MINISTRY OF ST. PAUL'S

Our Mission: The mission of St. Paul's United Church is to glorify God through worship, to proclaim the gospel of Jesus Christ and to serve others in Christ's name.

St. Paul's Community Outreach

The Outreach Committee guides the community's financial support for various organizations depending on need in any given year. Some of those we have supported include the Community Kitchen, Food Bank, Homeless Shelter, Senior Home Ministry, Refugee Committees, Love Fredericton, Salvation Army Kettle Program, and World Day of Prayer.

We have an ongoing involvement with the Campus Ministry including two places on the steering committee. In 2010-11, St. Paul's has been actively engaged in the "DOTS" campaign, a new and important initiative that is attempting to obtain better healthcare and social services for

young people with complex needs. As a downtown church, St. Paul's provides a practical outreach ministry by maintaining a supply of "brown bag lunches" for those who drop by looking for food and encouragement.

Another new initiative this year is the establishment of "The Pantry". The goal of this mission is to improve the quality of life for families in need, and particularly young mothers, by providing supplementary food and household items as well as guidance and support. The clients are screened and given "points" that they can spend in the Pantry room, which is stocked with supplies donated by community members. It is open for two hours, one morning a week and staffed by volunteers who get to know the clients and can help meet their special needs. A list of needed items is circulated in the bulletin regularly and the first Sunday of each month is "Pantry Sunday". In October, twelve families were helped.

Active groups at St. Paul's also include our quilters, and a longstanding Wednesday Morning Discussion group. In addition to clergy pastoral care, St. Paul's is served by a dedicated spiritual and religious care volunteer who is also a Duty Chaplain for the Dr. Everett Chalmers Hospital (the regional health care facility).

www.rivervalleyhealth.nb.ca/en/about/facilities/facilities.aspx For more about volunteer and social agencies in the Fredericton area, see www.fsi-isf.ca.

St. Paul's United Church Women (UCW) is a vibrant group, meeting regularly for fellowship in two units, and conducting dinners, fundraisers, sales and various other activities in support of the ministry of the United Church. They are actively involved in every aspect of St. Paul's life and mission.

The facility houses an after school child care program operated by the YMCA. It is also used regularly by a daytime Exercise Group, a children's playgroup, Alcoholics Anonymous, the annual Fredericton Music Festival and on occasion for community special events and concerts. In early December each year, the Christmas Choral Concert, featuring choirs from up to 20 churches, fills the pews and raises the roof.

St. Paul's acquired ownership of an adjacent house many years ago, and when it became vacant it was converted into a four affordable housing units. The Provincial Government subsidizes the rent and New Brunswick Housing Corporation recommends tenants from a waiting list. St. Paul's owns a second house, previously used as the manse and currently rented as a single unit, which is being considered for a similar conversion.

In past, St. Paul's had strong youth involvement through the Scouting movement (currently active at all levels), youth choir and youth group. With the exception of the Scouting groups, the

Youth activities are in “rebuilding” mode. Youth engagement was identified as a high priority in almost every interview conducted by the JNAC.

Similarly, many of the fellowship programs including weekly Bible studies, social groups, fellowship dinners, men’s group and various other programs are being re-established or reinvented. There has been tremendous involvement from the congregation in helping out with this work as well as in Sunday worship services, building repairs and maintenance and multiple other tasks over the past two years. Many members have expressed appreciation for the opportunity to lend a hand.

RESOURCES

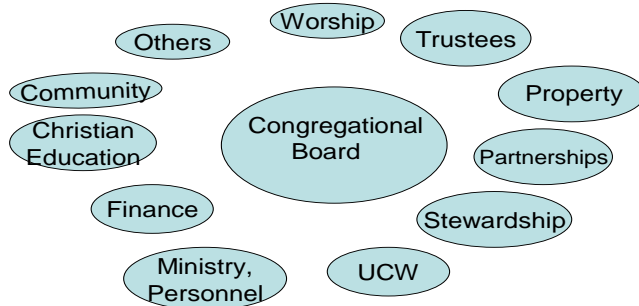
People

St. Paul’s employs a full-time Office Administrator and a part-time Sexton along with a part-time Music Director, and a part-time Organist. Each staff member is highly qualified and much esteemed by the congregation. Volunteer leadership is generously provided in all areas of church life: worship, programming, library management, office support and building maintenance, among others.

Governance

Over the last two years, in collaboration with the Presbytery pastoral charge supervisory team, St. Paul’s has reviewed, developed and implemented policy related to all aspects of church life. Since April of 2011, St. Paul’s has a “Streamlined Board” governance structure with a 9 member Board.

Schematic of Governance Model



The mandate of the Board is as follows:

1. The Board members serve as the overall leaders of St. Paul's United Church in both spiritual and temporal matters. These are the Elders and the Minister, as defined in The United Church of Canada Manual.
2. It represents the Congregation and has decision making authority on behalf of the Congregation, except in those matters requiring Congregational meetings as defined in the Manual (such as property and ministerial staff).
3. It is responsible for keeping the Congregation informed of its decisions, plans, actions and directions.
4. It serves as the liaison with the Presbytery, encouraging active participation by the church and its representatives.
5. The Board exercises cooperative leadership and oversight to support the actions of the Congregation's committees and project groups, which are fully authorized and responsible bodies.

The most important work of the Congregational Board is to keep the congregation members focused on St. Paul's mission statement: The mission of St. Paul's United Church is to glorify God through worship, to proclaim the gospel of Jesus Christ and to serve others in Christ's name. All policy development and accountability is based on the mission approved by the congregation.

In October of 2011, fifty members of the congregation attended a half-day workshop to activate the committee system illustrated above. Each of the committees has a description and a list of specific duties. Some of the committees, including Worship, Finance, Ministry & Personnel and

Property, are well underway with their work plans. Others are taking longer to get established and focused but with the leadership of the Board and the interim Ministry staff, all should be fully functional by mid 2012 at latest. Each committee has a designated liaison with the Board. The Ministry Personnel will be integral players in continuing to create and evolve contemporary policies within a governance structure that complies with UCC requirements.

Property

St. Paul's is a federally designated historic property located in Fredericton's downtown. Like so many old buildings, it works well but is in need of restoration. A committee of community members has been fundraising since 2008. Work on the front of the building (often referred to as North Wall and Rose Window) was completed in 2008 at a cost of approximately \$400,000. Since 2008, additional projects costing around \$200,000 have been conducted.

As previously mentioned, St. Paul's owns two large houses, both of which are rented. The "Turner property" contains four affordable housing units. The "Manse Property" is currently rented as a single-family dwelling and is being considered for a similar project.

Web Site

The web site is a functioning work in progress www.stpaulsunited.ca . We have an active congregational e-mail list and a Facebook group.

Financial

See Appendix A

Part B

MINISTRY PERSONNEL DESCRIPTION

After two years of transitional ministry, the JNAC feels that the congregation needs and has the resources for more than a single ministry personnel to energize the mission of the congregation. We want to assemble a team of ministry personnel who will use their strengths and gifts to move St. Paul's into the future.

Ideally, St. Paul's is seeking a full-time ordained minister who is a strong generalist and can lead/develop a team of lay and other ministry personnel. We are also looking for a .75 FTE ministry personnel to share in the responsibilities. Although the JNAC has named the ideal of a full time and a three quarter time team, there is an openness to other ministry configurations (i.e. two ministry personnel at ¾ time and another ¼ time somewhere else) to fill the vacancies and support the following ministries to all ages:

- Worship
- Pastoral Care and Outreach
- Christian growth and Development
- Administration
- Broader Church

Required Experience and Gifts for the Ministry Team

- Energetic and open minded with a sense of humour
- Able to assist the community in identifying and implementing a ministry vision going forward
- Experience and skill in congregational growth
- Strong leader who is a team builder and can motivate and encourage lay participation
- Shows excellence in preparing and conducting worship
- Has a traditional style of worship and is open to trying new approaches
- A dynamic preacher who offers an inspirational message
- Relates well to all ages
- Recognizes when to recommend professional counselling
- Highly values music in worship
- Is an active listener

DUTIES AND RESPONSIBILITIES

Worship

- Prepare and lead regular Sunday Liturgy within the broader traditions of the United Church
- Administer the Sacraments of Baptism and Holy Communion in accordance with the policies of the Governing Body and the traditions of the United Church
- Prepare and lead special services of worship, including:

- Marriages and funerals;
- Annual liturgical celebrations, such as Christmas, Easter, Pentecost;
- Services of celebration, such as anniversary, graduation;
- Services of recognition such as Remembrance Day;
- Services of Word and Table with residents of seniors' homes.
- Collaborate with the Director of Music in liturgy preparation
- The part-time position may be responsible for worship pieces in the absence of the full-time minister or as decided by the ministry team in consultation with the Worship Committee.

Pastoral Care and Outreach

The pastoral care of the congregation is seen as a shared responsibility of the ministry team and would include:

- Provide pastoral care, including visitation to shut-ins and those confined to hospital and homes for special care
- Promote, train and co-ordinate a team of volunteers to provide pastoral assistance with shut-ins and those confined to hospital and homes for special care
- Recommend individuals in crisis to professional counsellors, as required
- Liaise with community-based groups and agencies in the provision of congregational outreach support
- Reach out to disconnected and disaffected members of the community.
- St. Paul's envisions the part-time position having more emphasis on pastoral care and connecting to young families.

Christian Growth and Development

Christian Growth and Development is seen as a shared responsibility of the ministry team and would include:

Coordinating and Leading:

- Marriage and Wedding preparation
- Confirmation Classes
- Baptism Classes

Supporting and collaborating with:

- Sunday School supervisors and teachers
- Youth work leaders
- Leaders of Bible Study and other learning activities

Administration

- Collaborate with full-time Office Administrator.
- Attend meetings of designated congregational committees including the Congregational Board.
- Support other committees as required

Broader Church

- Participate in the work of Presbytery and Conference
- Support local ecumenical endeavours
- Collaborate with other local United Church communities to identify and support shared ministries

TERMS AND CONDITIONS OF EMPLOYMENT

Lines of Accountability

The Ministry Personnel will report to the Congregational Board through the M&P Committee and to Woolastook Presbytery.

Compensation and Support


For the position of a full-time Ministry Personnel, the following terms are offered (prorated for a part-time position):

Salary	Minimum United Church of Canada Salary and Allowances Schedule (plus negotiable)*
Benefits	As defined in the United Church Guidelines (CPP, EI, Church Pension, Restorative Care, etc.)
Housing	\$12,000 Annual
Books/Education	\$1,275
Telephone	A telephone and Internet allowance of \$100 monthly
Vacation	5 weeks
Study Leave	3 weeks
Travel	As established by the United Church of Canada Guidelines, which are .41 cents per km in 2012.
Moving	Paid in accordance with United Church of Canada Guidelines.

*Typical practice has been to pay UCC Salary plus up to 25%.

Appendix A

FINANCIALS

ST. PAUL'S UNITED CHURCH					
Statement of Financial Position					
(UNAUDITED)					
December 31	2010				2009
	Operating Fund	Capital Fund	Trust Funds	Total	Total
ASSETS					
CURRENT					
Cash	\$ 38,202	\$ 16,417	\$ 7,569	\$ 62,188	\$ 66,670
Short-term investments (Note 11)	-	2,001	71,116	73,117	87,052
Receivables	7,852	1,852	5,698	15,402	4,743
Accrued interest receivable	-	-	127	127	122
Prepaid expenses	4,762	1,517	-	6,279	4,392
Due from Other Funds (Note 14)	-	55,302	-	-	-
Loans receivable from Other Funds (Note 15)	-	-	211,076	-	-
	<u>50,816</u>	<u>77,089</u>	<u>295,586</u>	<u>157,113</u>	<u>162,979</u>
LONG-TERM INVESTMENTS (Note 12)	-	-	7,287	7,287	7,151
CAPITAL (Note 13)	-	<u>3,318,912</u>	-	<u>3,318,912</u>	<u>3,303,779</u>
	<u>\$ 50,816</u>	<u>\$ 3,396,001</u>	<u>\$ 302,873</u>	<u>\$ 3,483,312</u>	<u>\$ 3,473,909</u>
LIABILITIES					
CURRENT					
Bank overdraft	\$ -	\$ -	\$ -	\$ -	\$ 400
Payables and accruals	7,063	1,201	660	8,914	55,144
Deferred contributions (Note 1)	8,332	-	-	8,332	6,144
Due to Other Funds (Note 14)	50,643	-	4,659	-	-
Loans payable to Other Funds (Note 15)	20,712	190,364	-	-	-
Current portion of long-term debt	-	-	8,225	8,225	7,906
	<u>86,750</u>	<u>191,565</u>	<u>13,534</u>	<u>25,471</u>	<u>69,594</u>
LONG-TERM DEBT (Note 16)	-	-	<u>190,649</u>	<u>190,649</u>	<u>196,986</u>
	<u>86,750</u>	<u>191,565</u>	<u>204,183</u>	<u>216,120</u>	<u>266,580</u>
FUND BALANCES					
Invested in capital assets	-	3,128,548	-	3,128,548	3,119,915
Externally restricted	-	1,430	96,690	100,120	80,366
Internally restricted (Note 17)	-	67,453	-	67,453	53,900
Unrestricted	(35,934)	7,005	-	(28,929)	(48,942)
	<u>(35,934)</u>	<u>3,204,436</u>	<u>96,690</u>	<u>3,267,192</u>	<u>3,205,329</u>
	<u>\$ 50,816</u>	<u>\$ 3,396,001</u>	<u>\$ 302,873</u>	<u>\$ 3,483,312</u>	<u>\$ 3,473,909</u>
CONTINGENCY (Note 20)					
APPROVED BY THE BOARD OF TRUSTEES					
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 DAYE KELLY & ASSOCIATES CERTIFIED GENERAL ACCOUNTANTS 4					

ST. PAUL'S UNITED CHURCH

**Statement of Operations
(UNAUDITED)**

	2010		2009		2008	
	Budget	Actual	Actual	Actual	Capital	Total
REVENUE						
Collections/Contributions (Operating - Note 2)	\$ 270,525	\$ 262,582	\$ 271,021	\$ 1,225	\$ 111,241	\$ 112,466
Rental property income	-	-	-	49,551	-	49,551
Investment income (Note 3)	-	-	-	173	3,436	3,609
Interest on loan to other fund	-	-	-	-	6,500	6,500
Other givings (Note 4)	39,200	49,789	52,651	-	-	-
M & S givings	-	12,859	13,472	-	-	-
	<u>309,725</u>	<u>325,029</u>	<u>337,144</u>	<u>50,949</u>	<u>121,177</u>	<u>172,126</u>
Less:						
M & S givings disbursed	-	12,859	13,472	-	-	-
NET REVENUE	<u>309,725</u>	<u>312,371</u>	<u>323,672</u>			
EXPENDITURES						
Salaries and benefits	166,747	164,410	222,609			
Appropriations (Note 5)	26,331	20,735	24,249			
Other expenditures (Note 6)	65,787	56,035	64,393			
Repairs and maintenance (Note 7)	37,300	28,095	27,557			
Bank charges	1,200	1,590	1,684			
Miscellaneous (Note 8)	12,360	22,528	24,356			
Expenditures (Capital - Note 9)	-	-	-	11,549	85,158	96,707
Rental property expenses	-	-	-	18,819	-	18,819
Interest on loan from other fund	-	-	-	6,500	-	6,500
Interest on long-term debt	-	-	-	2,702	4,513	7,215
	<u>309,725</u>	<u>293,393</u>	<u>364,818</u>	<u>39,570</u>	<u>89,671</u>	<u>129,241</u>
EXCESS OF REVENUE OVER EXPENDITURES						
(EXPENDITURES OVER REVENUE)	\$ -	\$ 18,978	\$ (41,146)	\$ 11,379	\$ 31,506	\$ 42,885
						\$ 68,269

DAYE KELLY & ASSOCIATES
CERTIFIED GENERAL ACCOUNTANTS

Appendix B

RECOMMENDATIONS

We recommend that:

- The St. Paul's JNAC report be received and approved by the St. Paul's Congregational Board and by a meeting of the congregation
- Woolastook Presbytery receive and approve the JNAC
- Woolastook Presbytery declares a July 1, 2012 vacancy for 1.5 FTE Ministry Personnel.
- Woolastook Presbytery constitutes a Joint Search Committee
- Woolastook Presbytery disbands the Joint Needs Assessment Committee with thanks.

The Governance Board and the Congregation reviewed the position terms and made a motion that Woolastook Presbytery declare a July 1, 2012 vacancy for 1.75 FTE Ministry Personnel and that the JNAC profile be amended to make note of those changes.