



Report of the Joint Needs Assessment Committee

Knox United Church & Toronto Southeast Presbytery

Presented to the Church Council on: May 18th, 2011

Presented to the Congregation on: June 5th, 2011

Presented to the Toronto Southeast Presbytery on: June 7th, 2011

2011

Knox United Church
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A Place for Memories and Dreams

*By the rivers of Babylon – there we sat down and there we wept
when we remembered Zion. (Psalm 137: 1)*

Babylon is where you make it, really. We find ourselves constantly living in a place remembering how things “used to be”. We say things like “We’ve never done it that way here before” to convey that there is a tradition, heritage and “way” that things are to be done. We know that change hurts. Change can be painful. It shakes up the status quo no matter if it’s within a family structure at home or the family that we call Church.

While we remember the past, we must honour the present and the future. A hope is that we remember the “past Church”, that we incorporate a more “present-future” theology of the Church and what we “are to be about”. People exist in every community who need the Church but can’t relate to it. They hear the Church calling out, “Come to me”, when the Church should be saying, “We’ll come to you”. When the Church decides to reach out, we must accept the hand that reaches back.

(from “THESE DAYS” – published by the Presbyterian Church)

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1. Introduction

In November 2010 the Church Council endorsed a recommendation to the Congregation to request Toronto Southeast Presbytery to establish a Joint Needs Assessment Committee (JNAC) as the position of Minister of Word, Sacrament & Pastoral Care at Knox would become vacant as of February 1, 2011. Also, since the other staff positions at Knox, the Minister of Visitation and the Coordinators of Christian Education and Chinese Ministry were established by a JNAC report in 2007, it was suggested that a review of these positions also be included in the 2011 JNAC process, as Knox had asked Presbytery in October 2010 to undertake such a process.

On December 5, 2010 the Congregation approved the establishment of a JNAC for Knox. The Church Council subsequently appointed members to the JNAC. The membership of the Joints Needs Assessment Committee was as follows:

Presbytery representatives: Rev. Johmann Kwong
Mary-Ethel Morton, St. Mark's United Church

Knox representatives:

Cheryl Amos (Secretary)	Bob Lundy (Chairperson)
Dave Amos	Lynella Reid-James
Edith Chantler	Sameer Sen
Thessa Dougan-Smith	Paula Smith-Nadin / Margo Brown
Neville Jacobs	Nick Walker
	Yalin Zhou

The Committee began meeting in January 2011 and met every two weeks until early spring. Thereafter it has met as required to prepare the JNAC report.

It should be noted that Paul Neary submitted his resignation as the part-time Minister of Visitation at Knox on May 2, 2011, with his departure date from Knox being set for the end of July 2011. This position has been Presbytery accountable with a time commitment of 16 hours per week and in March 2011, the Church Council had approved Paul's reappointment until June 30, 2012.

2. Purpose

The purpose of the Needs Assessment process is to provide information to assist the Congregation in making a decision on the present and future ministry needs at Knox. It also assists the Congregation in its deliberations on an appropriate recommendation to Toronto Southeast Presbytery for the future ministry needs of Knox.

3. Summary and Recommendations

Summary

The Committee has met and discussed the findings of the research carried out through the 'Congregational Survey' process, and the interviews with specific Focus Groups and Committees, including two Town-Hall opportunities. From this research, it is evident that the Knox Congregation has clearly identifiable ideas about the future of its mission and ministry in our immediate and far-reaching community. It is also clear that there are many different expressions of how we can strengthen our existing programs and develop a variety of new approaches to our Ministry in the future.

We are a very diverse congregation – diverse in age, culture, financial support, spiritual needs and opinions on community outreach. However, diverse does not mean divided.

Knox has been fortunate to be able to financially support ministerial staff, as suggested by previous JNAC reports, relatively successfully without making drastic reductions in staff for financial reasons. At this time, however, Knox is at a cross road with some major decisions to be taken.

The financial forecasts would indicate that current staffing is not sustainable much beyond a year or so, and yet the Congregation recognizes that we have growing needs a) in the Church School area, b) in the design and delivery of attractive programs for the youth, c) in enhancing congregational nurture for all individuals including the parents of our young families, d) in fulfilling the visitation and pastoral care needs of our senior members, and e) in strengthening our Chinese Ministry, our ability to communicate our faith with others, and our demonstrative support for community.

It is the opinion of the JNAC that Knox's best interests are served by building a church that encompasses both stability and flexibility.

A full-time Minister of Word, Sacrament & Pastoral Care, in conjunction with a strong Church Council and a very supportive congregation will give Knox its stability for many years to come. Knox will need a Minister of Word, Sacrament & Pastoral Care with a job description that reflects both the financial realities and perceived future needs of Knox.

By releasing the time allocated to the current Minister of Visitation role, a much broader and more flexible scope can be achieved for dealing with our perceived needs. Knox can determine the best allocation of that time and put a focus on areas such as:

- the provision of visitation & pastoral care over the coming years
- the immediate need for assistance in the Nursery and Church School
- the design of Youth Ministry initiatives, and
- strengthening of our Chinese Ministry

As the needs and dynamics of Knox emerge over the coming years, our ability to be flexible with our time and financial resources will strengthen our opportunities to serve our Congregation and community.

Recommendations

- 1) That the Congregation of Knox United Church, Agincourt receives and approves the report of the Joint Needs Assessment Committee.
- 2) That the Congregation confirms the JNAC recommendation that Knox calls a full-time Minister of Word, Sacrament & Pastoral Care (Lead Minister) with a time commitment of 40 hours per week.
- 3) That the Congregation confirms the JNAC recommendation that Knox establishes a Joint Search Committee (JSC) and requests that Toronto Southeast Presbytery appoint Presbytery representatives to that Joint Search Committee.
- 4) That the Congregation confirms the JNAC recommendation that the Ministry & Personnel Committee, in conjunction with the Pastoral Care Committee and the interim Minister,
 - a) review the pastoral care and visitation needs of Knox beyond August 1, 2011 and the requirements for contract staff time, at no more than 10 hours per week, to June 30, 2012,
 - b) develop a job description for contract staff, if necessary, and
 - c) recommend to the Church Council a plan of action and budget requirements to implement this plan in Fall 2011.
- 5) That the Congregation confirms the JNAC recommendation that Jayne Bossert should continue in her current appointed position for the church year to June 30, 2012, at the current time commitment of 7.5 hours a week.
- 6) That the Congregation confirms the JNAC recommendation that the Ministry & Personnel Committee in conjunction with the Christian Education Committee, CE Coordinator and interim Minister:
 - a) review the needs of the Church School / Youth program and requirements for additional contract staff time to assist in the Nursery and Church School, and
 - b) recommend to the Church Council a plan of action and budget requirements to implement this plan in 2012.
- 7) That the Congregation confirms the JNAC recommendation that Richard Wang should continue in his current appointed position for the church year to June 30, 2012, at the current time commitment of 7.5 hours a week.
- 8) That the Congregation confirms the JNAC recommendation that the Ministry & Personnel Committee in conjunction with the Chinese Fellowship Steering Committee, Chinese Ministry Coordinator and interim Minister:
 - a) review the needs of the Chinese Ministry program at Knox and the requirements for additional contract staff time to assist in the delivery of the program, and
 - b) recommend to the Church Council a plan of action and budget requirements to implement this plan in 2012.

4. Our History and the Knox Community

Knox United Church, Agincourt was founded in 1848 and has been an historical landmark in the Agincourt Community. Agincourt was a small village created to support a rural farming district in Scarborough; however, today, that village has mushroomed into an urban, intercultural community of almost 45,000 people within the City of Toronto.

As described in the 2006 Census, our community contains approximately 38% with mother tongue being Chinese, 30% with mother tongue being English and small numbers with other ethnic origins. The ethnic mix of the community may have changed over the years; however, strong family values are honored and nurtured by the new immigrant families, just as they were in the village of Agincourt.

The infrastructure of our community is strong. We are blessed with excellent medical and educational facilities. Agincourt Community Services Association (ACSA) that was initiated by Knox United Church in the 1970's, provides support services in response to the needs of our ever-changing community. Many churches of different denominations, including a number of Chinese Protestant churches, minister to our community and work together in a coordinated way through the local Ministerial Association for the good of all.

Knox has endeavored to meet the needs of our Congregation and Community over the years. Dedicated members worked diligently through the years to build the Church building we see so prominently today in the 1870's and then in 1958, the Christian Education Centre, both located at the corner of Midland Avenue and Sheppard Avenue. The Church's majestic steeple, the playing of the chimes and amplifying them in the steeple and our promotional sign, all call attention that Knox is a place to worship God.

Our church is warm and welcoming to newcomers. We have initiated programs to welcome our Chinese newcomers through the mid-week and Saturday Chinese Fellowship group, Chinese Bible study and small groups within homes. Our outreach programs include an Out-of-the-Cold program over twenty-two Friday nights during the winter months, and our Nearly New Shop that sells gently used clothing and goods and is open on Wednesday afternoon. Knox has many Committees, Small Groups, Bible Study groups, a thriving Church School program with over 40 children registered, and social events in which members and their friends can join in Christian fellowship. Sunday worship services feature an inspiring sermon, uplifting music and camaraderie to nurture the soul.

The Knox Mission statement says, **"We are called, challenged and committed to enriching lives through actively responding to the love of God as revealed in the risen Lord Jesus Christ"**. Knox strives to shoulder the responsibility of fulfilling this commitment to our current church members and to the Community of Agincourt.

We are called to blend our diverse cultures, to live in harmony, to learn from one another and to embrace the future.

Since our 2007 JNAC report, the Knox congregation has changed and is starting to reflect its immediate demographic area in age and ethnicity.

We have continued to experience new arrivals of families at Knox from mainland China; however, the number does not reflect the possible potential from the immediate census area. This may reflect the variety of options available for Chinese families in Agincourt as there are other churches in the area that offer Chinese services.

Knox has been an aging Congregation and even in 2011 it has been estimated that 45% of the Congregation are over the age of 50, with 27% being over the age of 71.

January 2011 Knox age statistics follow (sample of 321):

0 – 30 years	27.4%
31 – 50 years	28%
51 – 70 years	17.8%
71 – 90 years	21.8%
91 years and over	5%

Average age at Knox in 2011: 48 years

The average age of the Congregation, as estimated from the survey in January 2011, is approximately 48 years old. This is a change from our estimate of approximately 70 years old for the average age of the congregation in 2007; however, the 2007 average age was not supported by a survey of the Congregation as has been carried out in 2011. The 2007 average age at 70 years old was probably a bit high.

We are becoming a younger congregation due to the arrival of younger Chinese families and other families with children, and as families are having children, adding to the younger population of the church.

These findings point to the need to maintain and possibly strengthen support for our church school program and our Chinese Ministry.

Although the average household income is relatively high at \$60,100 per year, the census statistics also show that there continues to be a need for outreach and other support for youth (the dominant age group in our census area is 5 - 19 years old) and for families led by a single parent.

The programs at Knox also need to reflect the intercultural census data, and especially that the dominant visible minorities in our census area are Chinese at 43%; South Asians at 17%; Black at 5% and Filipino at 3%.

Census data on religion is only collected every 10 years. The 2001 census data shows that United Church members are a minority group at 4% of the population. It is not expected that this statistic has improved in the last ten years.

6. Survey and Focus Group Feedback

The JNAC prepared a Congregational survey to receive information about the Knox needs and our thoughts about future ministry and mission. 250 surveys were distributed and 110 were returned representing a return of approximately 44%. It was very encouraging to have such a strong response to the survey. 87% of those responses represented the age group of “50 years and over” and 76% of the respondents indicated that they worship 3 to 4 times per month with 86 % describing themselves as moderate to very active in the church.

The survey responses generally indicate the following from the Congregation:

a) Knox Congregation “now” and 5-10 years in the future?

In order, the congregation chose the following top 10 words to describe itself in 2011:

intercultural	welcoming	faithful	community-centered	alive
prayerful	compassionate	spirit-filled	thriving	viable

For the future, the same 10 words were the top selections, but there appeared to be suggestions that we will become more intercultural and community-centered in that time. In contrast, the responses indicated that we may become less prayerful, faithful and compassionate.

b) The Knox Mission Statement

Our existing Mission Statement was recognized by and has clarity for over 80% of our respondents and is seen as influential in shaping the direction of activities of both individuals and the congregation. At the same time, there are a few people who feel that the Mission Statement is too vague and wordy and is lacking in detailed goals and objectives for the Congregation.

c) Actions at Knox that have expressed our ministry over the last few years?

- Outreach to our community – support for ACSA, Mission & Service Fund, Habitat for Humanity, Alpha program, Out-of-the-Cold program, Nearly New program
- Christian Education – developing an enthusiastic Sunday School program with dynamic leadership
- Inspirational Music Program – multiple choirs under superb leadership
- Welcoming and inclusive approach to multicultural diversity

d) Strengths and Weaknesses of Knox

Strengths

- Dedicated, passionate, enthusiastic people of the congregation supported by strong, diverse leadership
- Superb music program and charismatic music director

- Welcoming atmosphere with care and concern for all
- Vibrant Sunday worship with very good sermons and prayers
- Strong Sunday School program for young, culturally-diverse families

Weaknesses

- Certain aspects of the worship service need to be changed – no “passing of the peace”, less busy-ness and not enough time for prayer
- Number and diversity of volunteers is diminishing and there is a need to involve more new / younger people
- Missing team approach among ministerial staff
- Disproportionate support for different small group ministries within the church
- Lack of staffing hours to support growing CE component and development of a youth ministry beyond K to Gr. 6 age range
- Hesitant to a) build on tradition, b) recognize change opportunities and c) budget wisely

e) Suggested Improvements or Changes at Knox?

- Make modifications to the Sunday worship service – different components, length, music, prayers, variety
- Enhance use of technology – new P.A. system and display screens
- Provide more support for youth and children’s ministry – staff hours, volunteers, enhanced young adult programs
- Develop partnerships with other churches and social agencies
- Use the CE building for i) expansion of Church School, ii) centre for youth and community programs
- Re-evaluate roles of ministerial and program leadership in the Church

f) Existing Programs / Activities That Should Receive More Emphasis

- Church School for teens
- Youth Program
- Leadership Development
- Welcoming Program
- Child Care – church / other

g) Most Important Existing Programs / Activities

- Music – choirs – adult, children & handbell
- Church school for children and teens
- Sunday worship
- Pastoral care by the ministers and elders / visitors
- Bible Study – morning and evening
- Community Outreach – Out of the Cold, ACSA support,
- Social Events – Dinners, Fall Fair, Small Group Fellowship

h) Programs/activities at Knox that have drawn you closer to God

- Music programs
- Sunday worship and sermons
- Bible study and Alpha program
- Small group fellowship

i) Are programs and ministry at Knox meeting your spiritual needs?

- Yes

j) Programs / Activities that you would add at Knox

- Social Activities for youth, middle-age couples – concerts / pot-luck suppers
- Learning Opportunities – presentations and discussion groups for all ages
- Christian Fellowship in areas of prayer ministry and bible study
- Youth Needs – programs that focus on teens and church school continuity
- Outreach programs that are aimed at at-risk youth
- Broadened music program beyond vocal – connect to ACI students

k) Reflections on the Sunday Morning Worship Service:

Most meaningful parts:

- The sermon
- The music
- Children's time
- Fellowship
- Prayers / Bible Reading

Request for more:

- Music - modern, upbeat music / intros to composers and authors of hymns
- old and meaningful hymns
- Sermons - related to daily life / sermon dramatization
- thoughtful and spiritual focus
- Quiet and Prayer Time
- Intergeneration and Youth Involvement
- Passing of the Peace

Request for less:

- Service Length - sermon too long / long-winded prayer concerns
- less verses of the hymns
- Announcements - too many things presented at one time
- less people needed to give announcements
- Chinese Service - Chinese language sections are a distraction

l) Ways the congregation should reach out to the Community

- Continue our involvement in Fall Fair, ACSA support, Out of the Cold, providing facilities for community groups and recreation
- Invite the Community to join us by increasing our communication methods
- Organize community events such as BBQs, concerts, lecture series, garage sales
- Work with other non-profit organizations and support groups to build a stronger community support network
- Be more aware of changing demographics and develop coordinated United Church outreach throughout Scarborough
- Change our services to appeal to multicultural fabric of our community

m) Reflections on the Knox Church School:

The survey results clearly identified that Church School and the presence of children in the service are very important to this congregation. The children's story is seen as being very important to both adults and children, although some people questioned the length and appropriateness of some stories for all age groups. The respondents, however, weren't conclusive about whether the children's participation in the service was very important.

n) Reflections on the Knox Chinese Fellowship:

The survey results pointed out that weekly attendance at worship, an ongoing Chinese Fellowship, bible study and participation in worship services are very important for aspects of our Chinese Ministry. In addition, there was strong support for both Chinese Intercultural Events and the recreational activities in the CE building. In contrast, the survey results made it very clear that having a separate service was not deemed to be important.

o) Future staffing at Knox?

The survey identified four principal positions for inclusion in the future staffing model of Knox. These were:

- Full time Minister of Word, Sacrament and Pastoral Care
- Part time Minister of Visitation
- Coordinator of Christian Education
- Coordinator of Chinese Ministry

In addition, there were several other suggested possibilities to meet our needs in the future. These included:

- Part time Children / Youth Minister
- Part time Couples Coordinator
- Part time minister for seniors
- Part time minister of worship and prayer to lead worship and prayer meetings
- Part time minister for adults – ages 35 – 65

Coordinator of Pastoral Care
 Half time minister for Christian Education and Pastoral Care
 Full time minister – ¼ CE youth/preschool, ¼ church school,
 – ¼ intercultural, ¼ pastoral care

p) Skills, Abilities and Characteristics of Staff

The survey results indicated that people are looking for the following skills, abilities and characteristics in each of the positions indicated:

F/T Lead Minister

Collaborative / cooperative
 Effective pastoral counseling
 Friendly, approachable, warm
 Inspirational
 Leadership skills
 Preaching strengths
 Working as leadership team member

P/T Minister of Visitation

Effective pastoral counseling
 Friendly, approachable, warm
 Listens attentively
 Spiritual and shares the faith
 Working with the elderly
 Patient

P/T Coordinator of Chinese Ministry

Bilingual (English / Chinese)
 Working as leadership team member
 Friendly, approachable, warm
 Spiritual and shares the faith
 Leadership skills
 Enthusiastic

P/T Coordinator of Christian Education

Creative & forward thinking
 Enthusiastic
 Friendly, approachable, warm
 Leadership skills
 Sense of humour
 Teaching
 Working with children / teens

q) Focus Group Surveys and Responses

Pastoral Care:

As individuals

- incorporate new members – be welcoming
- contact members who have drifted away – let them know they are missed
- give members an opportunity to participate

As a committee

- provide crucial support for elders – seminars and workshops
- coordinate the coffee hour in the Heritage Room and encourage participation
- visit the shut-ins
- arrange for transportation for members of the congregation

For the future

- continue with the wide variety of Outreach programs
- need to advertise our programs, locally and beyond, and encourage members of the community to participate
- connect with churches that are closing and offer their members a new church home at Knox

Community Outreach:

As individuals

- need to have a passion for social justice issues
- need to promote Knox in the local community

As a committee

- need to fund raise for charitable work
- need to receive feedback from the charities on how donations are spent so we can share the good news to the congregation

For the future

- encourage more volunteer membership in Outreach initiatives
- more focus on local rather than GTA issues
- have an minister who is active in congregational involvement
- improve committee dialogue so donations aren't overlapping
- raise awareness of Agincourt Community needs, including poverty and homelessness
- increase level of funding for Outreach initiatives

Chinese Ministry:

As individuals

- there is a wide variety of backgrounds, with different life and religious experiences
- there is a lack of understanding of how the Sunday service works
- language challenges, family commitments and travel distance are factors why there are fewer Chinese out for Sunday services
- there is a willingness to volunteer if requests for help are communicated

As a committee

- continue to provide activities and spread the word to attract more people
- continue to translate and provide print material for services
- there is a need for more time to adapt and grow in the faith at Knox

For the future

- continue to support CE building activities
- try to provide more youth activities for the community
- have more Chinese services – with written and oral translation facilities
- increase intercultural activities at Knox

Worship/Music:

As individuals

- we should aim to grow in our own faith, through learning and studying, and develop a “spiritual strength” that allows for the faith to be spread to the community
- we should be more gracious and culturally aware and, in “doing, showing and speaking our faith” the community will be positively impacted

As a committee

- attract more families
- incorporate a variety of service styles to encourage participation and interest
- look into the use of video screens to improve communication in the service and decrease ‘announcement time’
- support the vision of the ministerial staff and get it out to the community
- encourage and affirm the superb music program and talented director of music
- hoping to work closely with ministerial staff who are outgoing, approachable, good listeners, and open to new ideas and initiatives

For the future

- continue to support and nurture the ministry to Chinese people in Agincourt
- take out the politics in sermons and be more culturally aware and gracious
- continue to be a significant social justice presence in our community
- follow the philosophy: ‘Our Actions must always speak louder than our Words’

Christian Education

As individuals

- assess personal commitments and capabilities in terms of time and skills
- recognize the importance of commitment and continuity for the future of Knox
- recognize that children of immigrant families integrate faster than adults and this makes them easier to work with

As a committee

- employ more part-time personnel to facilitate growth in Church School
- develop strong programs at all levels
- focus on nursery and youth program development
- provide training for volunteers to enhance the quality of their contributions
- encourage the promotion of the strong Church School program through the website and word-of-mouth advertising by existing families

For the future

- develop a plan to attract the age group 20–40 to the church
- ensure attractive programs especially at times like Easter and Christmas when young people come home
- develop strategies to promote and highlight Knox in the community
- enhance the MOD segment of the service with more variety and volunteers
- develop funding for the VBS and other similar outreach programs

UCW

As individuals

- be active and continue to contribute to the church
- keep in touch with people and increase volunteer service in the community
- do more visiting with shut-ins

As a committee

- provide catering for both church and community activities
- build a younger UCW group
- build fellowship opportunities in the congregation
- do more volunteer work in areas like Habitat and Sheppard Lodge
- hoping to work closely with a dynamic ministerial staff who are supportive of UCW work and can encourage us to see new directions and dimensions of ourselves

For the future

- reach out to the local high school and encourage music and volunteering
- continue to foster Outreach programs such as Out of the Cold, Nearly New Shop and ACSA
- promote the use of the website and electronic sign to increase communication with the community

Comments from JNAC Town-Hall Meeting:

Despite the small attendance at the meeting, there were four key issues raised in the discussions:

- the importance of prayer has been lost at Knox and we need to ensure that our new minister rejuvenates this congregation with meaningful prayer programs
- there is a real need to accommodate the needs of different generations as well as different cultural groups
- there is a lack of mentoring infrastructure to nurture new members and provide knowledge and faith connections for both new and existing members of the congregation
- a part-time youth minister should be employed to provide guidance and stimulation for our evolving Christian Education program

7. Theology, Ministry & Purpose

Fifty-six percent of Knox's members and adherents identified themselves as liberal, thirty-two percent as conservative, seven percent as evangelical and the others fell somewhere within the theological spectrum of the United Church of Canada.

The ministry of Knox is seen by most to be social (fun and fundraising) – meeting most of the congregational needs, supportive and caring – meeting the needs of a changing society, and involved in social action – meeting the needs of the wider community. These all reflect our current Mission Statement.

We welcomed 17 new members in 2009 and 5 new members in 2010 through profession of faith or transfer of membership. During the past three years, our average attendance for Sunday worship has remained fairly constant at approximately 117 per week. However, the church is being revitalized through the successful implementation of new initiatives in Chinese ministry and ministry to children and young families.

Guided by our Coordinator of Chinese Ministry, the Chinese Fellowship group organizes many activities involving members of our Chinese community. Badminton and line dancing are held each week in the Christian Centre. Special activities, such as the celebration of the Chinese New Year, are enjoyed by Chinese and non-Chinese participants. An English-Mandarin service on the second Sunday of each month, and a Mandarin English Fellowship program held following church on that day, encourage participation in the worship life of the church. The Chinese Fellowship is represented on the Church Council.

Our church school has grown to over 40 children from approximately 10 just three years ago, under the capable and enthusiastic leadership of our Coordinator of Christian Education. The children enjoy Church School each week, and also special family activities such as the Annual Picnic, the Advent Pot-Luck Dinner, and the Bowling Afternoon.

The mission of the "Knox Internet Ministry Team" is to apply Technology and the Internet to support and enhance the Ministries of Knox United Church. The team partners with the Council, committees, and staff to help provide the majority of content to be published on the website. The goal is to provide good and up-to-date content as a means of maintaining the interest of visitors to the Knox website. The website is being reshaped to meet these needs, while being practical and usable by regular members and adherents. The website at <http://www.myknox.ca> contains information about Knox, including groups and committees, sermons, events and news, and a prayer forum. The church is also represented on 'Facebook', 'Twitter', and 'WonderCafe' - the United Church website, in an effort to broaden Knox's internet presence and get the interest of the younger generation.

ACSA and other community organizations receive money annually from Knox. The Benevolent Fund and other church groups such as Nearly New and the United Church Women (UCW) also support a variety of other charities. The Mission and Service fund of the United Church of Canada received over \$62,000 in 2010.

We provide space for a wide variety of community groups and programs such as the Agincourt Montessori School, an AA group, a yoga group and the Out-of-the-Cold initiative. The Nearly New Shop is an ongoing Knox Community Service.

An annual Fall Fair, activities such as bridge, and meals such as the Pancake Supper and Roast Beef and Advent Dinners, are social events and often fund raisers. Ongoing small group activities include the photography, 'Lunch Bunch', and book study groups. An active Pastoral Care Committee and group of Visiting Elders ensure that many of our members are visited on a regular basis.

The Sunday morning worship service, daytime and evening Bible studies, and some small groups comprise the spiritual ministry of Knox. The Sunday worship is quite traditional, and the key components of the Sunday worship are the sermon and music, followed by a fellowship refreshment time. We are fortunate to enjoy the musical gifts of our adult choir, the children's choir, the hand-bell choir, and a choir composed of our Chinese members.

As a United Church congregation, Knox is called by God to be a part of the Body of Christ in the Agincourt Community.

It has been perceived by the outgoing minister that there are three distinct visions of the purpose of the church:

- The church is a place where people take care of one another (i.e. we are essentially one big family)
- The church is a place where God saves souls (e.g. Alpha)
- The church has a mission beyond its walls (e.g. social justice issues)

To meet the needs of those who attend Knox, and the Agincourt community, it should be recognized that all three of these visions are important, and can coexist. All three are necessary for Knox to fulfill the Mission Statement created some years ago:

We are called, challenged and committed to enriching lives through actively responding to the love of God as revealed in the risen Lord Jesus Christ.

8. Resources and Five-Year Financial Projections

a) Financial Overview

The annual Knox operating budget is approximately \$340,000 as shown on Table 1, Financial Projections for 2011 through 2015. Personal Giving at Knox have risen steadily to \$260,000 in 2010, which covers 76% of the operating budget.

Facility Use donations in 2010 at \$46,395 represent approximately 14% of total revenue and Special Events income at \$12,497 represents 4% of total revenue. These two revenue sources represent approximately 18% of total revenues, a level not unusual for churches today.

Knox undertakes an annual Stewardship program and has successfully utilized the United Church's "Celebrate Stewardship" program and modifications of this program.

Knox members and the UCW are strong supporters of the United Church Mission and Service Fund. Total contributions to the M&S Fund exceeded \$62,000 in 2010 with the UCW contributing \$3,200 of that amount. Knox continues to be one of the largest M&S contributors in the presbytery.

In addition to our M&S contributions, Knox supports other local charities with donations totaling about \$20,000 each year. Approximately half of this amount is donated to Agincourt Community Services Association (ACSA), which Knox members and staff were instrumental in founding. We also have a special interest in supporting Habitat for Humanity.

Knox has two restricted funds: the Manse Fund at approximately \$312,000 and the Heritage Fund, an endowment fund, in the order of \$300,000. Annual income from the Manse Fund is used to partially offset the housing allowance costs of our ministers. If needed, income from the Heritage Fund may be used for local expenses but, over the last two years, we were able to leave \$18,000 of income in the fund where it will continue to grow. These funds have been invested in accordance with policies adopted by the Board of Trustees, which administers the investment of the funds.

b) Property and Use of Facilities

The Knox property includes two buildings, an historic church originally built in 1872 and a Christian Centre built in 1958. There is also a parking lot for 45 vehicles. Both buildings are partially accessible for the handicapped persons who attend services and functions.

The property is located at the northeast corner of Midland and Sheppard Avenues where our lighted identification sign welcomes those in the 50,000 vehicles that pass our church each day. Knox uses its electronic message sign to welcome all to worship, church school and special events, as well as displaying the time and temperature 24 hours each day.

Knox Cemetery, which surrounds the church, is the resting place for many of Agincourt's pioneers. It is cared for by Knox members and has a separate investment fund for maintenance.

Our church buildings are used for worship and other church and community functions. Special presentations include an annual choir musical event, where the community is invited to attend and donate food or funds for the ACSA food bank. Other community groups using our facilities include an ***Out-of-the-Cold*** program, the ***Agincourt Garden Club*** and ***AA***. Long-term tenants include a ***Montessori School*** that operates each weekday. ***Greater Grace Christian Fellowship*** meets in our Christian Centre on Sunday afternoons and the ***Chinese Disciples*** meet there on Monday evenings.

c) Leaders and Volunteers

Our greatest resource is our people. Over the years Knox has been fortunate to have many members and adherents who have demonstrated excellent skills for leadership and support of our many programs. These leaders have volunteered their time unselfishly to guide and lead Knox. They are supported by an interested and caring congregation who participate enthusiastically in our programs and events.

Our Worship committee works hard to provide varied, interesting and exciting services throughout the year. Average attendance at Sunday services is about 120.

Music is an important part of worship and life at Knox. Our Chancel Choir practices each Thursday evening and enriches all of our Sunday services. Our Bell Choir performs several times a year and we enjoy our concert piano and Casavant organ.

Our Church School is booming, with growing attendance each year. The Christian Education committee works with our CE coordinator and volunteers to provide stimulating programs for children. We now see a need to provide programs for youth as the children grow.

Our Visiting Elders, under the direction of the Pastoral Care committee and the Minister of Visitation, ensure that all of our members are contacted regularly, often delivering our newsletter. Special care and visits are provided for shut-ins and those in hospital. We also organize regular services at a local seniors residence.

Our members are key contributors to an Alpha Program provided by Knox and other local churches, introducing new Christians to our faith.

Our community includes many new immigrants from China. To help welcome them to Agincourt, our Chinese Fellowship provides special programs: Chinese New Year and Moon Festival programs, weekly badminton and line dancing / exercise in our Christian Centre.

Our Benevolent Fund receives donations intended to assist the community. The Outreach committee directs these donations to deserving local charities. They also organize two special services each year, Outreach Sunday and M&S Sunday.

For several years, we have organized an Out of the Cold program, working with other church and community groups to assist the homeless, providing shelter in our Christian Centre during the cold months. Knox volunteers work with other churches and ACSA to provide a Hot Lunch Program through the year, with Knox being the host church in July and August.

On Wednesday afternoons, gently used clothing is available at our Nearly New Shop. Staffed by volunteers, this shop helps make inexpensive clothes available in the community. It also generates funds, some of which are passed on to local charities.

Knox members were instrumental in the recent launch of the Scarborough Inter-Faith Affordable Housing Association, a new charity that plans to make safe and comfortable housing available at a reasonable cost, so that fewer people will be homeless.

We have several Small Group ministries at Knox, including groups interested in Bible Study, Photography, and studying our faith through a Book Club.

Our Communications committee keeps information flowing to our members and our community. The Knox News is distributed quarterly in paper or electronic form. It is also available on our website at www.myknox.ca, where a wealth of information about Knox can be found.

From time to time we receive donations celebrating the memory of friends and family, intended to help Knox in an enduring way. Our Memorial Committee uses these funds to honour the memories, usually by purchasing items that will enhance our worship services for many years.

Our Ministry and Personnel Committee manages human resources at Knox. The Property Committee takes care of our two buildings, while the Cemetery Board maintains the cemetery grounds. Our Trustees are in charge of investments and our Finance Committee oversees operational finance and administration.

In addition to the leaders and volunteers working within the congregation, our members make great contributions to the broader church, at Presbytery, at Toronto Conference Executive where Marg Walker is currently the President, and at General Council Executive where Lynella Reid-James is a member.

d) Governance

The governance of Knox is through a Church Council that includes in its current 34 person membership: the ministerial staff, chairs of standing committees, members-at-large, Presbytery representatives, and other elected and appointed members. Knox operates under the guidance of the Manual of the United Church of Canada and the 2009 Presbytery approved Knox Constitution.

e) Current Staff Positions

Our members have shared in the ministry of Knox in the last year with the following staff:

- Full-time ordained Minister of Word, Sacrament and Pastoral Care
- Part-time (16 hours/week) Minister of Visitation
- Part-time (7.5 hours/week) Coordinator of Christian Education
- Part-time (7.5 hours/week) Coordinator of Chinese Ministry
- Part-time Director of Music
- Full-time Office Administrator
- Full-time Custodian

f) United Church Women (UCW)

Knox benefits from an active UCW. Income from their many activities helps support local needs, as well as many special outreach programs including generous donations to the M&S Fund each year.

g) Events

Each year, our congregation enjoys many "fun raising" events, including an annual Fall Fair, a bi-annual GST Auction (Goods, Services and Talents), and regular dinners to celebrate Advent, Pancake Tuesday and other special occasions. Under the leadership of our Events Committee and with a strong group of volunteers, these events are attended by many people in the congregation and the community. They generate additional income for Knox, while providing wonderful opportunities for fun and fellowship.

h) Financial Projections 2011 – 2015

Table 1 shows projections of revenues and expenditures over the period of 2011 through 2015, with actual results from 2010 and our 2011 budget. Our budgets are developed using a conservative approach, which usually projects a deficit for the year (less than ten percent of income). However, actual results have always been better than budget. We finished 2010 with no deficit and no debt.

The financial forecast incorporates the recommendations of this JNAC report and indicates a need for stewardship activities within the area of Personal Giving to achieve a balanced budget each year. It is the belief of the JNAC that Knox's current level of financial support can be extended to sustain the staff costs at the recommended levels in this report over the next five years.

9. Future Ministry Personnel: Position/Job Descriptions, Skills and Terms of Call or Appointment

a) Introduction

The purpose of the Needs Assessment process is to provide information to assist the Congregation in making a decision on the present and future ministry needs at Knox and also to assist the Congregation in its deliberations on appropriate recommendations to Toronto Southeast Presbytery for the future ministry needs of Knox.

The Survey responses, the interviews with the Focus Groups and the Town Hall meetings have provided guidance to the JNAC as to the ministry and mission needs of the Congregation. In addition, the future financial resources of Knox have been reviewed and assessed as to the capability to carry on with the current staffing at Knox.

The information provided to the committee indicated the need to have strong leadership and continue to provide pastoral care and visitation, but also indicated the importance of supporting and expanding our Christian Education programs, and strengthening our Chinese Ministry. For this reason, we have recommended that our requirements in all three areas be reviewed by the Ministry and Personnel Committee, the interim Minister, and the relevant committees. With a vacancy in the position of Minister of Visitation, it is appropriate that we explore different ways of offering pastoral care and visitation, and consider how some of the time, previously allocated to the position of Minister of Visitation, can be reallocated to meet other needs.

To meet these needs, it is **recommended** that the staffing at Knox should be as described in this section.

b) Recommendation for Future Ministerial Staff

Minister of Word, Sacrament & Pastoral Care (Full Time Lead Minister)

- It is recommended by the JNAC that Knox calls a full-time Minister of Word, Sacrament & Pastoral Care (Lead Minister) with a time commitment of 40 hours per week.

Minister of Visitation, (Part-time)

- It is recommended that the Ministry & Personnel Committee, in conjunction with the Pastoral Care Committee and the interim Minister,
 - a) review the pastoral care and visitation needs of Knox beyond August 1, 2011 and the requirements for contract staff time, at no more than 10 hours per week, to June 30, 2012,
 - b) develop a job description for contract staff, if necessary, and
 - c) recommend to the Church Council a plan of action and budget requirements to implement this plan in Fall 2011.

c) Recommendations for Existing Staff Coordinators (Part-time)

Jayne Bossert, Coordinator of Christian Education (Part-time)

- It is recommended by the JNAC that Jayne Bossert should continue in her current appointed position for the church year to June 30, 2012, at the current time commitment of 7.5 hours a week.
- It is also recommended that the Ministry & Personnel Committee in conjunction with the Christian Education Committee, CE Coordinator and interim Minister:
 - a) review the needs of the Church School / Youth program and the requirements for additional contract staff time to assist in the Nursery and Church School, and
 - b) recommend to the Church Council a plan of action and budget requirements to implement this plan in 2012.

Richard Wang, Coordinator of Chinese Ministry (Part-time)

- It is recommended by the JNAC that Richard Wang should continue in his current appointed position for the church year to June 30, 2012, at the current time commitment of 7.5 hours a week.
- It is also recommended that the Ministry & Personnel Committee in conjunction with the Chinese Fellowship Steering Committee, Chinese Ministry Coordinator and interim Minister:
 - a) review the needs of the Chinese Ministry program at Knox and the requirements for additional contract staff time to assist in the delivery of the program and
 - b) recommend to the Church Council a plan of action and budget requirements to implement this plan in 2012.

d) Position/Job Descriptions, Skills and Terms of Call or Appointment

Position/Job Descriptions, Skills and Terms of Call or Appointment for the proposed staff and existing staff (as necessary) are as follows:

POSITION/JOB DESCRIPTION

Minister of Word, Sacrament and Pastoral Care

Overview

The Minister of Word, Sacrament and Pastoral Care is the Lead Minister of the staff team of Knox United Church. As such, the responsibilities of this position include oversight of the other members of the staff team, in cooperation with the Ministry and Personnel Committee and the Property Committee (with regards to the custodian). As well, the Lead Minister has oversight within the staff team for Worship (in cooperation with the Worship Committee/Director of Music), Pastoral Care, Outreach, Congregational Nurture and Leadership Development. The Lead Minister works closely with the Coordinators of Christian Education and Chinese Ministry as these staff persons fulfill their responsibilities in the areas of Christian Education for children and youth and outreach to the Chinese Community.

The oversight of this ministry is provided by Toronto Southeast Presbytery and the Ministry and Personnel Committee. This position is full-time at 40 hours per week.

Responsibilities

Worship	30% (12 hours)
Oversees planning for Sunday morning worship	
Serves as primary worship leader	
Prepares and preaches weekly sermons	
Broader Church	12.5% (5 hours)
Participates in Presbytery, Conference and the local Ministerial	
Attends meetings and engages in committee work	
Administration, Leadership Development & Confirmation	22.5% (9 hours)
Administration	
Prepares for and attends meetings of the Staff and Church Council, and Committees such as Worship, Outreach, Congregational Nurture and Stewardship	
Follows up on specific tasks related to committee work	
Meets with other staff members individually as needed	
Leadership Development	
Encourages the congregation to identify and mentor new leaders	
Facilitates the development of tools such as a spiritual gifts inventory	
Mentors and encourages/trains lay leaders	
Confirmation	
Designs and leads annual confirmation program for young people	
Develops and offers leadership to Sunday youth class as a possible component of this program	
Recruits lay volunteers to assist in this work	

Pastoral Care **17.5% (7 hours)**

Visits members and adherents of the Church in situations of illness, personal crisis, chronic care, isolation and other pastoral needs

Maintains telephone contact with same when visits are not practical

Reviews elders' visitation reports

Develops a prioritized schedule of visits based on information from elders' reports, Pastoral Care Committee, and other responsible sources

Provides pastoral counseling

Conducts funerals and weddings (separate remuneration)

Outreach **10.0% (4 hours)**

Evangelism

Provides staff support for the Chinese Ministry

Provides staff support for the Welcoming Ministry

Provides initiatives to promote church growth

Social Action

Provides staff support for Outreach Committee

Reviews community needs and provides suggestions for new ministry initiatives.

Study and Spiritual Nurture **7.5% (3 hours)**

Engages in personal study, prayer and reflection

Skills

Essential Qualifications

- Ordained in the United Church of Canada
- Ability to communicate and listen
- Ability to plan / lead worship that is sensitive to the Congregation's needs and that conveys a spiritual message
- Understands an intercultural church's dynamics and needs
- Sensitivity and commitment to pastoral care
- Enthusiasm/excitement to share ones faith
- Interest and enthusiasm for church growth and development
- Leadership skills / organizational ability
- Innovative, creative and forward thinking
- Commitment to working in a team

Important & Desirable

- Warm, caring and friendly
- Sensitive, tactful and discrete
- Sincere with the ability to empathize with others
- Good sense of humor
- A strategic thinker / planner of clear measurable goals
- Ability to follow through on commitments and with the flexibility to adapt to changing circumstances

- Willingness to take calculated risks, to be unconventional in consultation with lay leaders
- An appreciation of music and the ability to work with the Worship Committee and the Director of Music.

Terms of Call

Hours of Work

40 hours a week on average. The hours of work may vary from week to week.

Salary

Salary is negotiable based on years of service and experience.

Housing Allowance

Housing Allowance is provided in accordance with the latest policy of Toronto Southeast Presbytery. (Currently \$22,500 / year – increases to \$25,000 in 2012)

Benefits

Participation in the Pension Plan of the United Church of Canada and Group Life, Health, Dental Disability Insurance and EAP Benefit Plan through the United Church of Canada.

Expenses

Travel expenses will be reimbursed at the Toronto Conference approved rate per km. for work related travel (Currently \$0.41 / km).

Moving expenses will be reimbursed as per General Council policy on Salary, Allowances and Moving Costs.

Basic residence telephone service will be reimbursed in accordance with Toronto Southeast Presbytery policy (Currently \$50.00 per month).

Financial support for study and continuing education will be provided. (Currently \$1,250 / year).

An annual book expense allowance will be provided. (Currently \$925 / year)

Non Monetary Support

Private office space will be provided with full-time secretarial assistance.

Vacation

One month of vacation time per year (4 Sundays).

Study leaves totaling three weeks per year (including 3 Sundays).

Compassionate and bereavement leaves as needed.

Sabbatical Leave

Three (3) consecutive months of sabbatical leave after five (5) consecutive years of service in the pastoral charge.

POSITION/JOB DESCRIPTION

Minister of Visitation

This description is to be developed, if necessary.

The description of the former position may be found in Appendix A.

POSITION/JOB DESCRIPTION

Christian Education Coordinator (Jayne Bossert)

Overview

The Christian Education Coordinator is responsible for the design and delivery of a Church School program and other Special Events that will ensure that children and their families have opportunities at Knox to explore the Christian faith and to build a Christian community.

The Coordinator of Christian Education will have a vital Christian faith, knowledge of how children learn, and through his / her example as an energetic, motivated leader, bring the good news of God's love, in word and deed, to children and young families within the congregation of Knox United Church.

The oversight of this position is provided by the Minister of Word, Sacrament and Pastoral Care, and the Ministry and Personnel Committee.

The Christian Education Coordinator works with the Christian Education Committee.

This position is 7 ½ hours per week

Responsibilities

Coordinate and teach in the Church School program as Lead Teacher with assistance from other volunteers and the Christian Education Committee.

Select the curriculum in conjunction with the CE Committee and purchase (order) the materials and supplies necessary to implement and supplement the curriculum.

Periodically assess the CE program (Church School curriculum, Church School teaching needs, recruitment and training, Special Events) in conjunction with the CE Committee.

Provide leadership and support to the CE Committee for special events that are inclusive and inspirational (e.g. family services, Advent Potluck, Family 'n Friends Picnic)

Liaise with Agincourt Collegiate Institute to encourage student assistance and support through the 'community service hours' prerequisite for graduation.

Attend Christian Education Committee meetings and staff meetings when required.

POSITION/JOB DESCRIPTION

Chinese Ministry Coordinator (Richard Wang)

Overview

The Chinese Ministry Coordinator is responsible for providing leadership to programs that will bring the good news of God's love, in word and deed, to Chinese individuals and families within the congregation of Knox United Church and the Agincourt community. The Chinese Ministry Coordinator will play an active role in the Sunday worship service and provide leadership for other programs to enhance spiritual growth, such as the Mandarin Christian Fellowship.

The oversight of this position is provided by the Minister of Word, Sacrament and Pastoral Care, and the Ministry and Personnel Committee.

The Chinese Ministry Coordinator provides staff support to the Chinese Fellowship Steering Committee.

This position is 7 ½ hours per week.

Responsibilities

Facilitate and initiate opportunities for Christian growth amongst individuals and families whose first language is Mandarin.

Provide staff support and leadership for special events that are invitational, inspirational and fun, e.g. monthly Sunday afternoon alternative service, Chinese New Year and Moon Festivals, and week day and week end Chinese Fellowship activities.

Attend Chinese Fellowship Steering Committee meetings and staff meetings when required.

Table 1 – Financial Projections 2011 - 2015

	2010	2011	2011	2012	2013	2014	2015
	Actual	Budget	Projection	Projection	Projection	Projection	Projection
Income							
Personal Givings	\$257,917	\$261,000	\$261,000	\$266,220	\$271,545	\$276,975	\$282,515
Open	\$3,807	\$4,000	\$4,000	\$4,080	\$4,160	\$4,245	\$4,330
Church School	\$1,395	\$750	\$1,400	\$1,430	\$1,460	\$1,490	\$1,520
Facility Use Donations	\$46,395	\$43,230	\$46,000	\$46,920	\$47,860	\$48,815	\$49,790
Investment Income	\$7,908	\$7,690	\$7,690	\$7,500	\$15,000	\$15,000	\$15,000
Special Events	\$13,210	\$20,000	\$20,000	\$12,000	\$20,000	\$12,000	\$20,000
Heritage Fund	\$555	\$4,200	\$0	\$8,400	\$2,249	\$7,925	\$625
Other Income	\$10,492	\$100	\$100	\$100	\$100	\$100	\$100
Total Income	\$341,679	\$340,970	\$340,190	\$346,650	\$362,374	\$366,550	\$373,880
Expenses:							
Salaries & Allowances	\$227,404	\$232,329	\$216,566	\$226,860	\$230,089	\$234,690	\$239,385
Employee Benefits	\$27,945	\$29,012	\$21,206	\$28,955	\$29,224	\$29,810	\$30,405
Chinese Fellowship	\$705	\$820	\$750	\$765	\$780	\$795	\$810
Christian Education	\$2,960	\$3,000	\$2,800	\$2,855	\$2,910	\$2,970	\$3,030
Communications	\$1,546	\$2,950	\$2,800	\$2,855	\$2,910	\$2,970	\$3,030
Congregational Nurture	\$588	\$750	\$600	\$610	\$620	\$630	\$645
Administration	\$5,035	\$11,740	\$10,000	\$10,200	\$10,405	\$10,615	\$10,825
Outreach	\$381	\$400	\$400	\$410	\$415	\$425	\$435
Pastoral Care	\$468	\$450	\$400	\$410	\$420	\$430	\$440
Presbytery Assessment	\$10,437	\$10,824	\$10,824	\$11,040	\$11,260	\$11,485	\$11,715
Property	\$66,264	\$67,920	\$62,000	\$63,240	\$64,505	\$65,795	\$67,110
Stewardship/Leadership	\$13	\$250	\$100	\$100	\$100	\$100	\$100
Worship and Choir	\$5,274	\$6,500	\$5,500	\$5,610	\$5,720	\$5,835	\$5,950
Search Committee	\$0	\$1,000	\$1,000	\$1,000	\$0	\$0	\$0
Total Expenses	\$349,020	\$367,945	\$334,946	\$354,910	\$359,358	\$366,550	\$373,880
SURPLUS or (DEFICIT)	(\$7,341)	(\$26,975)	\$5,244	(\$8,260)	\$3,016	\$0	\$0
Opening Balance	\$7,341	\$0	\$0	\$5,244	(\$3,016)	\$0	\$0
CLOSING BALANCE	\$0	(\$26,975)	\$5,244	(\$3,016)	\$0	\$0	\$0

ASSUMPTIONS:

1. 2% annual inflation
2. Personal Givings and Open Offering grow with inflation
3. Facility Use income grows with inflation
4. Church School continues at current levels plus inflation
5. All Manse Fund investments generate income starting 2013
6. Heritage Fund income transferred when needed
7. Most expenses are under budget in 2011, then grow with inflation
8. Visitation minister at 10 hours per week from Aug 2011 to June 2012
9. No dedicated visitation minister starting July 2012
10. \$10,000 allowed for additional contract staff in 2012
11. \$20,000 allowed for additional contract staff in 2013, growing with inflation

APPENDIX A

POSITION/JOB DESCRIPTION

Minister of Visitation

Overview

The Minister of Visitation, working with the Minister of Word, Sacrament and Pastoral Care and the Pastoral Care Committee, will visit the sick, shut-ins and other members / adherents of the Church as deemed appropriate.

The oversight of this ministry is provided by Toronto Southeast Presbytery and the Ministry and Personnel Committee. Guidance, support and performance review are provided by the Minister of Word, Sacrament and Pastoral Care and the Ministry and Personnel Committee of the Church Council.

This position is part-time, 16 hours per week. Compensating time, when necessary, will be arranged with the Minister of Word, Sacrament and Pastoral Care and the Ministry and Personnel Committee.

Responsibilities

- Visit members and adherents of the Church in situations of illness, personal crisis, chronic care, isolation and other pastoral needs
- Maintain telephone contact with same when visits are not practical
- Review elders' visitation reports
- Develop a prioritized schedule of visits, in cooperation with the Minister of Word, Sacrament and Pastoral Care, based on information from elders' reports, the Pastoral Care Committee, and other responsible sources
- Meet regularly with the Minister of Word, Sacrament and Pastoral Care to exchange information and ensure that pastoral care is provided in a sensitive, confidential and timely fashion
- Attend staff meetings, as required
- Attend Church Council meetings, when necessary or at his / her option