



**CAWTHRA PARK UNITED CHURCH  
1465 LEDA AVENUE  
MISSISSAGUA, ON  
L5G 4B8**

## **JOINT NEEDS ASSESSMENT COMMITTEE REPORT**

**June 2016**

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## **INTRODUCTION**

The Joint Needs Assessment Committee (JNAC) of Cawthra Park United Church (CPUC) is pleased to present our report.

The information contained within this report has been gathered via the use of well-attended small group consultation meetings, congregational surveys and the study of our annual reports. We believe we have compiled an objective representation of our congregation and its needs for ministry.

It is our recommendation that Halton Presbytery declare a vacancy at CPUC and that CPUC commence the process of calling a part-time ordained minister.

Respectfully submitted,

Ken Nagy

Rick Sutherland

Debby Taylor

Catherine Clarke

Jim Patterson

Reverend Eleanor Scarlett Presbytery representative

## **PROFILE #1: OUR COMMUNITY**

CPUC is nestled in a quiet residential area in Mississauga located off the South Service Road. The area to which we minister, however, is quite vast. It stretches from south of the Q.E.W. to the Lakeshore, with Etobicoke Creek on the eastern border and over to Hurontario Street on the west. The area is a unique mix of residential and industrial dwellings.

There are a wide variety of family situations within the ministerial area. The area closest to the church is mainly made up of two parent families with children. The majority of the population within a 2 km radius from the church building is Roman Catholic. Our church is located away from any major roadway and therefore has little exposure to traffic.

Within CPUC's catchment area, there are many schools offering high quality programming in English and French Immersion for kindergarten to Grade 6. Several schools, which specialize in business programming and the arts for Grades 7 and 8, are also part of the neighbourhood. The secondary schools offer specialization programs as well as general curriculum. In addition, there is the Cawthra Community Centre and the Senior Centre where the community gathers.

We have a relationship with several churches in the immediate area, including several other United Church congregations. Joint ecumenical services are held throughout the year and in particular, at Easter and Christmas.

## **PROFILE #2: THE PASTORAL CHARGE**

CPUC was formed as an amalgamation in 1993 of the Lakeview United Church and the Lyndwood United Church. The Lakeview United Church was established in approximately 1925 and the Lyndwood United Church was established in 1955. Both churches served the needs of the United Church members in southeast Mississauga.

Just prior to amalgamation both congregations were facing challenges of dealing with declining membership, declining attendance, and coping with financial constraints. Lakeview United Church had lost a provincially funded daycare rental and Lyndwood United Church was depleting its manse reserve funds in order to maintain and continue its day-to-day operations.

Both congregations were members of United Churches of East Mississauga (UCEM). Just prior to 1993, both churches were under a two-point charge with a shared Minister. At this time, the United Christian Women groups of both congregations started joint meetings. These two factors contributed to the successful amalgamation in 1993 and it was subsequently decided to continue worship in the Lyndwood facility.

Following the amalgamation and with the approval and guidance of Presbytery, the new CPUC commenced a “renewal ministry” model.

The renewal ministry featured a  $\frac{3}{4}$  time ordained minister and  $\frac{1}{2}$  time diaconal minister. The latter was responsible for Christian Education and the youth ministry.

This increase in salary expense was initially supplemented by the rental of the Lakeview United Church facility. When the tenant vacated the property, Presbytery agreed to the sale of the Lakeview Church site. The sale was finalized in 1995 and Presbytery approved the use of the interest income to supplement the renewal ministry expenses.

Following the success of the renewal ministry, the Reverend Debbie Johnson was settled as CPUC’s full-time ordained minister. This occurred in July 1998.

During Reverend Debbie Johnston’s tenure the congregation supported her involvement within the wider church as chair of Presbytery and chair of Hamilton Conference.

Reverend Johnson resigned from CPUC in 2007. Presbytery approved CPUC’s request to appoint The Reverend Liz Mackenzie to serve as full time ordained supply minister for CPUC.

CPUC undertook a joint needs assessment process, which resulted in a recommendation to Presbytery to call a full time ordained minister. Following the search, the Reverend Laura Turnbull was hired from her position in Staynor, Ontario. Reverend Turnbull was called on March 1, 2007. In 2008 CPUC was informed that Reverend Turnbull approached Presbytery requesting termination of her employment arrangement with CPUC.

As a result of the Reverend Turnbull’s resignation and at the request of Presbytery, CPUC retained services of the Reverend Pegi Ridout as an intentional interim minister.

A transition committee was formed with the mandate to recommend to the congregation a short and long-term plan for CPUC. The committee research and work resulted in the recommendation that CPUC close. The recommendation was presented to the congregation on the last Sunday in June 2009 before

CPUC closed for the summer. A second congregational meeting was held in October 2009 to vote on the recommendation. After discussion and consideration of the committee recommendations, the congregation voted to continue as a viable congregation of the United Church. This vote was predicated on a sustainable financial model.

Accordingly this JNAC has been formed.

In addition to Sunday worship, the congregation supports a variety of community and social organizations, including all levels of Girl Guides. The church carries out a variety of fundraising events on an annual basis, which both supplements the church income and invites the neighbourhood into the church.

The annual day-to-day expenses of the church, which include the salary obligations, are not met by the annual offerings, fundraising, nursery school donations, and building room donations. Over the last 16 years, the investment income, and in some cases the investment capital, have been used to supplement the church operations. This support generally ranges in the \$30,000.00 to \$50,000.00 per year range. Since October 2007, (Halloween) the trust fund has decreased in capital value and as the result of a federal tax policy and the increased financial requirements of the church the trust funds have been depleted to a value of \$210,000.00

The Presbytery has approved the use of these funds for our Ministry. There is a strong belief that the trust fund should continue to be used to support our Ministry, as we are the only United Church presence in the area.

The congregation can be characterized as a community based local congregation with neighbourhood values. The congregation is a highly participatory one with active laypersons and a desire for a strong musical component to the services. The physical structure of the building supports and accommodates a very successful community outreach nursery school operation. Currently, the church membership is approximately 70 families and Sunday attendance ranges from 30 to 50 members.

The Cawthra Park congregation values:

- The enthusiastic participation in community gatherings, the Frosty Fair, the social dinners, and other fund-raising and social activities.
- The inclusive Council inter-generational meetings.

At the present time our Sunday school and youth group are minimal; however, the congregation is always supportive of all age groups should attendance increase.

## PROFILE #3: OUR RESOURCES

### *Staff*

Cawthra Park has one part-time ordained minister, one part-time office administrator, one part-time custodian, and one contracted musician who serves as our organist / accompanist.

Historically, our staff has been a dynamic team that has worked enthusiastically with one another and the laity to achieve common goals. There has been room for consensual discussion when determining those goals. We are hopeful that our staff and ranks of volunteers will continue to be a vital resource in Cawthra Park's future. We are aware that we need, with our minister's assistance, to continue to cultivate relationships and responsibilities within our church, as a few people carry the bulk of the workload.

### *Volunteers*

Volunteer staff members include a bookkeeper and envelope steward, some Sunday school teachers, teaching assistants, and coordinators for lay readers, offering, property, maintenance, and refreshments. Work parties take place two or three times a year to further assist with maintenance of the property. A significant number of other volunteers help at our many church events throughout the year, but are coordinated often by the same people.

### *Lyndwood Nursery School*

Lyndwood Nursery School is a non-profit, pre-school educational program that has been in operation since 1976. A supervisor and 3 teachers instruct the day to day curriculum lessons. A volunteer Board of Directors provides oversight. Two of the members are active members of the Cawthra Park congregation and two are parents of children in the program. The school is located in the Education wing of the church, and serves 40 children ages two and half to six years.

### *Land and Buildings*

The Cawthra Park property is 1.25 acres between Leda and Garnet Roads, in south eastern Mississauga. Cawthra Park's total building area is approximately 11,000 square feet.

### *The Sanctuary*

The sanctuary features seating in the round, and seats a maximum of 375.

### *The Education Wing*

The Education Wing is used exclusively by the Nursery School, save for a shared auditorium/ gymnasium area. Designed specifically for teaching and learning, it encompasses approximately 1,220 square feet, and includes child-sized washrooms.

### *Additional Rooms*

There is a Friendship room for smaller gatherings, such as the Youth Group on Sundays, and committee and choir meetings. The church's kitchen was updated in 2002 and has approximately 345 square feet.

A small nursery space exists to provide a space for infants and the very young during Sunday services. A volunteer from the congregation provides the necessary care.

CPUC also encourages the use of its facilities for one-time activities such as weddings and community meetings. These activities help to slightly offset the financial obligations of the building, with room donation income comprising approximately 8% of the annual revenue.

#### *Maintenance and Repair*

The cost of certain expenses, including utilities, parking lot maintenance, insurance and custodial services, is shared between the congregation and Lyndwood Nursery School. Approximately 35% of the total building area is used by the non-profit nursery school.

#### *Additional User Groups*

CPUC is home to a number of groups, including all levels of Girl Guides of Canada. The church also shares its space with another congregation for church services. The Indonesian Catholic Congregation has joint used our facility for the past 10 years.

#### *Other Assets*

The Library provides active lending to individuals of all ages and receives book donations. It is administered by a lead volunteer.

Our total budget for the year 2016 is \$97,690.00 of which 50% comes from congregational givings and the balance from room use donations, special gifts and fundraising.

For additional clarification, refer to Appendix A: Financial Information.

CPUC has no long-term debts.

## **PROFILE #4: THE POSITION One Half Time Ministry**

### *General Description:*

In partnership with the lay leadership of CPUC, the minister is responsible for the care and coordination of the overall life and mission of the congregation; ministering to and with the faith community of CPUC, a pastoral charge within Halton Presbytery, Hamilton Conference of the United Church of Canada (UCC).

### *Skills and Qualifications:*

- To be a minister in good standing with the UCC.
- To be committed to the ethos, programs, policies and administrative requirements and current trends of the UCC.
- An ability to support CPUC's theology of inclusion.
- To have enthusiasm for Outreach and the Mission & Service Fund.
- To have a passion for worship, preaching and the administering of sacraments.
- An ability to relate Christian text to current issues and personal experience.
- An ability to communicate a depth of faith and Christian understanding.
- Ability in pastoral care with empathy for and skills in working with the sick, lonely and bereaved.
- An ability to work successfully in various settings with all age groups.
- An ability to work as part of a team; to coordinate a team of volunteers.
- Ability to work independently.
- An ability to facilitate Christian community and spiritual growth through the encouraging discussions about the meaning of faith.
- To be creative and flexible; open to new ideas and direction.
- Ongoing commitment to personal and professional development.
- A good sense of humour.
- Time management skills and an ability to prioritize work, set goals, both personal and with the congregation.

### *Responsibilities:*

The following are the expectations of CPUC. It is expected that the minister will manage their time to stay within an annual average of 20 hour per week schedule and develop a routine that best serves the needs of CPUC and the minister. The congregation and council are willing to work with the minister to develop key areas.

CPUC recognizes that flexibility within the congregation is required as the relationship between minister and congregation develops. The key areas are listed below

1. Worship
  - Prepare and lead all types of worship services, including Sunday morning, communion, baptism, healing services, funerals, weddings and such other services as may be agreed

upon with the worship committee to meet the needs of CPUC members and adherents, some worships services are on a per diem basis.

- Work with the Worship committee in scheduling and coordinating worship services, ensuring meaningful lay participation.
- Prepare the weekly order of service.
- Preach every Sunday except during special services and during vacation and study-leave.
- Work with the music director in selection of hymns and special music.

Worship is seen as the most important area for CPUC. It is expected that the minister will devote the majority of his/her time in this area. It will be the responsibility of the minister to use the remaining time each week devoted to the areas listed below. These responsibilities are also of importance to CPUC; however, it is not expected that they will occupy the minister's time on a regular (weekly) basis.

CPUC recognizes the need for flexibility and understands that there may be times when certain responsibilities require more time than expected to complete satisfactorily. CPUC expects the minister will set his/her priorities keeping in mind the responsibilities below while managing emergent issues that are also deemed within the minister's area of responsibility.

2. Pastoral and Spiritual Care

- Meet with Pastoral Care Committee and continue to develop ways for the committee to address the pastoral care needs of the congregation.
- Provide, as required, visitation for shut-ins, those in hospital, bereavement care and spiritual companionship.
- Provide educational opportunities for adults; including but not restricted to: women's spirituality, adult education and instruction for new members and transferees.
- Counseling, as appropriate to your role as spiritual leader, including but not restricted to: marriage and baptismal preparation, confirmation, adult membership and funeral planning.
- Awareness of agencies and other resources in the community for crisis and other intervention.

3. Education and Faith Development

- Prepare, develop, present Christian studies or other educational opportunities for adults; including but not limited to, women's spirituality and instruction for new members or transfers.
- Christian Education and outreach for children and youth.
- Attend Faith Formation Committee.
- Provide leadership training and identify individuals with gifts for leadership.

4. Outreach

- Encourage givings to the Mission and Service Fund of the UCC.
- Encourage participation to the support of Interim Place, Food Path and Our Place Peel.
- Act as a resource to the Outreach committee as they seek to develop ways to raise profile and awareness of various needs within our local and global community.
- Oversee Discretionary Fund to be used to help those in need who approaches our church for help; confidential records and bookkeeping are required for accountability and information sharing.
- Be an open and inviting presence to the Nursery School staff, children and parents.

5. Official Board

- Interact and maintain ex-officio membership on all church committees, with attendance as required and determined by you and committee chair, exclusive of Ministry & Personnel committee.
- Participate in the planning process of the Official Board in all areas, including stewardship.
- Oversee and give direction of all administrative requirements of the UCC
- Participate with Official Board and committees on ways to reach out to the wider community, to increase awareness of our church that may attract new members.

6. Wider Church Involvement

- Participate in events and worship services held under the United Churches of East Mississauga (UCEM) banner.
- Attend the UCEM Ministers' meeting.
- Attend the monthly Presbytery meetings and fulfillment of all obligations as a member of that Court and work with the Presbytery Representative to ensure that our congregation is informed of presbytery activities.
- Attend the annual Hamilton Conference meeting.
- Participate and encourage ecumenical and interfaith opportunities.
- Particular focus on our relationship with Applewood United Church with whom we share summer services, pastoral care and alternating Christmas week services.

7. Nursery School

- Member of the Nursery School Board and liaise with the President of the Nursery School Board.

8. Other

- Work with the church secretary and offer daily direction as needed. Currently the church secretary works two days per week.
- Develop and maintain a consistent office schedule when the congregation may contact you.
- Maintain effective communication with the lay leadership electronically through email and or telephone.
- Manage routine e-mails, maintain written correspondence.
- Seek and integrate time for personal spiritual nurture, continuing study and prayer into your routine with any additional time to be negotiated with Ministry & Personnel.
- As sole minister of this congregation you will need to demonstrate flexibility toward the job requirements.
- In any given year your work will have a particular focus which will need to be shared with the Ministry & Personnel Committee and the congregation so that areas of support not only for yourself but for the ministry of the congregation can be put in place as is possible.
- In consultation with the Ministry & Personnel Committee, you will develop personal and congregational ministry goals.

## PROFILE #5: SKILLS

These first six items are considered critical to the congregation:

- Ability to relate Christian text to current issues and personal experience.
- Enthusiasm for Outreach.
- A passion for worship, preaching and the sacraments.
- A proven track record in Christian Education.
- A proven gift for working with children and youth.
- Leadership which facilitates and empowers the congregation.

We hope that each candidate possesses the following talents and skills:

- A strong preaching ability.
- An ability to work successfully in a variety of settings with any age group.
- An ability to lead worship sensitive to the congregational needs.
- A good sense of humour.
- A commitment to confidentiality.
- The ability to work as part of a team, especially of volunteers.
- Empathy for, and skills in, helping the sick, lonely and bereaved.
- An ability to communicate depth of faith and Christian understanding.
- An ability to administer the sacraments in a meaningful way, in compliance with the UCC.
- Musical enthusiasm.

And more generally:

- An openness to new ideas and directions, with an ongoing commitment to personal and professional development
- An ability to facilitate Christian community and spiritual growth through the involvement of more people
- An ability to encourage enthusiastic discussions about the meaning of faith
- An ability to support and embody the UCC and CPUC theology of inclusion
- Administrative and organizational skills
- Knowledge of current trends in Christian Development and theological trends in the UCC

## **PROFILE #6: TERMS**

Boundaries and Limits of the position:

- Part Time: 20 hours per week
- Part Time Position: termination of the pastoral relationship is to follow the guidelines of the Manual

Yearly performance evaluation with the Ministry & Personnel Committee

*Base Salary:*

The base salary will be in accordance with UCC minimum employment standards for the appropriate category divided by 2. Any salary over the minimum will be negotiated at or during time of call.

*Housing Allowance:*

In accordance with UCC and Presbytery Guidelines divided by 2.

*Continuing Education/ Book Allowance:*

In accordance with UCC and Presbytery Guidelines divided by 2.

*Mileage:*

As prescribed by UCC at the full amount.

*Vacation:*

In accordance with UCC and Presbytery Guidelines.

*Other:*

All other terms and conditions shall be per the UCC Manual.

The Minister is entitled to additional fees for presiding at weddings and outside funerals that are paid for by the parties involved. An honorarium may be accepted for congregation members but is not an expectation.

*Training/Upgrade of Skills:*

Use of the continuing education time as prescribed with any additional time to be negotiated with the Ministry & Personnel Committee.

*Reporting and Supervision:*

- Ministry & Personnel Committee
- Halton Presbytery

*Screening Procedures:*

- Risk Factor – Low to High
- Require review of CPUC Policy on Duty of Care and Acceptance
- Police Records Check in accordance with the UCC requirements.

**The position is available as of spring, 2017.**

**RECOMMENDATION:**

We the Joint Needs Assessment Committee of CPUC recommend that:

1. Halton Presbytery declares a vacancy for a one half time ordained Minister position at CPUC.
2. That a Joint Search Committee be formed to develop the criteria to call a one half time Minister to CPUC.

## **Appendix A: Financial Information**

## 2015 Budget and Actuals

Income	Actual	Actual	Budget 2015
Local	42,778.50	37,763.50	51,400.00
Mission & Service	4,011.00	3,697.00	4,000.00
MS Special/Outreach	-	-	
Loose	973.00	542.25	1,100.00
Gift In Kind	588.19	482.50	
Sunday School	11.61	6.61	65.00
Room Donations	24,910.00	23,670.00	23,500.00
Nursery School	17,450.00	13,200.00	17,600.00
Memorial Fund	-	-	
Fundraising	7,865.10	7,865.10	10,000.00
Observer	200.00	200.00	200.00
Bank Interest	-	-	3.00
Other	626.00	626.00	
<b>TRUSTEE SALARY</b>	12,000.00	12,000.00	5,762.50
<b>PRESBYTRY SALARY</b>	-	-	
GST	-	-	500.00
Special Project/Auditorium Do	2,494.49	1,994.49	
<b>Total Receipts</b>	<b>113,907.89</b>	<b>102,047.45</b>	<b>114,130.50</b>

Expense	Actual	Actual	Budget 2015
Salaries	60,890.12	56,498.48	71,400.00
Temp & Contract Salaries	4,785.00	4,140.00	
Gift in Kind	-	-	
Mission & Service	4,001.00	3,687.00	4,000.00
MS Special/Outreach	-	-	
Travel	264.98	226.06	1,200.00
Book allowance	-	-	1,300.00
<b>Property</b>	-	-	23,000.00
Gas	11,506.56	10,572.18	
Hydro	3,661.96	3,260.02	
Phone	1,481.88	1,358.39	
Water	950.47	950.47	
Maintenance	4,070.27	3,970.27	
Snow removal/Grass	865.00	825.00	
Furnace	-	-	
Supplies	923.73	923.73	
Insurance	4,982.22	4,575.33	4,500.00
<b>BUILDING REPAIRS</b>	-	-	
Office	1,871.50	1,871.50	1,500.00
Worship & Music	384.83	384.83	750.00
Faith Formation	-	-	250.00
Christian Ed	102.36	102.36	
Pastoral Care	19.21	-	100.00
Presbytery	3,312.00	3,036.00	3,370.00
Finance	104.33	17.85	100.00

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M&P	-	-		100.00	
Observer	200.00	200.00		200.00	
Other	257.19	257.19			
Bank Service Charge	49.16	49.16		50.00	
Fundraising	1,308.71	1,308.71			
10% of Fundraising to	589.00	-		1,000.00	
Contingency	-	-			
Advertising & communication	-	-		1,000.00	
Membership	-	-		200.00	
	3,301.25				
Projects- Door	1,915.07	1,915.07			
GST	2,848.92	2,296.04			
<b>Total Expense</b>	111,797.78	100,129.60		114,020.00	
<b>Surplus Deficit</b>	2,110.11	1,917.85		110.50	
Total Property	23,459.87	21,860.06		23,000.00	

### Budget and Actual 2015 -BUDGET 2016 - Projected Budget 2017 to 2020

Income	Actual 2015	Budget 2016	Budget 2018
Local	42,778.50	51,400.00	44,000.00
Mission & Service	4,011.00	4,000.00	4,000.00
MIS Special/Outreach	-	-	-
Loose	973.00	1,100.00	800.00
Gift in Kind	588.19	-	-
Sunday School	11.61	65.00	20.00
Room Donations	24,910.00	23,500.00	23,000.00
Nursery School	17,450.00	17,600.00	17,600.00
Memorial Fund	-	-	-
Fundraising	7,865.10	10,000.00	8,000.00
Observer	200.00	200.00	200.00
Bank Interest	-	3.00	-
Other	626.00	-	-
TRUSTEE SALARY	12,000.00	5,762.50	-
PRESBYTRY SALARY	-	-	-
GST	-	500.00	-
Special Project/Auditorium Door	2,494.49	-	-
<b>Total Receipts</b>	<b>113,907.89</b>	<b>114,130.50</b>	<b>97,620.00</b>

Budget Projection 2017	Budget Projection 2018	Budget Projection 2018	Budget Projection 2020
44,000.00	46,000.00	47,000.00	48,000.00
4,000.00	4,000.00	4,000.00	4,000.00
800.00	850.00	850.00	900.00
20.00	20.00	20.00	20.00
23,000.00	23,200.00	23,500.00	24,000.00
17,600.00	17,600.00	18,000.00	18,000.00
8,000.00	8,000.00	8,500.00	8,500.00
200.00	200.00	200.00	200.00
500.00	500.00	500.00	500.00
98,120.00	100,370.00	102,570.00	104,120.00

Expense	Actual	Budget 2016	Budget 2018
Salaries	60,890.12	71,400.00	56,500.00
Temp & Contract Salaries	4,785.00	-	-
Gift in Kind	-	-	-
Mission & Service	4,001.00	4,000.00	4,000.00
MIS Special/Outreach	-	-	-
Travel	264.96	1,200.00	200.00
Book allowance	-	1,300.00	635.00
Property	-	23,000.00	23,000.00
Gas	11,506.56	-	-
Hydro	3,661.96	-	-
Phone	1,481.88	-	-
Water	950.47	-	-
Maintenance	4,070.27	-	-
Snow removal/Grass	865.00	-	-
Furnace	-	-	-
Supplies	923.73	-	-
Insurance	4,982.22	4,500.00	5,200.00
<b>BUILDING REPAIRS</b>	-	-	-
Office	1,871.50	1,500.00	2,200.00
Worship & Music	384.83	750.00	500.00
Faith Formation	-	250.00	250.00
Christian Ed	102.36	-	-
Pastoral Care	19.21	100.00	-
Presbytery	3,312.00	3,370.00	3,500.00
Finance	104.33	100.00	50.00
M&P	-	100.00	100.00
Observer	200.00	200.00	200.00
Other	257.19	-	-
Bank Service Charge	49.16	50.00	55.00
Fundraising	1,308.71	-	-
10% of Fundraising to	589.00	1,000.00	800.00
Contingency	-	-	-
Advertising & communication	-	1,000.00	500.00
Membership	-	200.00	-
GST	-	-	-
<b>Total Expense</b>	<b>111,797.78</b>	<b>114,020.00</b>	<b>97,690.00</b>
<b>Surplus Deficit</b>	<b>2,110.11</b>	<b>110.50</b>	<b>- 70.00</b>
<b>Total Property</b>	<b>23,459.87</b>	<b>23,000.00</b>	<b>23,000.00</b>

Budget Projection 2017	Budget Projection 2018	Budget Projection 2018	Budget Projection 2020
58,195.00	59,940.85	61,739.08	64,826.03
4,000.00	4,000.00	4,000.00	4,000.00
600.00	600.00	600.00	600.00
635.00	641.35	641.35	650.97
23,000.00	23,000.00	23,500.00	23,500.00
5,250.00	5,350.00	5,400.00	5,450.00
2,000.00	2,000.00	2,100.00	2,200.00
400.00	450.00	500.00	500.00
250.00	250.00	250.00	250.00
3,500.00	3,550.00	3,600.00	3,650.00
100.00	100.00	100.00	100.00
200.00	200.00	200.00	200.00
55.00	55.00	57.00	60.00
800.00	800.00	850.00	850.00
500.00	500.00	500.00	500.00
99,485.00	101,437.20	104,037.43	107,337.00
- 1,365.00	- 1,067.20	- 1,467.43	- 3,217.00

1/2 Time Minister  
also includes fill in ministers and choir leader  
Secretary and Janitor

Total cost for Property

this includes Worship and music,  
faith formation and Christian Ed.

10% to local charitys

NOTE \*\*\* 2015 salaries Included Minister full time 1/2 of the year and part time for 1/2 of the year