



THE ST. ANDREW MESSENGER

JANUARY 2011



STEPS IN FAITH . . . A LETTER FROM OUR INTERIM PASTOR

Dear St. Andrew Members and Friends,

Greetings in Christ. And may the joy of the birth of Christ buoy your heart and inspire your love of neighbor.

The disciples at St. Andrew are a bright, compassionate, dedicated gathering of Christians. So it is with a note of regret that I write to announce that my interim ministry here will be coming to a close in mid-February. I have accepted a call to be the installed pastor of the First Congregational Church of Cedar Rapids.

Friends, my abilities to guide a congregation and staff have grown by great measure during this time as your Interim Senior Pastor. My understanding of ministry has been significantly enriched by experiencing the vibrant programs and ministries that are led by your talented church staff. My pastoral skills have been tested and refined by the difficult decisions we have faced and the deep emotions that they have stirred. And I have been inspired and amazed by the selfless and insightful service of so many dedicated congregational members. I am grateful for the many blessings I have experienced here and for those that you have sent my way.

So what are the next steps in Senior Pastor leadership for St. Andrew? At this stage will there be a second Interim Senior Pastor or not? The Presbytery Committee on Ministry liaison to St. Andrew – the Rev. Kitch Shatzer from Ainsworth – will be addressing these questions with you and conferring with Session at an upcoming meeting. Rev. Kitch also has been the liaison with the St. Andrew Pastor Nominating Committee.

This last year has been a journey of discernment for my family and for me. My wife's only sister died a little over a year ago and my son departed for college this fall. Initially Emory and I had been considering following a call that could take us away from eastern Iowa, possibly moving toward Emory's parents in South Carolina. However, we were led to decide that we had experienced enough change in the last 18 months. And we felt that stability in our daughter's education, in Emory's Kirkwood teaching position, and in our life in the Mt. Vernon community were of primary significance. So we feel blessed and humbled that God has opened this path for us to continue to serve in eastern Iowa. I should add there is one more step to make this call official - a positive vote by the

members of First Congregational following my worship leadership for them on Sunday, January 16.

You may wonder how does a Presbyterian pastor serve a Congregational Church? It is possible through what is called "The Formula of Agreement" between our two denominations. I also will be seeking what is known as "dual standing," where my Presbyterian ordination is recognized by the United Church of Christ denomination.

In the next 50 days here hopefully there will be time for good-byes and healthy closure of my ministry. And in that time, through God's grace, I will do what I can to set you on a good and faith-filled course.

Friends, I wish you a Merry Christmas and the fullest blessings from God. And I anticipate with hope the day the St. Andrew congregation will install a new called senior pastor, and I will be celebrating that day with you.

In Christ's Peace,

Rev. Bob David



COMMUNITY UPDATES

Pastor Nominating Committee Update

The PNC has completed review of more than 80 new applications for the Pastor/Head of Staff position at St. Andrew. From that review, we requested additional materials and sermons from selected candidates. We have now narrowed our search to a small group of candidates. We have conducted phone interviews with most of those candidates. We are now in the process of checking references, and may conduct additional phone interviews before inviting selected candidates to visit St. Andrew. We appreciate your words of encouragement and ask for your continued prayers. As long and demanding as this process has been, we feel committed and blessed to serve our Lord and the church of St. Andrew in this mission.

Church Property Rezoning Approved

The city council of University Heights recently approved developer Jeff Maxwell's request to rezone the St. Andrew church property. After this vote, Jeff Maxwell waived his purchase agreement contingencies he has with St. Andrew, meaning that he is ready to purchase the property. The St. Andrew Session will be scheduling a special meeting in January to begin discussing next steps in this process. These will include: How do we gather the questions that St. Andrew members have about these decisions? How do we answer the questions that are raised? How do we build up the church community during this process? How do we strengthen relationships during this process? How do we inspire a heart for mission during this process? In all this, we will be praying for

God's guidance and wisdom. St. Andrew has until January of 2013 to take a congregational vote on whether or not to sell to Jeff Maxwell. It is likely, though, that this vote will happen much sooner.

Follow the Star



An Epiphany Celebration
Sunday, January 9

Worship: 8:30 + 11:00 am
All-Church Potluck: 9:45 am

Join the St. Andrew Jazz Band
as we celebrate the visit of the Magi
to the Christ Child.



COMMUNITY NEWS + EVENTS

InDirectory 2.0 News!

Our updated church directory is ready! In order to secure your copy you may download one from our website at www.saintandrew-ic.org/about/indirectory/. You must request the password from the church office. You may also request a hard copy version from the church office for \$10.

Births

I praise you, for I am fearfully + wonderfully made. -Psalm 139:14

Emersyn Marie Leimkuehler - 12.2.10
Scott + Jodi Leimkuehler, parents
Garrett, brother

Deaths

I am the resurrection and the life. Those who believe in me, even though they die, will live. -John 11:25

Edward deSilva – 10.23.10
(Jennifer Noser's father)
Sue Veith—11.21.10
(Susie Engelhardt's mother)
June Wurster – 12.7.10
(Dale + Pam Wurster's mother)
Rose Rau – 12.7.10
(Erin Moore's grandmother)



SERVING OPPORTUNITIES

January Clothing Drive

You can start saving items for another clothing drive, January 9-24, for the UIHC's psychiatric adult inpatient units. Only adult men's + women's sweat pants and sweat shirts are needed - mostly extra-large sizes with a few medium and smaller sizes. No shoes or outdoor wear, please. Look for a box in the Narthex in mid-January.

Any questions, contact Marcia Murphy:
319/358.9366 or murphyma@mchsi.com

Volunteers Needed for the Office

St. Andrew Church has a volunteer office staff with some openings to fill that we hope you will prayerfully consider. Hyla Boelman heads this team of helpers. Volunteers answer the phone, respond to people who drop in and do other services like folding bulletins, sorting music, and other miscellaneous duties. Computer skills are not necessary, but helpful. Volunteers work from 1 to 4 pm weekdays. Choose one or more days a month that you could volunteer

and join this wonderful group. If you decide you would like to volunteer, please contact Hyla (319/339.4453). A special word of thanks to those of you who are already volunteering. Your service is invaluable.

Hamburg Inn Tithe Program

Hamburg Inn would like to remind everyone about their tithe program. Every time you dine at Hamburg Inn 10% of your meal ticket will be donated to St. Andrew. Just bring in your weekly worship bulletin when you dine out.



COMMUNITIES + GROUPS

The St. Andrew Women's Book Group

will meet Wednesday, January 12, to discuss *Middlesex* by Jeffrey Eugenides. Future meetings will feature:
Feb. 9: *A Gate at the Stairs* by Lorrie Moore
Mar. 9: *Gardens of Water* by Alan Drew
(All Johnson County Reads selection)

Tuesday Morning Small Group

Tuesday Morning Small Group meets on the 2nd Tuesday of each month at a member's home at 9 am. New members are welcome. For more information contact Dedi Walker, dedi.walker@gmail.com.

Women's Retreat - February 4 + 5

Registration forms for this annual retreat are available in the Narthex or Church Office. Get ready for a time of renewal, rejuvenation, laughter, yummy food and great fellowship. Invite a friend—women do not need to be members of St. Andrew to participate in the retreat. For more information, talk to Heather or e-mail heatherw@saintandrew-ic.org.



PRAYER MINISTRY *submitted by Laura Morton*

How do I tap into the power of prayer?

The power of praying is not the result of the person praying. Rather, the power resides in the God who is being prayed to. 1 John 5:14-15 tells us, "this is the confidence we have in approaching God: that if we ask anything according to his will, he hears us. And if we know that he hears us – whatever we ask – we know that we have what we asked of him." No matter the person praying, the passion behind the prayer, or the purpose of the prayer – God answers prayers that are in agreement with his

will. His answers are not always yes, but are always in our best interest. When our desires line up with his will, we will come to understand that in time. When we pray passionately and purposefully, according to God's will, God responds powerfully.

We cannot access powerful prayer by using "magic formulas." Our prayers being answered is not based on the eloquence of our prayers. We don't have to use certain words or phrases to get God to answer our prayers. In fact, Jesus rebukes those who pray using repetitions,

"And when you pray, do not keep on babbling like pagans, for they think they will be heard because of their many words. Do not be like them, for your Father knows what you need before you ask him" (Matthew 6:7-8).

Prayer is communicating with God. All you have to do is ask God for his help. There is power in prayer!

Source: www.allaboutprayer.org



St. Andrew Songbook Project

Singing is an important part of the worship life of many Christian communities throughout the world. St. Andrew is no different. We are blessed with psalms, hymns, and spiritual songs composed by brothers and sisters in Christ from around the world and across the ages – all written to give glory to God and crafted to allow us to express gratitude, praise, and lament to the God who creates, redeems and sustains. St. Andrew is a community with diversity – a diversity of faith backgrounds, ethnicities, and ages. Therefore our songs naturally reflect that diversity.

On Sunday, December 12, we continued our project to create our own hymnal supplement with a hymn sing for Advent, Christmas, and Epiphany. Below is an example of a song being considered for the songbook.

Because this songbook will be unique to St. Andrew, the Worship Team wants your help in suggesting what will be included. A suggestion box and display of our project is located in the Narthex. Please stop by to browse what we are doing and to offer your thoughts. Watch for other opportunities to gather together to sing and learn more about our Reformed singing tradition.

Music in Worship Schedule

January 9

8:30 + 11:00: St. Andrew Jazz Band

January 16:

8:30: Logos Choir, Matins Ringers

January 23:

8:30: Cantate Choristers, Alpha + Omega

Ringers

11:00: Logos Choir

January 30:

8:30: Logos Choir

O Lord, You're Beautiful

O Lord, you're beau - ti - ful, your face is
all I seek. For when your eyes are
on this child, your grace a - bounds to me.

Chords: Eb, Ab, Eb, Bb, Ab/Bb, Bb, Eb, Ab, Eb/G, Bb, Bbsus, Bb, Cm, Ab/C, G, Cm, Bb/D, Eb, Ab, Eb, Bbsus, Bb, Ab, Eb

Text + Music: Keith Green (1953-1982)

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Keith Gordon Green (1953 – 1982) was an American gospel singer, songwriter, musician, and Contemporary Christian Music artist originally from Sheepshead Bay, Brooklyn, New York. Beyond his music, which shook the Christian world and recording industry, Green is best known for his strong devotion to Christian evangelism and challenging others to the same. Green's wife, Melody, also composed songs including "There Is A Redeemer," found in our green hymnal supplement, #145.

Keith had a Jewish heritage and was raised in the Christian Science tradition. He grew up reading the New Testament and called the mixture of being Jewish and learning about Jesus "an odd combination" that left him open minded but deeply unsatisfied. He began doing drugs and became interested in eastern

mysticism and "free love." After experiencing what Green described as a "bad trip," he abandoned drug use and became interested in philosophy and theology. Green later stated, however, that in the midst of his skepticism, he felt that God "broke through [his] calloused heart," and he became a follower of Jesus, a Jewish believer in Jesus the Messiah. Soon afterward, Keith's wife Melody (whom he had married on Christmas Day 1973) also became a Jewish believer in Jesus. It was during this time that the newlyweds became involved with the Vineyard Christian Fellowship in Southern California, although they never forsook their Jewish roots or identity as Jews.

In 1975, the Greens began an outreach program in the suburbs of Los Angeles, Califor-

nia, in the San Fernando Valley. Purchasing the home next door to their own and renting an additional five in the same neighborhood, Keith and Melody provided a environment of Christian teaching for a group of young adults, the majority of whom were of college age. Much to the consternation of neighbors, those living in the Green's homes included former drug addicts, the homeless and even some prostitutes who had been referred to the Greens by other ministries and shelters. In 1977, the Greens outreach was officially named Last Days Ministries.

Keith Green's initial tone of ministry was largely influenced by Leonard Ravenhill, who pointed Keith to Charles Finney, a 19th century revivalist preacher who preached the law of God to provoke conviction in his hearers. During his concerts he would often exhort his listeners to repent and commit themselves more wholly to following Christ. Green later softened his approach, and this transition is evident in his music beginning with *So You Wanna Go Back To Egypt* in 1980. He described the changes he went through in his next-to-last article for the Last Days Magazine.

Along with eleven others, Keith Green died on July 28, 1982, when the plane leased by Last Days Ministries crashed after takeoff from the private airstrip located on the LDM property. The small two-engine plane was carrying eleven passengers and the pilot, Don Burmeister, for an aerial tour of the LDM property and the surrounding area. Green and two of his children, three-year-old Josiah and two-year-old Bethany, were on board the plane, along with visiting missionaries John and Dede Smalley and their six children.



CHILDREN + YOUTH MINISTRIES

Holiday Schedules

Sunday School:

Jan. 2 + 9: No Sunday School for All Ages
Jan. 16: Sunday School resumes

Joy Club:

Jan. 3: New Year's break/
no Joy Club
Jan. 10: Joy Club resumes

Lighthouse:

Jan. 4: Christmas break/No Lighthouse
Jan. 11: Lighthouse resumes with
Family Game Night. Parents and
siblings are invited to join us for
board games, snacks and music.

BASIC:

Jan. 5: BASIC resumes after break

ETC:

Jan. 2: New Year's break, no ETC
Jan. 9: ETC resumes after break



STEPHEN MINISTRY

Watch for the Holiday Blues

For many, the Christmas season and the new year bring a joyous time in which family gatherings, attention is refocused, and the birth of our Savior is celebrated. Others may find these holidays to be a challenge when contemplating a loved one lost, financial stress due to a recent loss of employment, or family strife that presents itself yet again. Is there someone around you who is facing these or other chal-

lenges during this time? Have you considered lending them a listening ear?

If you find yourself or others struggling in this holiday season, Stephen Ministers are available. Stephen Ministers at St. Andrew are trained to listen and to give our congregation and community members an opportunity to air their circumstances, feelings, and strategies. If you think this support would be helpful to you or

someone you know, please contact Margie Loomer - 319/351.2420, margieloomer@yahoo.com, Andy Smothers - 319/594.1089, adsmothe@gmail.com, or Pastor Kyle Otterbein - 319/338.7523, revkyle@saintandrew-ic.org

Brochures are available in the Narthex or upon request.



SESSION MINUTES - NOVEMBER 18, 2010

Pastor Bob opened the meeting with a devotion, followed by prayer.

Pastor Bob introduced Margaret Heidger and Rich Schmidt as Elders who had been elected by the congregation. Rich and Margaret shared stories of their faith journeys. A motion was made, seconded and carried to approve both candidates' examination and set installation for Sunday, November 21, 2010.

As of November 17, 126 pledges have been returned, totaling \$381,572. Last year's year-end totals were 254/\$727,435. The Stewardship Team is planning to celebrate the return of all baskets during early December worship.

Pastor Bob distributed a letter from University Heights Council members McGrath and Havercamp, which requested an extension of the current purchase agreement with Jeff Maxwell until 2/15/11. The letter also extended an offer for Council members McGrath and Havercamp to meet with Session. Extended Session discussion included: the draft response Church Attorney Dell Richard had forwarded; Session's ability, or lack of ability, to make unilateral decisions on extensions; and congregational concerns over delaying the decision-making process. A motion was made and seconded that Session should "follow church counsel's recommendation and decline participation as outlined in the letter

from University Heights Council members." An amendment to the motion was made, seconded and carried to include that the letter from Dell Richard be rewritten with language less legal and more reflective of a church community. Amended main motion then carried. Dean Oakes, as the Session liaison to the council, will handle final approval of a redrafted response letter before it is sent to University Heights Council.

Elder Al Mebus reported to Session on his meeting with St. Andrew member Linda Fincham and other University Heights residents about developer Jeff Maxwell's proposal to fill the ravine and other issues related to the potential sale of the property. Al listened to their concerns and tried to answer questions and give information on St. Andrew's decisions and mission.

Pastor Kyle shared that the team had been reviewing active member rolls and that the process includes attempting to contact people and not immediately moving them to inactive status. He handed out a list of 80 or so potential changes and asked that Session members review it prior to the December meeting so that Session can move on changes at that time.

Time for Good News!!

• Elder Eric Goers shared that October ministry income exceeded expenses by \$26,539.

- Pastor Bob shared that over 50 people attended the 10/31 hymn sing/songbook supplement intro & feedback session with good participation.
- Elder Laura Frey Law shared a praise for being able to attend the Disciple-Making Church workshop hosted by the Presbytery.
- Elder Lora Morgan Dunham reminded everyone that the Alternative Christmas Market is scheduled for this Sunday and that 9 St. Andrew groups are sponsoring tables and 15 local agencies participating.
- Rev. Kyle added that the Youth will have a scavenger hunt during the Market that will help them get around to all the tables and see what kinds of projects/mission involvement are represented.

Eric Goers informed us that the Iowa Supreme Court ruling on parent waivers for children basically makes permission slips/liability waivers ineffective. Pastor Bob said that Rebecca is going to contact our insurance carrier, and that we will continue to use permission slips because they provide good information to parents, but we know they will not protect us.

Eric also presented the team's Budget Percentage Chart, with an increased income projection of \$853,500, and gave the team's

suggestion that Session assign a percentage to each of four budget areas: Operations, Programs, Personnel and Mission. With this plan, the teams for each area would use the percentages to create detailed budgets that the Budget Working Team would bring back to Session. A discussion about the staff analysis done by Marsha Grady began prior to making the decision on the budget. Pastor Kyle, Cheryl Johnson and Bill Jacobson shared some feedback prior to excusing themselves from the remainder of the discussion about the staff analysis report, since they are, or are related to staff members.

A motion was made and seconded to assign percentages for the 2011 ministries budget as follows: Personnel – 60%, Mission – 13.6%, Programs – 4.5% and Operations – 21.9% Discussion included suggestions to hold a special offering in 2011 to help augment the programs budget and to talk to the Presbyte-

rian Men's Ministry to see if they would consider setting aside some funds for potential needs next year. A question was raised about Pastor Bob's tenure as interim and Bob replied that his current plan was to be at St. Andrew as long as needed. An amendment was made and seconded to lower the Mission budget to 11%, but the amendment failed on a hand count.

An amendment was made and seconded to amend the original motion's percentage assignments to as follows: Personnel – 62%, Mission – 13%, Programs – 3.2% and Operations 21.8%. This amendment carried. The amended motion carried on a voice vote.

As the year-long interim pastor contract was expiring, the Session voted to extend the Interim Pastorate Terms of Call at current levels for another year. Either the Session or the Interim Pastor may dissolve the relationship with 30 days notice.

Building Team's Glen Schmitz shared the following information on maintenance and upkeep:

- Carpet in the bump and Sanctuary aisles will be cleaned
- Fellowship Hall floor will be buffed
- Fall Clean-up took place on November 6
- Parking lot lights have been put up
- A ballast in the Sanctuary was replaced
- Still waiting on a bid for furnace repair

A motion was made, seconded and carried to hold one service on Sunday, December 26 at 11:00 am.

Pastors and Elders shared joys and concerns and Pastor Bob closed the meeting with prayer.

Respectfully submitted,

Lora Morgan Dunham
Elder

Bob David
Moderator



SESSION SUMMARY - DECEMBER 16, 2010

MOS Report: Assuming that funds estimated for the remainder of 2010 come as anticipated the MOS consent agenda for December 2010 was approved.

\$2,000 Crisis Center - purchase of supplies and food for distribution to homeless/needy

\$2,000 Domestic Violence Intervention Program - aid to area victims of domestic violence

\$500 Rape Victim Advocacy Program - operation expenses of RAVP, telephone hotline, etc.

\$2,000 Shelter House - assist the ministry to homeless in Iowa City

\$1,000 Table to Table - enable distribution of left-over food from IC restaurants to homeless and hunger ministry centers

\$1,000 Compeer - enable partnering/outreach of community members with those with mental/emotional challenges

\$536 Haiti Relief, Presbyterian Hospital, Port-au-Prince in response to a special appeal from GA Mission Council in light of the cholera outbreak

If additional funds accrue during the month of December, funding would be prioritized in the order listed, with the understanding that unfunded portions will be carried over to the new year:

\$1,000 add'l Haiti medical relief

\$1,500 Heritage Christian School, North Liberty - support of a minority student scholarship

\$1,400 Wheels for the World

\$4,000 St. Andrew family Pittsburgh Project

Membership Team: The roll updates coming from the membership team were approved.

This included removing 45 people from the rolls and moving 87 people to the inactive list.

Stewardship Team: All Abundant Catch baskets have been returned. 123 pledge cards were mailed, but not returned. 231 pledges have been made totaling \$677,190 to date.

Budget Working Team: There was some discussion about the length of the refinancing of the mortgage and the amount being asked from the Men's Group toward the 2011 ministries budget. Insurance may increase with new state laws. The proposed 2011 budget was approved.

Good News:

25 Seniors attended Senior Fellowship event in Kalona.

University Heights council has approved Mr. Maxwell's rezoning project. ETT will convene in early January and then Session will have a special Session meeting to set out the next steps for the church.

Worship Team: The new Advent banners are beautiful.

Finance Team: More offering came in than was used for ministry in November. The church is \$17,000 in the black year to date.

PNC: 8 persons are being interviewed by phone. After the holidays the Pastor Nominating Committee hopes to bring 2-3 candidates to town for personal interviews.

Building Team: The furnace bids are in, but no

recommendation yet. Carpets in the Chancel and Narthex have been cleaned for \$449. The dishwasher has been repaired for \$380.

Church Photo Directory: Hard copies of the InDirectory will be available upon request from Colleen for a \$10 donation to cover copying costs. We hope to have a quarterly opportunity for new/updated photos for individuals and families. Contact information will be updated regularly. The Directory is also on the web page, password protected.

New Business: It was requested from the Worship Team to have a lesson on ushering and serving communion.

A motion was made to have the Christian and American flags in the Sanctuary on patriotic Sundays. An amendment was made to have the flags in the Sanctuary every Sunday. The amendment was approved, beginning the first Sunday in February. The time between now and then is to allow time for the congregation to be informed and educated about the meaning of these symbols in the Sanctuary.

There is a committee overseeing the question of whether Session numbers should be reduced from 21. They were asked to resume meeting and bring a recommendation to Session.

Rev. Kyle and Elders shared joys and concerns and Session adjourned at 9:40 pm with prayer.

Income and Expense Statement (UNAUDITED)

GENERAL FUND 01, November 2010

	Current Period	Year to Date	Annual Budget	Annual Budget %	Budget Difference
INCOME					
PLEDGES & IDENTIFIED GIFT	\$72,174.77	\$787,810.06	\$933,998.00	84.35%	-\$146,187.94
CAMPUS MINISTRY GRANTS	0.00	4,500.00	4,500.00	100.00%	0.00
FACILITIES/OFFICE INCOME	60.00	320.00	600.00	53.33%	-280.00
INVESTMENT INCOME	54.15	629.59	1,200.00	52.47%	-570.41
MISCELLANEOUS INCOME	0.00	25,373.94	600.00	4228.99%	24,773.94
TOTAL INCOME	72,288.92	818,633.59	940,898.00	87.01%	-122,264.41
EXPENSES					
LAND	\$275.11	\$7,674.39	\$8,800.00	87.21%	-\$1,125.61
BUILDING	6,388.52	77,481.91	86,575.00	89.50%	-9,093.09
UTILITIES	2,869.62	27,933.45	30,800.00	90.69%	-2,866.55
EQUIPMENT, F & F	0.00	475.02	200.00	237.51%	275.02
VEHICLES	352.20	4,192.52	5,301.00	79.09%	-1,108.48
CHILDREN'S MINISTRIES	497.76	4,121.59	6,700.00	61.52%	-2,578.41
CHRISTIAN EDUCATION	0.00	737.62	1,250.00	59.01%	-512.38
MINISTRIES - CARE/SUPPORT	3.47	83.59	1,200.00	6.97%	-1,116.41
MEMBERSHIP/EVANGELISM	109.07	3,966.71	5,550.00	71.47%	-1,583.29
MISSION	4,986.24	94,281.43	127,350.00	74.03%	-33,068.57
MUSIC	116.75	4,333.58	9,015.00	48.07%	-4,681.42
OFFICE EXPENSE	1,874.36	22,824.12	23,800.00	95.90%	-975.88
OPERATING EXPENSES	3,349.77	46,972.13	68,145.00	68.93%	-21,172.87
PERSONNEL	43,521.55	494,975.92	553,917.00	89.36%	-58,941.08
WORSHIP	120.00	1,734.20	2,675.00	64.83%	-940.80
YOUTH MINISTRIES	262.83	8,918.65	9,620.00	92.71%	-701.35
TOTAL EXPENSES	64,727.25	800,706.83	940,898.00	85.10%	-140,191.17
EXCESS INCOME/EXPENSES	\$7,561.67	\$17,926.76	\$0.00	0.00%	\$17,926.76



STAFF ANALYSIS REPORT

Earlier this fall, the Session appointed a Budget Work Team (consisting of representatives from the Finance, Stewardship, Personnel and MOS Teams) to develop proposed solutions to the mid-year shortfalls in the 2010 budget and to develop a conservative and balanced 2011 budget. As the BWT began its work, it became clear that to achieve a balanced budget in a time of stagnant giving, some type of structural adjustment in Personnel expenses would likely be part of the BWT's and Personnel Team's recommendations to the Session. The BWT struggled with possible ways to determine appropriate recommendations that were compassionate, responsible, and fair – while attempting to avoid elimination of or reductions in key programs and services offered as part of St. Andrew Presbyterian Church's (SAPC) missional vision.

On October 21, 2010, Session approved a project to conduct a staff analysis of SAPC's

program resources, staffing and compensation levels, and staff structure. Due to her experience as a performance improvement consultant, the Session accepted Marsha Grady's offer to conduct the analysis (pro bono) on behalf of the church.

During the information gathering period, members of SAPC's staff were asked to provide information about their job responsibilities, workload, and programs. Between October 29 and November 3, Marsha spent approximately two hours with each paid staff member in an attempt to:

- Gain a clearer understanding of staff roles and responsibilities (beyond the job description);
- Gain information about staff-performed, staff-driven and staff-supervised programs and services;
- Work with staff to understand where time and efforts are being devoted;

- Gain understanding of staff structure, interrelationships, and workload; and
- Determine any developmental opportunities or areas of excess capacity for our staff.

This report is intended to provide a high-level summary of the information prepared for the Session, gleaned from staff submissions, one-on-one discussions with staff, and additional information about congregational perceptions and input gathered anecdotally. Assessments of staff workload and efficiency are based on surface observations and self-reporting of staff, as the time available for this project precluded a detailed time and efficiency study of individual staff members. Every effort has been made in this report to protect the confidentiality of our staff members and to be sensitive to any issues that might not be appropriately shared in a public format.

The full report is available on our website: www.saintandrew-ic.org/about/stewardship/staff-analysis-report/



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