

## **FIRST CONGREGATIONAL CHURCH STAFF**

The Rev. William Burhans, Lead Pastor

The Rev. Ms. Judith B. Arnold, Associate Pastor

Ms. Kathleen Zagata, RN, MS, CS, Minister of Congregational Health and Wellness

Ms. Jane Ring Frank, Minister of Music & Worship Arts

Mr. Benjamin Pulaski, Minister of Faith Formation: Children and Youth

Mr. Jeffrey Mead, Organist

Ms. Sarah Marino, Office Manager

Mr. Edward Banzy, Building Manager

Mr. Tyler Campbell, Sexton

Mr. William Lewis, Custodian

The Rev. Dr. Kenneth Orth, Pastoral Counselor (Affiliate)

## **FIRST CONGREGATIONAL CHURCH OFFICERS & VOLUNTEERS**

Penny Sparrow, Moderator

Sarah Gallop, Vice Moderator

Margaret McIndoe, Clerk

Bruce Lauterwasser, Treasurer

Keith Russell, Assistant Treasurer

Anne Hoenicke, Membership Registrar & Archivist & Assistant Treasurer

Nancy Kneiss, Communications Design

William McCarter, Historian

Leslie French, Librarian

Rebecca Beltz, Church Auditor

Edward Lamson, Church Auditor

Edward Martin, Church Auditor

## TABLE OF CONTENTS

Church Staff and Officers .....	Preface
Agenda and Warrant .....	3
Call to Annual Meeting .....	5
Report of the Membership Registrar.....	6
Reports of the Ministerial Team .....	8
Report of the Leadership Team.....	9
Report of the Music & Worship Arts Ministries .....	14
Report of the Diaconate.....	18
Report of the Faith Formation Ministry	
Children/Youth Faith formation Ministry .....	19
Adult Faith Exploration Ministry.....	21
Church Librarian .....	23
Report of the Health Ministry .....	24
Report of the Mission & Outreach Ministry .....	26
Report of the Personnel Ministry .....	27
Report of the Facilities Ministry.....	28
Report of the Reno Garden Ministry.....	34
Report of the Ripley Chapel Working Group.....	35
Report of the Communications Team.....	38
Report of the Green Congregation Taskforce.....	39
Report of the Treasurer .....	41
Report of the Financial Resources Ministry.....	51
Appendices:	54
A: Minutes of the 178 <sup>th</sup> Annual Meeting May 6th, 2018.....	55
B. Minutes of Special Congregational Meeting January 13, 2019	59
C. Minutes of Congregational Budget Vote February 10, 2019.....	60

# Agenda & Warrant

## Agenda

**179<sup>th</sup> Annual meeting                      11:30am                      May 5<sup>th</sup> 2019**

---

'Here I am! I stand at the door and knock. If anyone hears my voice and opens the door, I will come in and eat with them and they with me ' Revelation 3:20

### Order of Meeting

**11:30**

Grace/Opening Prayer

Light lunch and slide show

'State of the commUnion' address

Table topic: Opening the door to the next 5 years at FCCW

Moderator's Opening Remarks

Establishment of Quorum

Call to Order

**12:40**

Approval of Minutes of Congregational Meetings since last Annual Meeting

Hymn

Covenant

In Memoriam

### Articles of Business

- I. Receive reports and place on file
- II. Thanks for service in love and elections
- III. Hear and act on any special gifts and bequests

Closing Hymn

Benediction

**1:30**

# Agenda & Warrant

## FIRST CONGREGATIONAL CHURCH IN WINCHESTER

### NOTICE OF 179<sup>th</sup> ANNUAL CONGREGATIONAL MEETING

To the Clerk or Office Manager of the First Congregational Church in Winchester, Massachusetts,

#### GREETING

You are hereby requested to notify the members of First Congregational Church in Winchester, Massachusetts qualified to vote therein, to meet in Chidley Hall at the Church on Sunday May 5<sup>th</sup>, following the morning worship service, to act on the following matters:

ARTICLE I: To receive and place on file the reports of the Ministry Team, the Treasurer, the Clerk, the Leadership Team and the Chairpersons of the Sustaining and Living Ministries of the Church and any other written and oral reports which the Church may vote to receive

ARTICLE II: To elect the Officers of the church and new lay members of the Leadership Team, to thank all those who served on a Team/Committee/Ministry in the past year, and to acknowledge all who will Serve in Love on all ministries as they conduct the affairs of the Church for the 2019-2020 program year

ARTICLE III: To hear and act upon reports of special gifts and bequests, if any, to the Church since the last Annual Meeting

ARTICLE IV: To transact such other business as may properly come before the meeting

and you are hereby directed to serve this notice by such written and electronic means considered to be reasonably effective as notice of an upcoming business meeting of the Church, at least eight days before the meeting.

Non-members are warmly invited to join with us at this meeting, though will not take part in voting.

Winchester, Massachusetts  
April 16<sup>th</sup>, 2019

---

Penelope J. Sparrow  
Moderator

## Call To Annual Meeting

The 179<sup>th</sup> Annual Meeting of The First Congregational Church in Winchester, Massachusetts, United Church of Christ is called on Sunday, May 5<sup>th</sup> at 11:30 a.m. in Chidley Hall.

### THE COVENANT THE FIRST CONGREGATIONAL CHURCH IN WINCHESTER

We, the members of this church, covenant and bind ourselves to strive to know the will of God; to walk in the ways of the Lord, made known and to be made known; to exalt the worship of the one true God; to work and pray for the progress of knowledge, the promotion of justice, the reign of peace, and the realization of human community.

### OPENING HYMN: FOR ALL THE SAINTS verses 1 &4 Tune: SINE NOMINE R. Vaughan Williams

For all the saints whom from their labors rest,  
Who thee by faith before the world confessed,  
Thy name, O Jesus, be forever blest,  
Alleluia! Alleluia!

O blest communion, fellowship divine!  
We feebly struggle, they in glory shine;  
Yet all are one in Thee, for all are Thine.  
Alleluia! Alleluia!

### CLOSING HYMN: Now Thank We All Our God

1. Now thank we all our God  
with heart and hands and voices,  
who wondrous things has done,  
in whom his world rejoices;  
who from our mothers' arms  
has blessed us on our way  
with countless gifts of love,  
and still is ours today.

2. O may this bounteous God  
through all our life be near us,  
with ever joyful hearts  
and blessed peace to cheer us,  
to keep us in his grace,  
and guide us when perplexed,  
and free us from all ills  
of this world in the next.

3. All praise and thanks to God  
the Father now be given,  
the Son and Spirit blest,  
who reign in highest heaven  
the one eternal God,  
whom heaven and earth adore;  
for thus it was, is now,  
and shall be evermore.

## Membership Registrar's Report for Jan 1 to Dec 31, 2018

### Membership Registrar's Report for Jan 1 to Dec 31, 2018

#### SUMMARY

Total Membership End of December 2017	408
Total Received into Membership 2018	13
Confirmation	+
Letter of Transfer	+
Confession of Faith	+
Reaffirmation of Faith	+12
Reactivated from Inactive	+1
Total Released from Membership 2017	-8
By Letter of Transfer	-3
Withdrawn By Request	-
Moved to Inactive	-2
By Death	-3
Net Change	+5
Total Membership End of December 2018	413

#### RECEIVED INTO MEMBERSHIP 2018 - Total New Members Received (13)

<u>By Confirmation</u>	<u>Adult New Members</u> Reactivated 1. Rev. Meredith "Merrie" A. Allen Reaffirmation 2. Leonore Eforo 3. Phoebe Goodwin 4. Nancy H. Goodwin 5. William "Bill" K. Goodwin, Jr. 6. Nicole (Kass) Jones 7. Craig Jones 8. John J. Keeley 9. Jean Moses 10. Jennifer S. (Christian) Murtie 11. Joshua Charles Murtie 12. Janet Snover 13. James "Jim" Leonard Stansfield
------------------------	--

## Membership Registrar's Report for Jan 1 to Dec 31, 2018

### RELEASED FROM MEMBERSHIP 2018 - Total Released from Membership ( 8 )

#### By Letter of Transfer Out (3)

Shelley Alexandra (Johnston)  
Halloran  
Julia Elaine Page  
Nathaniel Scott Parkhill

#### Withdrawn By Request (0)

#### Moved to Inactive (2)

1. Katherine Michelle Zavez
2. Alexis Eleanor Zavez

#### By Death (3 active members)

##### Members, Former Members, and Inactive Members

Anne (Morton) Bannister - m  
Isabel (Andrews) Hart - m  
Althea (Hersey) Shirley - m

m - member, fm - former member, i - inactive member

##### Extended Church Family

Gordon Duff, brother of Marcie Troisi  
Alvina M. Johnston, mother of Mary Turner  
Anna LaViolette, mother of Debra Ludwig and Susan LaViolette  
Paul Mahoney, father of Tom Mahoney  
A. Bliss McCrum, Jr, stepfather of Laura Bailey  
Diane V. Neth, sister of Ken Orth  
Emilija Richardson  
George F. Swartz, stepfather of Jodie Mullane  
Nicholas Troisi, Sr, father of Nick Troisi

## BAPTISMS 2018 (8)

1. William Thomas Ackil
2. Natalie Hannah Beltz
3. Benjamin Michael Brown
4. Mateo Alexander Jones

5. Claire Charles Penna
6. Archie Charles Penna
7. Lillian Miriam Pulaski
8. Russell James Trakimas

## REPORT OF THE MINISTERIAL TEAM

I am grateful to God for our ministry together for another year. Here in my 4<sup>th</sup> year as your Lead Pastor, I am looking at the past year in terms of how we've balanced the internal focus of running the church and its facility in the most efficient and effective way to best provide the educational opportunities, spiritual growth and worship experiences, and community building activities with the more external thrust of mission, outreach and moving into the wider community with our presence and ministries. There is so much that has been going on around the church with the dedicated and hard work of your Ministry Team and fellow congregants, but in this report I will share specifically the initiatives that have involved me as your Lead Pastor.

I supported Personnel and Facilities Ministries in the effort to establish a new structure for Facilities staffing and we hired Ed Banzy as our new Building Manager who has done remarkable work on the various and endless needs of our building; from heating systems, to rentals, from updating faucets and urinals to converting our lights to LED and motion sensors and much much more. With Ben and the devoted Stepping Stone's teachers, we worked this past year to gather a new Children and Youth Faith Formation Ministry (CYFFORM) and pull together a new curriculum that the teachers have been happy with this year. A significant focus of the year for me has also been the work around Ripley Chapel and getting everything in place for the renovation to occur this summer. Brainstorming and developing ideas for the programming of Ripley Chapel took place with the Ministry team and with help of a number of congregants. Concerts and other events are beginning to take shape to fill the space with beauty and life. I worked with the Financial Resource's Ministry in taking new steps for involvement and engagement around the Fall Stewardship Campaign and this took the shape of an Autumn Stewardship Gathering for young families of the church as well as the FR Ministry engaging each Ministry Group in the church to encourage full participation. As a result there was a positive and generous response from the congregation as a whole and we overshot our financial goal. Anne Hoenicke and I led the next series of studies in the Old Testament from the Massachusetts Bible Society, we did another Lenten series of Tuesdays with Jesus, and I led a number of New Member's courses, the fruit of which will come when 6 new members join this spring of 2019. All of this coupled with our usual weekly worship and seasonal services as well as baptisms, funerals, weddings, and other special services, constitutes the more internally focused work of this congregation and your Lead Pastor. When people come into our community from the outside they experience a place of love, vitality, and worship that all of these efforts and many more from so many devoted people make possible.

But all of our internal work of ministry, community development, care for the facility and the budget that keeps it all running smoothly must also set the stage for our moving into the wider community as apostles of God's love. During this past year we continued our now annual practices of bringing our Easter Sunrise Service out to Wright Locke Farm, our Animal Blessing Service out to the Town Common (with the Jazz Band this year!) as well as our continued effort to make



## **REPORT OF THE MINISTERIAL TEAM**

our presence known at Town Day and at the Farmers Market. We continued the tradition of our Bean Soup Supper hoping that it might draw in a wider collection of folks from the town. This was unfortunately not the case. In debriefing the effort in our Ministry Team, one idea surfaced of bringing the Bean Soup Supper out to the Common next year. Along with the annual mission trips of our youth group, this year also involved another mission trip of our church to Puerto Rico to help rebuild homes devastated by Hurricane Maria. Many from our congregation brought our community to Shir Tikvah after the tragic shootings at a synagogue in Pittsburgh to join in prayer with our Jewish neighbors as well as offered a presence at the Gay Pride Parade and prayerful marching with Rev. Judy at the detention center for undocumented people in Boston. As your Lead Pastor, I also joined together with the BIJAN network to offer a pastoral presence at the detention centers and went to a court house rally for a person in immigration court. These efforts along with Outdoor Church, Habitat for Humanity and The Dwelling Place continue to be critical ways that we reach out beyond our walls to do the work of Christ in the world. My hope is that we can garner wider support for these projects and involve people who have not had the blessing of serving in these capacities in the year to come.

At the end of this 4<sup>th</sup> year of my being with you, Leadership Team and I believe it's a good juncture to begin looking a little further down the road, considering where we want to be in 5 years and begin some longer range planning to get there. May God inspire us to think creatively and specifically about what we need to be doing as a congregation and what steps we might take to realize our goals for the future. Jesus stands at the door and knocks and is calling us to further and deeper ministry. Let's let him in and then walk out into the world with Him again!

Yours in Christ,  
Rev. Will Burhans

## **REPORT OF THE LEADERSHIP TEAM**

The composition of the Leadership Team changes each spring as two new members replace two who have served their term. This has provided us with renewed energy each year and an array of members who contribute various talents. It might be surprising, then, to hear that the change has happened seamlessly each spring, with new members getting up to speed quickly and keeping the work productive. This was our first year with the work of the transition to a new church structure and the creation of new bylaws behind us. We have found no shortage of subjects to engage with and have continued to work on the development of structures and policies.

## **REPORT OF THE LEADERSHIP TEAM**

Here we outline some of our work and how it lines up with our leadership principles.

- **Achievement of the mission and overall outcomes** – this is the primary responsibility for LT. For FCCW, our mission is enshrined in our Purpose statement: that we are a Christ-centered, nurturing community, growing in faith, serving in love and welcoming all with joy.
  - Each year we ask the ministries to evaluate their own ministry as they prepare their individual annual reports. Additionally, we have been checking in with individual ministries, by having them come to share their progress and struggles at the monthly Leadership Team meeting.
  
- **Empowered to create the structure needed to accomplish the mission including creating boards, committees, task forces, action teams, ministries.**
  - There has been an unusual number of special, short-term, committees formed this year. Some were welcomed by the Leadership Team when they sprang up when members of the church saw a need – such as the Steeple Task Force, which has the task of assessing the various complex repair needs of our beautiful steeple and working out how to address them. Others have happened at our invitation, when we saw the need. Included in this category are: one LT member and one other person working together to create an Operations Manual; a small group looking at salary payment service options; a committee that will explore the development of an active planned giving program; a committee examining our parking policies; a committee to develop Emergency procedures; a group that will continue the work already done developing a Safe Church policy. We have been so encouraged at the willingness of many people to step forward to help in these specific ways.
  - We rejoiced when our lead pastor enabled the re-creation of a Faith Formation Ministry for Youth – a ministry that had lain dormant for a few years – that will provide support for our Youth Minister.
  
- **Empowered to change (including disband) components of the structure that are not functioning effectively to achieve the purpose and mission.**
  - There has been a change to the structure of the management of the work on our building. During this year, a permanent position of Facilities Manager was created. We needed to have someone with day-to-day oversight of the complex needs for the maintenance of our physical structure.
  - In our constant efforts to improve the creation of the annual budget of the church, this year a budget working group was convened in June with representatives from many of the areas of the church and including several members of the Leadership Team. This group had far-reaching discussions that were philosophical, pragmatic, practical, big-

## **REPORT OF THE LEADERSHIP TEAM**

picture, small-scale, far-reaching and innovative. Their work clearly informed the budget that was recommended to the Leadership Team and then to the Church. But it also resulted in various actions, both immediate and longer-term that affect other areas of work -such as parking, rentals, outreach contributions and the payment of youth mission trips.

- **See the relationships between parts and the whole.**
  - We frequently find ourselves encouraging connection between various groups in the church as we see how they would benefit from communication with each other.
  - We have been deliberately inviting groups - ministries, task forces and committees to come to our meetings to have focused discussion on their work. This year we have included: the Financial Resources Ministry; the Steeple Task Force, the Adult Faith Exploration ministry, the Ripley Chapel Working Group, the Green Congregation Task Force, and the Facilities Ministry.
  - The Leadership Team worked with the Budget Working Group and the Financial Resources Ministry as the Ministry planned a pledge campaign that was appropriate. They were wonderfully successful, thanks to enormous generosity from our congregation and to a very well crafted campaign. Their efforts and the response of the congregation enable the work of God among us.
- **'Get on the balcony' and 'Give the work back to the people'**
  - **Strategic, long term decisions** are developed by the Leadership Team;
    - Although much work has been done in examining the organization of our church in recent years, as we considered the change in our structure, it is now time to turn our attention to developing a new strategic plan. Leadership Team decided that a light approach to this would be most effective for the congregation, since there has been so much work in the past ten years that has been related to this. In the course of our initial discussions on this, we took a look back at the process that the church has been engaged in for the last decade or more - a process that included Holy Conversations, Holy Destinations, a Transition Team, and the development together of our Purpose - and were encouraged by the many positive results of that work. These range from a new organizational structure, to a greater freedom in the congregation to talk about our faith, to an improved sense of welcome, to experience with discernment, to a process that has engaged many people, to a new sense of vitality, to growth in the size of the congregation after many years of decline, to growth in spiritual life, and to the Purpose, which has framed many of our recent steps. We are looking forward to where the next stage of strategic planning may lead.
  - **Delegate the day-to-day operations** of the church to appropriate bodies, check-in to ensure they are functioning well.

## REPORT OF THE LEADERSHIP TEAM

- The maintenance and care of our building has been a focus in the last couple of years, as transitions occurred. The hiring of a permanent Facilities Manager, who was able to do an overview of the operation of the facility, enabled us to get a better estimate of the personnel needs in this area and has also made a radical improvement in our ability to make money-saving upgrades to the facility.
- The leadership team played its part in **setting strategic direction, identifying adaptive change and developing and empowering leaders.**
  - The diaconate shared with the Leadership Team their desire for change to the Service Breakfast and asked the Leadership Team to take on responsibility for finding appropriate ways to recognize the service of so many people in the congregation.
  - The Leadership Team was supportive of changes to the staff handbook that the Personnel Ministry is developing.
- Step forward and **take risks when it is helpful and strategic** to do so
  - ⇒ This year the Leadership Team benefited from the advice and input from two of our members who happen to be lawyers. They helped us, in several situations, know when, where and how to seek appropriate legal advice, so that we limited risk to our actions.
- **Develop and empower leaders.**
  - Through the Nominating Committee, new members of the Leadership Team were identified and called.
  - The terms of two Leadership Team members expired - we were very grateful for everything they have contributed in this particular area of service in our church community.
  - With the change in the bylaws, has come the advent of a Vice Moderator - who is appointed a year before the end of the term of the current Moderator. So a Vice Moderator joined the Leadership Team this year, as a non-voting member, and has been able to learn the role of moderator as we move to a smooth leadership transition this spring. It has had the added bonus that the Vice Moderator was able to chair discussions for which the Moderator stepped back.
  - In conjunction with the Personnel Ministry, we undertook the annual review of the Lead Pastor. This year, in order to get direct input from members of the congregation, a 12-question online survey was sent out. This included some open-ended questions to allow for full and far-ranging responses.
  - The Leadership Team takes seriously its role in supporting and developing our Ministry Team. This year that meant finding a way to help our Youth Minister buy his first home. With careful work, including the thoughtful input from the ministries of Personnel and Financial Resources, we were able to make that possible and we are delighted that we could support and encourage him in this way.

## REPORT OF THE LEADERSHIP TEAM

- The Leadership Team was able to support, based on the work of the Budget Planning Group and under the leadership of the Financial Resources Ministry, a new effort to reach out and encourage a new generation of financial leaders in our congregation.
- **Develop the necessary church policies** so that day-to-day operations run smoothly and effectively. Ensure that administrative systems and functions are in place and are being accomplished including personnel, financial and facilities management.
  - A small group began work framing what a church Operations Manual would look like and what information to seek from the various ministries within the church. They developed a template for submissions that will help provide continuity, clarity and completeness in the material. Ministries were contacted and the purpose of the document explained. They have been working to collect and collate responses. The document that results will be intended to be fluid, so that it can easily be changed as procedures change and different areas of ministry emerge.
- **Regulate Distress**
  - With an ongoing systemic challenge to our budget, the Leadership Team had to confront some budget cuts in ministry areas that we are all uncomfortable with. We have worked to make these as appropriate and reasonable as possible and to limit negative impacts on the ministry of the church. We have made support of our staff a priority so that they, and we, have the tools with which to do the work of God here.
  - As we have become more aware of the backlog of maintenance issues that need attention, we have made decisions to support the operating budget with the help of several of our invested funds. It is so encouraging to see the more secure footing for our facility and we continue to be grateful for those who generously gave to these funds and enable us to keep our building strong and beautiful.
- **Consistently articulate purpose and core values**
  - The Purpose of the church - that we be a Christ-centered, nurturing community, growing in faith, serving in love and welcoming all with joy - has become central to discussion and planning in many areas of ministry.
  - We continue to work at keeping this central for us all. It is so easy to focus on getting things done, dealing with problems, helping out where groups are struggling, making things happen. Keeping it all in the framework of our purpose is challenging but essential. We work in our group to keep an awareness that we are attempting to do the work under God's guidance. We hold the Purpose up so that our church can be effective in its ministry as Christ's representative and we seek opportunities to support and encourage other groups to do the same.

## REPORT OF THE LEADERSHIP TEAM

We are grateful to those who faithfully led this congregation over many decades. To those who invested in it financially in ways that continue to benefit us. To those who have prayed and worked to maintain a strong ministry. We thank those who are working hard and giving generously today. We look to do our small part at this point in time to build the future of this congregation and to help this be a church that will change the lives of many people in years to come: *we are a Christ-centered, nurturing community, growing in faith, serving in love and welcoming all with joy.*

The Leadership Team - Judy Arnold (associate pastor), Will Burhans (lead pastor), Sarah Gallop, Deirdre Giblin, Margaret McIndoe, David Peretti, Ben Pulaski, Jane Ring Frank, Penny Sparrow, Taylor Tresselt, Cindy Wankowicz, Jennifer Wilson, Peter Woolford, Kathleen Zagata.

## REPORT OF THE WORSHIP & ARTS MINISTRY

*The world speaks to me in colors, my soul answers in music.*

Rabindranath Tagore (1861-1941)

Possessing a power of its own, music has the unique power to communicate the landscape of the soul. Through choral and congregational singing, through instrumental music, through traditional, jazz, gospel, and folk styles, we believe that music serves to glorify God, to magnify God's word, to unify, and to inspire. We at First Congregational Church have a long and storied musical tradition, and we are blessed with a talented organist, Jeffrey Mead, who graces our C.B. Fisk, opus 50, 1969 pipe organ and two vocal soloists/section leaders, Susan K. Navien and Peter Owens, who have been a cherished part of the worship life of the church for decades.

The music and worship arts ministry at FCC is a multi-faceted program, under the direction of Jane Ring Frank, Minister of Music and Worship Arts. It includes a large number of volunteers, both instrumental and vocal. The program supports the Senior Choir (Thursday night rehearsals and Sunday morning worship); the Carilloneers (Monday night rehearsals and periodic participation on Sunday mornings); Jazz Worship (2-3 times per program year); Jazz Singers (as needed for Jazz Worship). The ensembles are also regularly invited to participate in worship services that celebrate life events: Ordinations, Installations, Weddings and Memorial Services. Additionally, the Senior Choir presents larger choral/instrumental works within the context of worship, at least two times per program year, an endeavor that includes additional rehearsals, commitment of time and organization.

## REPORT OF THE WORSHIP & ARTS MINISTRY

### QUESTIONS/ASSESSMENT/OUTCOMES

1. Can you make a list of the projects you did this year, and how many people you estimate were involved in some way?

#### PROGRAM PARTICIPANTS

- Senior Choir: @ 35 singers, including one weekly rehearsal and worship service.
- Carilloneers: @ 10 - 12 participants, including one weekly rehearsal and occasional ringing in worship.
- Jazz Worship: @ 4-6 instrumentalists (including, piano, bass, drums, trombone, electric guitar, trumpet, flute, saxophone, etc....). Folded into our Sunday morning worship.
- Lessons & Carols, December 16, 2018, Vivaldi's *Magnificat in D Major*: string quartet, oboe, organ, soloists, chorus, 7 Lay Readers, including youth and children, Ministerial Team.
- Other unique services for holidays (Palm Sunday, Maundy Thursday, Easter, Christmas Eve, etc...). Includes a large number of volunteers and professionals.
- Special services as needed (Blessing of the Animals, Memorial Services, weddings, etc...). Numbers of volunteers vary with each request.
- The addition of special music, shared during the Offertory, in worship (not weekly, but at unique times). This special music allowed the congregation to hear prayerful music offered by members who may not have other outlets to express their talents (@ 10 people).
- SPECIAL OFFERING, March 24, 2019: Winchester Community Coalition Choir (FCC, Winchester Unitarian, St. Mary's and St. Eulalia's) presented John Kramer's moving and effective cantata, *The Immigrant Experience*, scored for violin, clarinet, cello, piano, John Kramer, Conductor. 25+ FCC Choir Members participated in a choir of 65 singers!

2. What event or objective did you sense God's presence most evident?  
What event or objective were you most proud of?

I am continuously respectful of the Senior Choir, Carilloneers, and instrumentalists. Their volunteerism is nothing short of miraculous, with weekly rehearsals and worship. God's presence is vital and flowing with them and through them. The music is prayer and praise, and they support one another as "community within a community" with joy and determination.

The Music Program had an energized and dynamic year. We kicked off our program year with a Re-Dedication Organ Concert. On Sunday, September

## REPORT OF THE WORSHIP & ARTS MINISTRY

30, 2018, we celebrated the renovation and ongoing maintenance of our organ, Fisk, Opus 50, with a special recital, featuring organists from other churches in Winchester - our very own "organpalooza!" We had a sizable and appreciative audience from both the congregation and the wider community - another success in "facing outward." The organ is certainly a part of "growing our faith," and it represents a critical piece of our history and worship life. We thank Jeffrey Mead for his masterful participation in the event.

In December 2018, at the conclusion of a Sunday worship service, the very impressive Carilloneers offered to the congregation an opportunity to touch and ring the handbells - a "Handbell Petting Zoo." Our stalwart and committed members: Bruce Alexander, Kate Alexander, Asako Burr, Bruce Lauterwasser, Karen Lauterwasser, Becky Miranda, Cam McPherson, Tony McPherson, Steve Rohall, and Cindy Wankowicz ably offered beautiful music during the worship service and then promptly recruited two new members to the group - both talented, both hard-working, both generous with their time: Margaret McIndoe and Natalie Roche. It is a joy to see the group continue to grow and thrive.

This year, Reverend Will Burhans crafted a Lenten sermon series, based on the seven deadly sins. Although there are only six Sundays in Lent (we studied two sins on one Sunday!), we found the series to be engaging, meaningful and thought-provoking. It was a rich and fertile platform for the exploration of creative and deeply-felt music - most of which the choir has not offered before. From French cabaret to *Carmina Burana*, from the Baroque to thorny complex contemporary music, from Sweet Honey in the Rock to sweet, melodious new music - the choir conquered it all, with drive, gusto and heart.

The Community Coalition Choir Concert of March 24, 2019, *The Immigrant Experience*, was a special experience for the Senior Choir. It was a pleasure to prepare and to perform, and the choir gave much of themselves: extended rehearsals, extra rehearsal days, long performance hours. Sponsored by the Winchester Multicultural Network, the concert was given to benefit the International Institute of New England, a non-profit organization that has been welcoming and serving refugees and immigrants since 1918.

### **3. How do you feel the major projects you accomplished in 2018 aligned with our purpose?**

The music program, by and large, continues to thrive. Participation in each of the ensembles has been enthusiastic and committed. Attendance at rehearsals and worship services is energized and participation in the Senior Choir is steady and healthy. For an almost exclusively amateur/volunteer program, I am continually awed by the program's high level of



## REPORT OF THE WORSHIP & ARTS MINISTRY

performance, and the laudable volunteerism and generosity amongst the program's participants. I believe that participation in the music program is a genuine way to connect with the larger church and the wider community.

The Senior Choir's participation in *The Immigrant Experience* was a direct answer to the church's call to outward-facing ministry. The Music program, in general, answers FCC's purpose with a vibrant joy in one another (nurturing community), with diligent volunteerism and participation in the community (serving in love), with a Christ-centered, prayerful and praise-filled approach to each piece of music (growing in faith).

**4. What did you not get to in the past year that you wanted to?**

- As a result of our participation in *The Immigrant Experience*, the Senior Choir forfeited our annual Spring Cantata Sunday. It was a worthwhile trade-off, but one we will measure and consider going forward.

**5. What are your hopes and dreams for the coming year?**

- I strive, as I have for a few years, to present Leonard Bernstein's epic *Mass*, a theatre piece, loosely based on traditional Roman Liturgy. Bernstein combined many different musical styles, from classical traditions, hymn-like chorales, and the modernist avant-garde to pop, jazz, blues, Middle Eastern dances, and rock music - to create one spiritually complex and uplifting whole. It is an enormous undertaking, but one which provides a wonderful opportunity to invite the larger Winchester (and surrounds) community.
- I also continue to recruit new members to the music program. We are seeing a normal pattern of retirement and aging. Current choir members have been fantastic partners in recruiting and in encouraging fresh participation.
- With the ongoing renovation of Ripley Chapel, we hope to contribute to, and plan expanded, innovative offerings, especially suited to the intimacy and aesthetic of the space: Coffee House Concerts, classical chamber music offerings, alternative spiritual practices, art practices, lectures, poetry readings and more.

**6. What else should we know about your ministry?**

- Nothing at this time!

## REPORT OF THE DIACONATE

Current Deacons:

Third Year: Mike Bailey (head), David Carpini, Christine Tresselt

Second Year: Leigh DuPuy Carlisle, Michelle Crawford, Jenny Splaine

First Year: Carrie Ehrbar, Aaron Kneiss, Kathy Mortensen

Life Deacon Liaison: Bob Lord

### Projects

The deacons support the ministry team during our weekly worship services, Christmas and Easter worship, and other special events during the church year. We also are honored to have assisted in baptisms, memorial services, and welcoming new members, oftentimes joined by our fantastic life deacons who were always willing to lend us a hand when we needed their help.

Continuing a longstanding tradition, the deacons and ministry team gathered with the Rev. Ken Orth for our weekend retreat in October. This year, we learned more about “the spiritual life” and deepened and broadened our spiritual lives to share and encourage the spiritual lives of each other and our community. The weekend ended with us joining the congregation at Sunday’s worship, refreshed and centered again on our mission and how we can work together to fulfill it.

We continue to faithfully work with the ministry team to administer the Pastor and Deacons Fund. We appreciate your generous support of this important fund. The balance of the Pastors and Deacons Fund (investment account plus bank account) as of the end of March 2019 is \$16,894. The expenditures for the 12 months ending March 31, 2019 were \$7,700.

### What event or objective were you most proud of?

Continuing our FCCW tradition of honoring the service of our wonderful Life Deacons, a new event for us this year was a Life Deacon Wine & Cheese Party, which we hosted in February. We spent a joyful evening with more than 40 Life Deacons and the ministry team at an informal gathering, getting to know the Life Deacons better, and lifting up their service to our church.

We also discussed again hosting the annual service breakfast in the spring. We believe celebrating the service of everyone who participates in the ministries and missions of the church is important, and we felt that event would fit better in the mission of another group at church. The leadership team agreed with us, and they are making a priority of finding a way to honor the service of all those who work in our many ministries and missions.

### How do you feel the major projects you accomplished in 2018 aligned with our purpose?

## REPORT OF THE DIACONATE

We are working to grow in our understanding of the sacraments, rites and practice of the Christian Church to support community members in better understanding the value, purpose, and richness of the rituals and spiritual practices of the church.

What did you not get to that you wanted to?

In the prior year, we agreed to be responsible for the management of the biennial Confirmation Breakfast. We look forward to working on that in the future.

The deacons enjoyed learning from the ministry team more about the spiritual practices of the church and how we can connect those to our service. We look forward to continuing to learn.

What are your hopes and dreams for the coming year? Please try to list 2-3 goals for this year.

Our goal is to continue to live into our mission, to “tend to the ritual life of the church”. This year, we discussed working to make it easier for newly recruited deacons (and currently serving ones) to better acclimate to their new role, especially in serving at worship. We plan to give even greater care to making the transition to becoming a deacon easier for the new deacons in the next church year. Also, we look forward to continuing our discussions about taking an active role with the confirmands in some sort of sponsor capacity.

## REPORT OF THE FAITH FORMATION MINISTRY Children & Youth

1. List of projects/events that Faith Formation did this year and how many people were involved

- Stepping Stones 45 (avg) children and 15 adults (ongoing)
- Forum 20 (avg) students and 3 adults
- Youth Group Sunday Class 8 youth, 1 adults
- Movie Night 50 people
- Back to School Event (Boda Borg) 40 Students
- Youth Progressive Supper 40 Students, 5 adults
- Christmas Pageant 50 students
- Ski Trip 20 students, 4 adults
- High School Mission Trip 14 students 4 adults
- Build a Bed 40 people
- Chris Tomlin Concert 10 people
- Saturday Outdoor Church 12 people
- Interfaith Youth Services 20 people

## REPORT OF THE FAITH FORMATION MINISTRY

### Children & Youth

2. What event or objective did you sense God's presence most evident?

It is hard to pinpoint just one event. With our younger students (Stepping Stones), we saw God's presence working through the teachers as we challenged ourselves to design our own curriculum. The classes have been much more fruitful and more interactive. For our youth, the mission trip always provides an opportunity for the youth to see God in a way that challenges them with their faith to a whole new level. At the end of the week, the youth have an opportunity to pray one on one with the adults and it is an incredibly moving experience for each of them.

3. How do you feel the major projects you accomplished in 2018 aligned with our purpose?

GROWING IN FAITH-Between our mission trip, Sunday morning classes, and Forum, we have been teaching the children the foundational stories of who we are as Christians, and challenging the youth to dive deeper into who they are and whose they are.

SERVING IN LOVE-Our mission trip to Alabama, we helped homeowners make their houses warm, safe, and dry. We also participated in the outdoor church by being both walkers and sandwich makers and collected socks during our reverse trick or treat night. We were also able to build 10 beds for children who did not have them before.

WELCOMING ALL-We make sure that anyone that wants to participate has the opportunity to do so. We are radically inclusive.

4. What did we not get to do this year that we planned on doing?

The Talent Show. Our ministry decided to postpone that until next year, when we will have more energy to put it together successfully.

5. What are your hopes and dreams for this coming year?

To continue to reach out to the community and let our light shine through more outward events

(ex. Movie Nights, Bagels and Bunnies) . We are offering a new Confirmation class next year that will hopefully challenge the teens to grow deeper with their own faith.

## REPORT OF THE FAITH FORMATION MINISTRY:

### Adult Faith Exploration

- **Transgender Awareness and Understanding** in September during an 11<sup>th</sup> Hour: introduction and exploration of what it means to be transgender. Anne Hoenicke created and presented the material (45 participants).
- **Speak Out Boston** in October on a Monday evening: a transgender awareness session with a panel of speakers from SpeakOUT Boston, the nation's oldest LGBTQIA speakers' bureau, with each panelist telling their personal story (~15 participants).
- **Introduction to the Old Testament** on Tuesday evenings from September through October: a six-week series led by Anne Hoenicke and Rev. Will Burhans. The curriculum materials came from the Massachusetts Bible Society (20 participants).
- ***Won't You Be My Neighbor?*** in February on a Sunday afternoon: screening of the popular, poignant 2018 documentary about Fred Rogers and his long-running show, *Mr. Rogers' Neighborhood* followed by discussion (~12 participants).
- **Islam: The First Steps** in March during an 11<sup>th</sup> Hour: an introductory look at Islam through videos addressing history, beliefs and practices, followed by discussion (33 participants).

Our ministry also engaged, not as direct sponsors, but as participants, funders, and promoters of several programs aimed at growing our collective faith:

1. **2<sup>nd</sup> Wednesday Bible Study**: a long-standing and ongoing program to enrich our understanding of the Bible (5-10 participants).
2. **Tuesdays with Jesus**: a six-week series during Lent combining Centering Prayer, a light supper and a lay-led speakers' program exploring the intersection of God and Jesus with our lives (40-70 participants).
3. Several of our members attended **Super Saturday** in the spring: a MACUCC-sponsored full day of skill building, networking, and discussing best practices on a variety of topics in support of our ministry's current and future programs, and also each attendee's individual faith development (4 participants).
4. We continue to work on our **website** to keep it current, relevant and inclusive of our sponsored programs as well as other programs within and outside our church that relate to faith development.

## 2. What event or objective did you sense God's presence most evident?

## **REPORT OF THE FAITH FORMATION MINISTRY:**

### **Adult Faith Exploration**

Our objective of helping people to feel comfortable talking about faith-related topics leads us to a communal sense of God's presence. Our small group gatherings are safe, supportive, and thought-provoking, and promote an openness and intimacy that naturally invites God in. The trust and sharing that our activities engender demonstrates to participants not only that God is always present, but that we can become keenly aware of that presence when we interact with one another, and with God, through our hearts.

#### **3. How do you feel the major projects you accomplished in 2018/2019 aligned with our purpose?**

While our ministry is most closely aligned with "growing our faith," the invitational nature of our programs and the content we present speak to the entire purpose statement including Welcoming All with Joy. We are asking and encouraging our congregation to "go deeper" in our relationship with Christ and with each other, to develop our ability to speak authentically with God and with each other, to listen with open and honest hearts, and to lovingly support each of our faith journeys.

#### **4. What did you not get to that you wanted to?**

We are working on a program focused on racism and unconscious bias.

#### **5. What are your hopes and dreams for the coming year? Please try to list 2-3 goals for this year.**

We do our planning for the next year in late spring, so events for next year have yet to be determined. We hope to present the program listed above in #4 on race and unconscious bias. We also hope to have a follow up program on Islam, and to initiate the planning of programs on the other Abrahamic faiths — Judaism and Christianity — with the ultimate goal of establishing an ongoing relationship between our church and other faith communities. We are also interested in a program on spiritual discernment. We never lack for interesting topics that we'd like to explore with the congregation.

#### **6. What else should we know about your ministry?**

We are a small but committed group of people who are deeply engaged in our church in many ways beyond this ministry. We bring those gifts and that commitment to each of our meetings and model with each other the same objectives we are seeking with our congregation. We typically "try out" content that we intend to bring to the congregation on ourselves first to ensure that it is effective and substantive. We intentionally begin and end each meeting with prayer or a devotional, and we all take turns leading these. And we find that laughter and food always make for a productive and joyful gathering.

We welcome new members with joy.

## **REPORT OF THE FAITH FORMATION MINISTRY:** **Adult Faith Exploration**

Faithfully submitted by Rev. Judy Arnold, Sarah Gallop (co-chair), Anne Hoenicke, Andy McKinley, Karen Roberts, Laurie Roby (co-chair)

## **REPORT OF THE CHURCH LIBRARIAN**

**Can you make a list of the projects you did this year, and who was involved in some way? (You may want to look at the goals you outlined in the 2018 Annual Report and consider how successful you were in achieving them.)**

The church library is still a work in progress, but the progress is heartening. Rev. Will has been of tremendous help in reviewing many of our older religious books, guiding us in the hard decisions of whether to keep or discard. Anne, our archivist, has helped with the discard process, which is very time-consuming, involving book prep and pulling catalogue cards. We filled twenty-one boxes with unwanted books, which resulted in a three week book giveaway in Chidley Hall during February. Leftovers were donated to More Than Words. The library now benefits from some empty, clean shelves, which as we finish the weeding process, will be filled with newer, more relevant books. Anne has also been my "right hand man" in the little tasks that need doing. I have tried to keep the library relevant by often changing the book display table in the lobby to show how varied and current the library's books are. Most of the themes have paralleled worship and education themes, such as the church holidays, Islam, mental health, meditation and centering prayer. Circulation seems to be up a little, and some church folk have been surprised and delighted at books they have discovered on the tables or in the library.

**What event or objective were you most proud of?**

It is good to see the library looking much less cluttered and the shelves no longer holding old, out- of- date books.

**How do you feel the major projects you accomplished in 2018 aligned with our purpose?**

A major purpose of the church library is to make resources available for growing in faith. New in the library is a CD on the lives of great Christians, plus several new books. By maintaining a library of newer more relevant books and by making these books more accessible through displays, I think people will find it easier to locate and borrow materials that will aid them on their personal faith journeys.

**What did you not get to that you wanted to?**

I would have liked to have finished the discarding process and reorganized the library, perhaps with a different cataloguing system. It still needs sprucing up.

## **REPORT OF THE FAITH FORMATION MINISTRY:** **Adult Faith Exploration**

What are your hopes and dreams for the coming year? Please try to list 2-3 goals for this year.

What else should we know about your ministry?

My goals for the coming year are to complete the weeding process, locate as many missing books as possible, match the shelves with the shelf list, and possibly reorganize the library. Then we'll need new labels for the shelves, with all children's books on the lower shelves. I would also like to purchase/obtain a good selection of new or gently used books in areas where we are weak. Although there is no money in the budget for the library, I can take advantage of a library fund which is for these purposes. Please feel free to offer suggestions or help.

Leslie French, Church Librarian

## **REPORT OF THE HEALTH MINISTRY**

**Health and Wellness Ministry:** encourages members to live the connection between faith and wellness - mind, body, spirit- in ministry to self and others. The FCC mission, to be a Christ-centered, nurturing community, growing in faith, serving in love, welcoming all with joy, is the foundation of our ministry work and events.

We celebrate our **Health Ministry members** who shared their time and talents: Christine Atkins, Pam Budner, Nanci Barker Church, Stephen Haggett, John Keeley, Branda Wilhoite, Frank Willwerth, and Janice Wilson.

We are grateful to those who assist with various programs:

The **Advent Women's Gathering Committee:** Deb Johnston, Branda Wilhoite, Deidre Giblin, Maria Fernando and Marsha Lamson;

**Caring Network Coordinators:** Susan Rozmanith and Maria Fernando;

**Friends of Health Ministry:** Becky Parkhill and Leslie French.

**Flower Committee Members,** Seeking a coordinator and 6 new members. Laurie Roby and Margaret McIndoe appreciate your participation.

Our Annual HM Retreat is held each May at which time we review the past year, plan for the fall and discuss new ways to live into our mission.

In collaboration with the HM Committee  
Respectfully submitted by  
Kathleen Zagata, Health Minister



## REPORT OF THE HEALTH MINISTRY

### Program Year April 2018-March 2019

#### Deepen Faith:

- Health Ministry Church School Service- Edible Rainbows
- Centering Prayer-Prepare to Worship Series, 4<sup>th</sup> Sunday at 9:15 am-NEW!
- Advent Women's Gathering: Hospitality & Welcome the Stranger
- Service of Light, Advent service of healing and hope
- Health Ministry Lenten Worship, Healing Service and Visitation Sunday "Releasing to God the deadly sin of anger"

#### Welcome All:

##### Breaking Silence about Mental Illness Initiatives

- -Wise Congregation for Mental Health Conference, 3 church members attended the 9/29 UCC conference
- Hosted a fall 12 week NAMI Family to Family education program for those supporting a loved one with mental illness.
- Sunday Worship Services with a mental health theme held 2/17.

#### Serve with Love and Nurture:

- Guided Walk in Nature & Sensory Meditation- Wright-Locke Farms held 11/4 - New!
- Advent and Lenten Visitation to our members at home.
- Perhaps, you delivered a Christmas and Easter Plant to a church member. Thank You!
- Spring Fellowship Gathering, grateful to the Sounds of Grace Choir
- Health Ministry November Coffee Hours- Edible Rainbow fruits & veggies for health
- Worked with Outreach on Healthy Food Pantry List for the Red Wagon
- CPR course offered by Neighborhood Co-op

#### Health Ministry serves across the life span

The faith-wellness connection is a life long journey that deepens with each life stage. Health Ministry celebrates wellness, healing, fellowship and health education across the life span and in times of illness, grief and trauma.

Our Hope for 2019-2020 is that YOU will consider joining the Health Ministry Committee or being a Flower Committee Member. To learn more, contact Health Ministry member, Stephen Haggett.

## **REPORT OF THE MISSION & OUTREACH MINISTRY**

The Outreach Ministry continues to be blessed with the ability to give out grants to so many deserving organizations. We gave a total of \$37,850 to 18 organizations.

We were also able to support additional organizations through our special offerings.

We gave the Just Peace offering of \$3,436.00 to Respond, New England's first domestic violence prevention agency and the second in the nation.

Christmas offering of \$9,288.00 to Bridge Over Troubled Water of Boston, the foremost agency providing life-changing services for homeless, runaway and at-risk youth.

Easter Offering will be going to The Heifer project.

We as a congregation are very supportive of the Christmas Giving Tree. This is the 4<sup>th</sup> year of using the Sign-up Genius and it has been very successful helping both the organizers and the givers participate. We supported 20 girls and boys from Germaine Lawrence, 20 girls and 20 boys from Council for Social Concern and 100 pairs of socks for the Lowell Transitional Learning Center.

We continue to give \$3,000.00 to underwrite a portion of the Youth Mission trips.

Outreach has 3 groups that work independently under the Outreach Ministry umbrella: Habitat for Humanity, Outdoor Church and The Dwelling Place.

### **Habitat for Humanity:**

Andrew Beltz and Doug Taylor organize three to four Saturday workdays per year for Habitat for Humanity. Women, men, and youths age 16 through their 80's continue to turn out in good number to contribute their time and labor for a constructive and rewarding experience.

### **Outdoor Church:**

We make sandwiches and snacks to deliver to the homeless men and women in Cambridge on the 5<sup>th</sup> Sunday of the month. This has been organized by Lisa Loughlin.

### **Dwelling Place Soup Kitchen**

The Dwelling Place is a collaboration of area churches that prepares and serves meals at the United Methodist Church in Woburn for individuals and families in need. Our FCC is responsible for preparing and serving the meal on the third Saturday of each month. We typically have a team of eight individuals volunteering each month.

Cindy Mahoney and Louise Ritenhouse are the new co-coordinators.

For the coming year we hope to continue to support congregational led outreach opportunities.

After many years of service, Bill McCarter, our longest serving member, Vandy French and Annmarie Galli are stepping down from the Outreach ministry.

## **REPORT OF THE MISSION & OUTREACH MINISTRY**

Annmarie has been our amazing treasurer for more years than I can remember. We will truly miss their leadership on the ministry. Janet Vaughn and Laura Bailey joined the team this year.

We are looking for 3 new members for a 3-year term to join us on the Outreach Ministry team.

Outreach Ministry: Laura Bailey, Julia Daggett, Annmarie Gali, Betsy Goodell, Vandy French, Lisa Loughlin, Bill McCarter, Janet Vaughn and Rev Will Burhans.

Respectfully submitted by Jody Collins Skinner, chair

## **REPORT OF THE PERSONNEL MINISTRY**

The Personnel Ministry plans, implements and reviews matters relating to FCCW's personnel policies and procedures. With our Lead Pastor, we meet monthly to discuss the needs and well being of our staff and to come up with possible solutions for meeting those needs. Above all, we strive to empower and support our staff, encouraging them to pursue their aspirations.

Working closely with and advocating for our staff are rewarding aspects of serving on the Personnel Ministry. Throughout the year, each of us serves as a 'staff liaison' with a staff member, keeping in contact as needed and at the end of the year, facilitating that person's annual review. So that the congregation can learn more about the amazing people we with whom we collaborate, we highlighted three staff members in the Spire this year. Stay tuned for additional surprising and interesting stories!

Staffing our church positions with skilled and cooperative people is an intricate part of Personnel's mission. This year we helped several church ministries to advertise for, interview and hire new staff. Occasionally, we've stepped in to help when staff have been unavailable.

Continuing to update our ministry's procedures has been an ongoing objective this year. All staff job descriptions have been reformatted in a consistent format and revised to accurately reflect the many responsibilities of each staff member. We have proposed updates to our Staff Handbook, which correct outdated titles, clarify some policies, and amend other policies to reflect recent changes in applicable laws. The Leadership Team has approved these updates, and we expect to publish the updated version of our Staff Handbook. We collaborated with representatives from other ministries to finalize our church's Safe Church Policy.

## **REPORT OF THE PERSONNEL MINISTRY**

Looking ahead to next year, we are preparing to undertake a salary equity study, examining if salaries at FCCW are in alignment with UCC guidelines, community standards, and comparable churches. Our findings from this study will be important input to next year's budget process and to ascertaining that the salaries we offer our valued staff remain fair and equitable.

In Faith:

Your Personnel Ministry: Carole Cooke, Andy Gallop, Tony McPhearson, Jodie Mullane, Dina Pradel, Liz Sayre; Rev. Will Burhans, Lead Pastor

### **Facilities Ministry-Projects Accomplished for 2018-2019**

2018-2019 was a busy year for Facilities. For 2019-2020, we will be trying to minimize the major building projects while focusing on long-term planning and upgrades of existing systems. Here are the accomplishments for the past year, by category.

#### **1. Building Alarm System:**

- The system has been operating without any major issues since the fall of 2017.
- There are still 5 defective sensors in 4 zones within the building that need attention. Those sensors were causing false intrusion alarms and have been taken off-line until we can determine a viable plan of attack to replace the sensors and/or control wiring.

#### **2. Building Contracts and Rentals:**

- A new 5 year contract was negotiated with the nursery school (NCNS). The contract will eliminate invoicing and minimize involvement from the financial staff.
- A new contract was negotiated with the Chinese School (WSCC) for the school year and a new summer school contract is in process.
- Contracts were presented to the MACUCC, WFEE and Horizons Counseling Services.
- A building rental contract was proposed and is being revised with attention to the special needs of our current renters and building users.

## REPORT OF THE FACILITIES MINISTRY

### 3. Cleaning:

- A part-time custodian, Bill Lewis, was hired in March 2018 at 15 hours a week. Bill handles all the cleaning from the Chidley Hall & kitchen level up to the second floor.
- Christine Atkins has been assisting 3 hours a week with some vacuuming, light cleaning and kitchen organization.
- Tyler Campbell handles regular cleaning of the 3<sup>rd</sup> floor hall and stairways; assists with special cleaning projects such as refinishing the Chidley Hall floor and clearing excess, unused material from storage areas in the building.

### 4. Electrical:

- The AECOM lighting replacement project was accomplished in August 2018. It took place over 8 days with 3 electricians each day. Much of the building now is equipped with LED lighting and automatic sensors so that lights turn on and off automatically. Initial returns show about a 20-25% reduction in the monthly electric bill.
- After the AECOM project was complete, approximately 50 incandescent light bulbs were identified and replaced by maintenance personnel. The bulbs were supplied free of charge by AECOM.
- Switch covers were installed to prevent lights with automatic sensors from being turned off.
- "Leave On" labels were installed on the switch covers to remind people that switches need to remain in the on position.

### 5. Elevator:

- The elevator passed inspection in March 2019 and is "good to go" for another year. A couple of minor items were noted during the inspection.
- Long term upgrade of the elevator needs to be addressed. We investigated upgrades of the entire system including controls, hydraulics, door operator and call buttons in 2017. This is a major overhaul and Facilities & Finance will need to assemble a plan to cover the costs of the upgrade over a 5 year term.

### 6. Front Stairs & Railings:

- Front steps were repaired.
- Railings were installed.
- Plaque for dedication in honor/memory of Bradley Ross needs to be installed.

### 7. Heating System:

## REPORT OF THE FACILITIES MINISTRY

As expected, there have continued to be numerous issues related to the heat in various parts of the building over the past winter. By far, this has been the biggest singular "time drain" of any of the day to day issues in the church.

- A steam trap survey was completed late in the 2017-2018 heating season for most radiators in the building. This allowed us to determine areas of inefficiency in the heating system and work toward repair and cost reduction for the 2018/2019 heating season. The defective steam traps were repaired or replaced
- A second steam trap survey is scheduled for mid-April 2019 to capture the remaining steam traps and also compare the efficiency results from last year against the current performance.
- Some upgrades to the boiler were recommended after the insurance inspection. Replacement of corroded piping and a drain valve were completed.
- The leak in the front Chidley Hall radiator was repaired. This was a major effort due to corroded connections.
- A radiator in the rear classroom in the nursery school was reconnected. The radiator was not leaking so there was no logical explanation why it had been disconnected.
- A new condensate pump was installed in the Rummage Room. The pump had some performance issues and a new float was installed. There are currently 3 condensate pumps in the Rummage room area.
- New Wi-Fi enabled thermostats were installed in the Tucker Room and nursery. The remote activation allows heat to be turned up or down as needed, without having to physically access the thermostats.
- A leaking condensate pump was discovered in the Rummage room in the first week of April.
- The radiator in the Dix Street entry needs to have a new isolation valve and vent installed.
- Signs were placed on room doors to remind users to leave the doors open to balance heat and prevent rooms from becoming either too hot or too cold during the day.

We have been working with Cooling Unlimited for the majority of our steam heating work, but have recently been incorporating J.J. Loftus plumbing to do some of the more immediate and smaller repairs. Cooling Unlimited had their experienced steam technician retire at the end of December 2018 and they seem to be unable to respond as well since the retirement.

### 8. Maintenance Planning & Scheduling:

- "Facilities Request" forms were instituted in early 2017 and are available in the office or on-line at the church web site. The forms are a great help in allowing the maintenance staff to properly plan for events.
- A spreadsheet has been created to compile information to create a Facilities Maintenance Calendar that will include annual inspections, tune-

## REPORT OF THE FACILITIES MINISTRY

ups, routine vendor maintenance and weekly and monthly building maintenance chores.

- An active Project List exists as a Google Document so that Facilities has a “real time” updated list of projects.

### 9. Outdoor Projects:

- The planter in the Vine Street parking lot needs attention. Doug Taylor has done some minor repairs and decorated the planter over the Holidays, but it continues to get damaged by plows and cars. Our suggestion is to replace the planter with a more permanent solution that would be able to withstand the weather and would be less susceptible to damage.
- Small trees and shrubs were cut back and pruned along the fence between the nursery school playground and the condos. The nursery school had identified this as an area that needed attention during contract renewal negotiations.
- The maple tree on the front lawn, opposite Winchester Coop Bank, had a major limb break in the winter and the main trunk is rotted. The tree needs to be removed in the near future.

### 10. Painting:

- The second floor men’s bathroom wall will be repainted once the plaster work is completed. This was necessitated because of the leak in the wall (see plumbing below).

### 11. Personnel:

- The search for someone to assume the chair position of the Facilities Ministry has been elusive and is on-going.
- Tyler Campbell is our Sexton handling minor repairs and general maintenance as needed and assisting both the custodian and building manager when required.
- Christine Atkins continues to assist with light cleaning in various areas of the building.
- Bill Lewis was hired in March 2018 as our part-time custodian to assist in maintaining the building cleanliness.
- Ed Banzy was hired as our part-time building manager in July 2018.

### 12. Plumbing:

- New automatic faucets were installed in the second floor men’s and ladies bathrooms.
- New automatic urinal flush units were installed in the second floor men’s bathroom.

## REPORT OF THE FACILITIES MINISTRY

- A leak behind the wall in the second floor men's bathroom was repaired and isolation valves installed for the urinals.
- Faucet connections were replaced on the inner sink in the lower men's room.
- A vandalized faucet was replaced in the Family (handicap) bathroom in the lower level.
- There is about 25 feet of corroded brass piping in the boiler room that needs to be replaced. This will be scheduled for late April.

### 13. Roofing:

- There was a leak over the second floor ladies room over the winter. Roof drains seem to clog with snow/ice which causes the leaks.
- There were two leaks repaired last fall in the Ripley Chapel roof.
- We hire professionals to have annual repairs done to the slate roofs. There continue to be concerns over the occasional loose tiles so we pursue these regularly and find occasional pieces on the ground. These seem to fall during snow and ice conditions and not during the better weather when the children might be out there.

### 14. Sprinkler System (Internal):

- Simplex-Grinnell (S-G) should be coming in early May for the annual inspection.

### 15. Steeple:

- A Steeple Task Force (STF) was established by the Leadership Team.
- The STF has investigated the cell phone lease, clock repairs, infrastructure upgrades and painting.
- Multiple wooden ladders were replaced with fiberglass ladders for stability.

### 16. Miscellaneous Building Upgrades:

- A safety crash bar was installed on the nursery room exit door leading to the vestibule to prevent unauthorized access.
- Multiple door knobs and locks were upgraded or replaced in various areas of the building.
- Room keys were organized & consolidated and new legend was created.
- Coat racks were installed in the corridor outside Rev. Will's office for visitors and choir members during worship services.
- The sewage ejection system is being upgraded. We have been limping along for years with only one pump, one float and no alarm sensor. The upgrade will be to original design specifications and include two pumps, two floats and an operable high water level alarm sensor.

### 17. Projects to be addressed:



## REPORT OF THE FACILITIES MINISTRY

- Exposed asbestos was discovered in the Rummage room and Boy Scout closet. A quote has been received and the asbestos will be abated after the heating season has concluded.
- The pipes that will be exposed after the asbestos abatement will need to be insulated before the beginning of the 2019-2020 heating season.
- The dishwasher in the kitchenette between the Henry and Tucker Rooms has an inoperative detergent dispenser and the dishwasher needs to be replaced.
- A new door needs to be installed on the Family Room. We are awaiting a quote and this should be accomplished in early May.
- The shed needs a new roof.
- Painting is required on railings and fence in Reno Garden, Vestibule entries and wheelchair ramp.
- Repair broken flagstones on Abbe patio.
- Replace water activated bell gong for fire alarm with electric alarm.
- Locate, label and identify all electrical sub panels.
- Relocate vestibule heat timer.
- In late 2017, Simplex-Grinnel recommended we have an electrician install a low air pressure alarm on the compressor in the Chidley closet so that if air pressure drops, we will know before the dry piping system fills with water. The alarm and an upgrade of the air supply for the dry piping needs to be accomplished with some type of back-up or air accumulator.
- A survey and inspection of all the emergency lighting and exit signs was conducted by Tyler & Ed in early 2019. We discovered that about 80% of the lights and exit signs were either defective or had outdated batteries, some as old as 2006. A comprehensive list was generated and all replacement components need to be ordered and once received, installed in the devices.

Prepared by Edward J. Banzy on behalf of the Facility Ministry

Facility Ministry Members: Bruce Alexander, Rev. Will Burhans, Tom Church, Robin Delurey, John Fiske, Michelle Stewart, Doug Taylor

## REPORT OF RENO GARDEN MINISTRY

### **Projects completed this year:**

1. More pachysandra was planted on the hillside to meet objective of thwarting erosion.
2. Perennials planted in the center island bed include brunnera and acanthus. 100 white daffodil bulbs planted throughout the garden. White Knock-out Rose bush planted by descending steps.
3. The Lower "Mortensen" bench steep hillside area was shored up with stone work completed by Perennial Landscape.
4. Professional tree care started for the first time in the history of the Garden. SAVATREE arborist outlined and initiated a tree care program to address feeding and disease. Three dead trees were taken down and trees limbs cleared to open the views to the water.

### **What we are most proud of:**

Improved level of maintenance overall. Perennial Landscape and SAVATREE , along with the hands on work of ourselves and in some cases our spouses, have proven that together we can keep the Garden in good naturalistic form.

### **Alignment with Our Purpose:**

The Garden continues to be a welcoming sanctuary in nature for members of our church as well as to the greater Winchester community. We strive to keep it peaceful and beautiful in all seasons. Its naturalistic setting offers opportunities for reflection and meditation and labyrinth walks.

### **On Our To-Do List:**

1. The pea stone gravel has not been entirely successful as it rolls underfoot quite a bit. We will be looking into ways it can be amended to become more stable.
2. Continue to plant more pachysandra on the hillside to hold the soil and lessen the need for so much mulch.
3. Relocate bricks that border the right hand pathway to the edge of the stone retaining wall. They get totally obscured with mulch and leaves shifting down the hillside.
4. Plant 2 giant hostas by the lower bench to frame it and give it a sense of privacy.
5. Investigate the death of a dedicated Kousa dogwood and consider replacement.
6. Secure a firm covering to be placed over the pond during the winter to deter leaf matter buildup.

### **Hopes and Dreams**

## **REPORT OF RENO GARDEN MINISTRY**

We would like to see the use of the Garden for church events expanded. Also we'd like to develop some ideas for fund raising.

### **Last Thoughts**

We said farewell to committee member Cathy Crabtree and thank her for her good energy and willingness to dig in the dirt with us and write Reno Garden entries for the Spire. We would welcome the addition of a couple of new members at this time.

Respectfully submitted,

Pam Budner, Chair  
Maryann McCall-Taylor  
Robin Delurey

## **REPORT OF RIPLEY CHAPEL RENOVATION**

This report covers the the Ripley Chapel renovation effort from the winter of 2018 through April of 2019. This is roughly the second half of the project's design phase ending with the congregational vote to proceed to the construction phase in January of 2019 and the recent preparations for that last phase. As of this writing the construction itself is expected to commence in late May 2019 and be complete by mid-summer. Inauguration and use of the renewed Ripley Chapel is expected in the fall of 2019.

The year 2018 began with a challenging time where the Ripley Chapel Working Group's first attempts for a design were analyzed and costed out. In January we had the product of our design work from our architect, David Torrey of Torrey Architecture, Inc. David recommended that we engage a general contractor for the purpose of having them involved with the phases of costing, final design development, and, if all went well, being the GC for the construction phase; a design/build process. Kaplan Construction of Brookline, MA was selected. They joined the effort at the end of that month. During February and early March work to cost out and refine the design proceeded. By late February it was clear that we had a problem. The goals for the design approved by the Congregation in May 2017 were costing much more than expected. The RCWG sought to find savings to bring the design into the realm of the funds on hand that were raised during 2017. Significant highly desirable features were removed from the design. These included air conditioning and many of the clear glass windows we had sought. By early March Kaplan completed the costing of four pared down design options. The totals ranged from a high of \$742,593 down to \$479,667. These costs were for the construction phase and did not include architectural fees, hazardous materials management, Audio/video systems, chairs and other incidentals the project would require.

## REPORT OF RIPLEY CHAPEL RENOVATION

We started the year with \$466,536 in our Ripley fund. We had a donor that was interested in making a significant donation once the final design was decided and approved by the Congregation. The RCWG was using an absolute ceiling of \$500,000 for this project. As of mid-March we could see that continuing on the current design track was not going to get us what we were seeking. We decided to take a pause in the process and asked David Torrey and Kaplan Construction to stop all work.

The RCWG took the spring to review what we have learned and started a process to dissect all the cost data we had from the Kaplan work and worked through a process to develop a listing of all the features we thought we couldn't do without as well as the must haves that can't be avoided. We asked for help from two members of the congregation who are architects, Jennifer Miller and Andrew Sansom. These two helped us challenge many of the assumptions that were built into the previous design plans. Included in this was digging into just what was required legally by code moderated by what we as church must accomplish as a moral imperative. Much of this was related to accessibility for all design elements. By June we had reached a place where we could see a path forward to achieve a renewed Ripley Chapel that would include the essential elements to transform it into a new space. A key revelation was realized when we determined that full handicapped access to the raised chancel level could be scrapped provided that we commit ourselves to use of the room that kept almost all activities focused on the nave where all could be welcomed.

That summer we reengaged with David Torrey and asked him to take our revised design feature list and begin to create construction ready drawings. We chose to end our relationship with Kaplan Construction. This meant we were returning to the more traditional design/bid/build process. We felt that there were general contractors out there, some know to us here in Winchester, that had the capacity to build our renovations at a price we could afford.

By October we were ready with final design drawings and bid specifications and a list of seven GCs that we would invite to bid on the project. Some of these firms were recommended by David Torrey and some were recommended by members of the RCWG. The GCs were invited to bid on October 12, 2018 and to attend a bidders' walk through on October 17. Deadline for submitting bids was set as November 16. In the end we received four bids, from Perfection Unlimited, Hyde Construction, Kneeland Construction, and Seaver Construction. We took a few weeks to study the bids and make a selection. We decided to award our contract to Seaver Construction of Woburn since they had a very competitive bid and seemed to have the best capacity to get the project done. They promised an eight week duration for the renovation.

Meanwhile the RCWG sought to inform the Congregation fully about the details of the final design through a range of communications. These included notices in the Thursday weekly email and Sunday bulletins. A key step was to hold two coffee hours in Ripley Chapel itself after worship services. During these sessions members of the RCWG staffed stations laid out in the space where key features of the final design

## REPORT OF RIPLEY CHAPEL RENOVATION

could be shown and explained and questions answered. The full plans and bid specifications and other materials were present for examination. These coffee hours were held on November 18 and December 9. The RCWG is immensely grateful to the members of the congregation for their engagement in our plans for Ripley and the enthusiasm for the designs and what they might achieve.

A Special Congregational Meeting was held on Sunday, January 13, 2019 after worship. The RCWG presented its recommendation to proceed with the Ripley Chapel renovation with Seaver Construction as our General Contractor and a budget of \$463,729. Total funds available in the Music and Worship Arts Fund was \$468,986.26. That amount includes a pledge from a donor of \$40,000 (which was received later in January). The Congregation voted approval to proceed.

Contract negotiations with Seaver proceeded immediately following the vote. A final contract was agreed to and, after legal review by Patrick Hall to ensure the Church's position is safeguarded, the contract was executed on January 24, 2019.

During the past few months detailed plans have been formulated and permits applied for. In February the projected start date was preliminarily set for April 22. But by the end of March Seaver determined that the superintendent they have planned for the project won't be available due to a current project he is on until May 27. Seaver continues to be committed to an 8 week construction duration which is stipulated in the contract.

Also during this period the RCWG has been working on decisions regarding the flooring as well as chair choices. We have also placed our order for the audio portion of the A/V system with Shanahan Sound. (The video components will not be ordered until we know for sure the budget can support it.). The RCWG has kept the Facilities Ministry fully informed of developments. This is important since once completed the Facilities staff will have an additional space to maintain.

The Ripley Chapel Working Group, while eager to see this project come to an end soon, are very excited that the final design will include the key features we have yearned for, including a large window on the west end of the chancel that will look out onto Wedge Pond and will admit daylight (and some fresh air when its operable lowest windows are opened).

Respectfully submitted, Bruce Alexander, Project Leader, Ripley Chapel Working Group

## REPORT OF THE COMMUNICATIONS TEAM

**Can you make a list of the projects you did this year, and who was involved in some way?**

Our team is: Will Burhans, Nancy Kneiss, Marsha Lamson, Sarah Marino, Ben Pulaski, Jane Ring Frank, Susan Rozmanith, Liz Sayre, and Kathleen Zagata.

- **Publicity:** 40+ mentions in the press and/or picture publications in the Winchester Star and Daily Times Chronicle for various events including: Organ Celebration Concert, Jazz Blessing of the Animals, Transgender SpeakOut panel, Bean Soup Supper, Ensemble Noel Concert, Advent and Christmas events, Health Ministry Sunday, Lent and Easter events, and Interfaith Teen Experience
- **Facebook:** Maintained timely updates to church page to publicize events and general fun stuff
- Maintained and updated **Instagram** and **Twitter** feeds
- **Website:** Frequent updates to event and seasonal content
- **Weekly emails:** Designed and produced 52+ emails, featuring the upcoming service and week's events
- **Seasonal emails:** Designed and produced 6 issues of The Spire, featuring team updates and spiritual content
- Created **flyers** for Organ Celebration Concert, Ensemble Noel Concert, and Bluegrass Mass Cantata Sunday
- **Signage:** Produced or updated 5 lawn banners
- **Postcards:** Produced and mailed 4 seasonal events postcards to church members
- Maintained **Lobby monitor** content

**What event or objective were you most proud of?**

We have made a strategic effort to increase our presence in the community, and we are most proud of the many events that have integrated with groups beyond our church walls. Specifically, the publicity surrounding events like the Organ Celebration concert (featuring organists from churches across Winchester), the Ensemble Noel Concert, the Transgender Speak Out event, the NAMI panel on mental health, and the Interfaith Teen Experience. Publicizing events that include groups from outside our walls introduces our church to others we might not normally intersect with. Plus its just generally good karma.

**How do you feel the major projects you accomplished in 2018 aligned with our purpose?**

We "welcomed all with joy" by increasing our community presence through publicity efforts, numerous mentions in the press, outdoor signage, and timely content updates to the website, Facebook, Twitter, and Instagram. We aimed to "create a nurturing community" within our church through regular email and online communication of weekly and seasonal news.

**What did you not get to that you wanted to?**

## REPORT OF THE COMMUNICATIONS TEAM

A full content review of the website, especially of ministries that may not have been updated in a while.

**What are your hopes and dreams for the coming year? Please try to list 2-3 goals for this year.**

Get a better understanding of website traffic; Create a dedicated, searchable news section on the website for Spire and weekly email articles. Continue to keep up our community presence through appearances in the press.

**What else should we know about your ministry?**

We are a committed and diverse group of people who want to get the word out about our church. We each bring a different skill to the table: public relations, writing, editing, graphic design, ministry, and administrative expertise. We discuss, troubleshoot, brainstorm, produce, and laugh a lot. Rather than having a standing meeting each month, we generally meet quarterly and before Advent and Lent to plan for upcoming events.

## REPORT OF THE GREEN CONGREGATION TASKFORCE

On October 1, 2017, FCC held an Earth Communion Sunday followed by an 11<sup>th</sup> Hour Presentation. Focusing not only on the threat posed to God's beloved creation - but our response and responsibility as people of faith, it proved to be a spirit-led catalyst, leading to in-depth discussions, articulated objectives & goals, creative collaboration, and some remarkable accomplishments.

On Sunday, November 12, following a discussion/brainstorming session- by several members of FCC and Rev. Burhans, these guiding goals and action items were agreed upon by what would become, The Green Congregation Taskforce:

### **Goal 1: BE A PART OF THE SOLUTION**

A strategy that empowers people is solution based. Real problems need to be addressed and solved. Given the magnitude and perilous impact of a warming planet, our emphasis must be on "being a part of the solution," rather than lapsing into feeling overwhelmed and helpless. As recommended by Chris Noble (a member of Boston's Environmental Stewardship Initiative) our mission as a faith community must be directed to being part of the solution.

- Action Item 1a: *Adopt an FCC environmental mission and strategy* that sets forth "attainable goals and builds momentum," asking:
  - *What can we do in our own lives?*
  - *What can we do in the community?*
  - *What can we do nationally?*
- Action Item 1b: We agreed to *adopt the Green Congregation Challenge* [2] as sponsored by the MACUCC, as it is a do-able, three-level approach that encompasses the personal, the community and our role as citizens of the nation.

## REPORT OF THE GREEN CONGREGATION TASKFORCE

- 
- Action Item 1c: We would work to harness getting *others within our congregation to get involved and build momentum* going forward as well as outward.
- Action Item 1d: One member stressed the importance of *providing testimonials within worship* as a way of educating the congregation, thereby reinforcing the connection between faith, environmentalism, and care of God's creation.

### Goal 2: INVESTIGATE ENERGY EFFICIENCY FOR FCC

Though solar energy was discussed along with energy conservation measures, it was apparent that an energy audit needed to be conducted throughout the entire church building. A representative from Facilities, Bruce Alexander, emphasized that there are significant costs associated with our structure - be it for repair, maintenance or improvement. More so, the loss of heat/electrical is hugely consequential.

- Action Item 2a: Inquire about having an *energy audit* done within the church building itself (such as those conducted by Mass Save program).
- Action Item 2b: *Contact other local churches* given their work on lowering energy costs/carbon footprint. What process did they follow? What was the cost and process involved in the installation of solar panels?
- Action Item 2c: During the meeting and in terms of *generating our own renewable energy source*, several members discussed what roofs in the church building would qualify for solar panels (southern exposure) - in terms of the location of our building, this would be the Dix side of the church.

### Goal 3: BUILD PARTNERSHIPS WITHIN AND BEYOND FCC

Linda Alexander is an active representative with RIM (Refugee Immigration Ministry) that seeks to support immigrants in terms of housing, language, and advocacy. Other Boston based organizations (such as Greenovate), are in partnership with RIM - recognizing that those on the margins are the ones most impacted by climatic changes. The work that RIM is engaged in - also represents FCC's ongoing faith commitment. Additionally, the MACUCC and other interfaith organizations are committed to addressing the impact of extreme weather caused by climatic changes.

- Action Item 3a: Because those on the margins - are most impacted by climate change, there is *an intrinsic connection between the care of God's creation and care for the other* (particularly the most vulnerable). FCC's relationship with RIM - invites an extension of this intrinsic connection, its partnership and a means of increased advocacy.

Since that meeting, FCC achieved Level One of the Green Congregation Challenge in June 2018. Among our accomplishments for Level One, we underwent a significant LED light conversion, formed a Green Team, observe an annual Earth Day, keep abreast of via regular church communications and have been mobilizing regular discussions about the care of God's creation (using the resources of the Green Congregation Challenge).

It is gratifying to note that additionally, a more thorough and longer-range energy audit was conducted earlier this year. Called an Environmental Stewardship



## **REPORT OF THE GREEN CONGREGATION TASKFORCE**

Assessment, it was offered to us by the Massachusetts Interfaith Power and Light - an organization dedicated to helping faith communities reduce cost and their carbon footprint.

More so, Health Ministries, whose emphasis on Creation Centered Contemplative Practices, will be helping us achieve one of the requirements of Level Two for the Green Congregation Challenge in terms of cultivating faith-based practices/advocacy of the earth.

In particular, and with the collaboration of Facilities and representatives from the Leadership Team, the Green Congregation Taskforce has moved ahead with a thorough investigation and analysis of solar power - which in the long run offers a significant return on investment for FCC - along with reduced cost and the generation of clean energy.

[1] While too numerous to name here, Barry and I are grateful for the remarkable contributions of those initially and since then, who've helped our congregation become a more faithful guardian and steward of God's beloved creation. We are humbled by your service and devotion.

[2] What is the Green Congregation Challenge? The Massachusetts Conference of the United Church of Christ (MACUCC) is a leader in the environmental movement. Working with local congregations, church members and other institutions, the MACUCC helps faith communities "set attainable goals, experience success, and build momentum" - through the Green Congregation Challenge. Comprised of three levels - Level One, Level Two and Level Three - the Green Congregation Challenge establishes necessary tasks towards this accomplishing this goal. For each level completed, the participating church is recognized at an awards ceremony, standing from that time forward with other environmentally committed churches in the conference.

## **REPORT OF THE TREASURER**

This past year offered an opportunity to take time to evaluate our financial position with a long term perspective in mind. In February 2018 the congregation approved a budget which incorporated a one-time 6% draw from our endowment (instead of the usual 5%) to cover what was recognized as a recurring systemic budget deficit of about \$35,000. The idea was to identify systemic budget drivers and recommend actions to address those budget drivers. The formation of a 2019 budget working group with widespread representation across church constituencies was a productive step toward both the evaluation of our budget drivers and the development of a sustainable budget for 2019 and beyond. Unfortunately, the group's efforts resulted in a conclusion that there are no easy answers to our budget quandary, as there are needs both to sustain our active and growing ministries with a full staff and significant expenditures required to manage and maintain the large and aging physical plant

## REPORT OF THE TREASURER

which houses our programs and ministries. An evaluation of our rental policies showed that there is room for increased revenue in that area, and actions taken in early 2019 have allowed us to realize several opportunities for increased rental income. More significantly, a hugely successful pledge campaign resulted in sufficient anticipated 2019 revenues to produce a balanced 2019 budget which tightens the belt in a number of areas but which continues to recognize our excellent staff for their performance and maintains our facility. The pledge campaign reflects the continued commitment of our congregation to the work of our church. Thank you!

The first exhibit shows the 2018 budget versus actual income and expenditures. Careful control of spending in several areas resulted in an end-of-year surplus of \$16,985 which was transferred to the Emergency Reserve Fund per church policy (replenishing its diminished balance). The second exhibit shows the end-of-year status of our invested funds. We maintain a portfolio of restricted funds (funds which do not spend down principal but make investment income available for general or specified purposes) and spending funds which are available to support current spending needs in specific areas. Actual expenditures from our spending funds are detailed in the third exhibit. The last exhibit details our generous giving for Outreach to the community and the world, a vital part of our overall ministry.

Putting together this annual report to the congregation gives me an opportunity to talk about the Treasurer's team, and to thank the team members for their continuing contributions. We take very seriously our financial responsibility for an organization with a \$900,000 operating budget and an investment portfolio of nearly \$5M. Keith Russell, Assistant Treasurer, handles the weekly offering, counting, categorizing, and organizing for deposit all manner of contributions. As Office Manager, Sarah Marino plays a critical role on the team, collecting and organizing invoices, creating, documenting, and executing all manual bank deposits, issuing periodic giving statements to all donors, and currently entering all contribution data into the church electronic database. Sarah is also a fount of institutional knowledge about financial matters ranging from our tax-exempt status, to our church's insurance coverage, to arcane payroll issues and much more. I could not function effectively in my role without Sarah's knowledge and willing support. During 2018 the Leadership Team approved my request for the creation of an Associate Treasurer position and the appointment of Anne Hoenicke to fill that role. Originally intended to help out with special projects, the role has grown into something much more comprehensive. In addition to the central role Anne played on the 2019 budget working group, as church archivist her knowledge of church history and membership provide a complementary knowledge base for our financial transactions. She also provides a critical second set of eyes for our many of our financial transactions which serves to protect the interests of the church. Lastly, I would like to thank Clarinda Massengill for nearly 3 years of service as our bookkeeper. Clarinda gave her notice in early 2019 as a result of increasing workload from other clients and increasing family obligations. We are currently covering bookkeeping responsibilities through the efforts of Sarah, myself, and some volunteers while we pursue a long term solution.

Finally, I want to once again thank the members of our congregation for their faithful and generous support of our programs and ministries. As a vibrant, active, and

## REPORT OF THE TREASURER

possibly even growing UCC church in the early 21<sup>st</sup> century, we are something of an anomaly. The challenges faced by congregations such as ours, which include maintaining membership in an age of declining religious interest, and maintaining an aging and large physical plant, are unfortunately commonplace not only within our denomination but across all mainline Christian denominations. I believe that we are holding our own because we continue to live into our vision of being a nurturing Christian community, growing in faith, serving in love, and welcoming all with joy. May we continue to do so as we seek to share God's love with a needy world.

Respectfully submitted,

Bruce Lauterwasser  
Treasurer, First Congregational Church

## 2018 TREASURERS REPORT

2018 Ledger to Budget Thru 12/31/18	2018 Budget	2018 Actual	Delta + Over Bdgt - Under Bdgt	Percent of Budget
	16,985			
Year End Surplus (Deficit)				
<b>Income</b>				
1050 Pledge Receipts	\$ 540,000	\$ 529,473	-10,527	98.1%
1100 General Endowment Transfer	150,000	150,000	0	100.0%
1200 Jenks Endowment Transfer	84,000	84,000	0	100.0%
1250 Rental Income	60,600	53,264	-7,336	87.9%
1300 Back Pledges	1,000	15,075	14,075	1507.5%
1350 Cash Collections	12,000	11,790	-210	98.3%
1400 Unrestricted Gifts	5,000	500	-4,500	10.0%
1401 Non-Pledged Gifts	27,500	39,481	11,981	143.6%
1500 Interest / Miscellaneous	-1,000	-356	644	35.6%
1705 Transfer from Emergency Reserve Fund	0	0	0	
<b>Income totals</b>	<b>879,100</b>	<b>883,227</b>	<b>4,127</b>	<b>100.5%</b>
<b>Expenditures</b>				
<b>Clergy Salaries and Benefits</b>				
3100 Lead Pastor Salary	56,689	60,567	3,878	106.8%
3110 Housing Allowance Lead Pastor	72,000	72,000	0	100.0%
3105 Associate Pastor Salary	15,837	17,034	1,197	107.6%
3115 Associate Pastor Housing	33,396	33,396	0	100.0%
3120 Clergy Pension & Ins.	63,838	62,345	-1,494	97.7%
<b>Total Clergy</b>	<b>241,760</b>	<b>245,342</b>	<b>3,582</b>	<b>101.5%</b>
<b>Other personnel expenses</b>				
3600 Travel	1,000	1,164	164	116.4%
3610 Lead Pastor Professional Expenses	2,000	1,171	-829	58.6%
3614 Lead Pastor Continuing Education	1,500	1,346	-154	89.7%
3616 Staff Professional Expenses	3,000	440	-2,560	14.7%
3618 Staff Professional Development	2,000	1,322	-678	66.1%
3620 Sabbatical	2,000	2,000	0	100.0%
3630 Church FICA	31,967	31,849	-118	99.6%
3640 Personnel Contingency	1,000	800	-200	80.0%
<b>Total Other Personnel</b>	<b>44,467</b>	<b>40,092</b>	<b>-4,375</b>	<b>90.2%</b>
<b>Worship excluding clergy salary</b>				
3400 Music Minister Salary	40,771	40,780	9	100.0%
3401 Organist	17,208	17,208	0	100.0%
3421 Music Minister Pension and Insurance	6,034	5,789	-245	95.9%
3500 Independent Contractors Music	13,800	13,870	70	100.5%
4170 Piano and Organ Maintenance	650	700	50	107.7%
5500 Music Materials	2,350	1,715	-635	73.0%
5600 Deacons	3,000	1,909	-1,091	63.6%
5625 Worship & Congregational Life	1,200	965	-235	80.4%
<b>Total Worship &amp; Music</b>	<b>85,013</b>	<b>82,936</b>	<b>-2,077</b>	<b>97.6%</b>
<b>Christian Faith Formation</b>				
3402 Minister of Faith Formation	50,922	50,922	0	100.0%
3422 Faith Formation Pension and Insurance	14,433	14,432	-1	100.0%
3501 Independent Contractors Nursery	3,432	2,222	-1,210	64.7%
5700 Welcoming	2,700	2,430	-270	90.0%
5800 Church School	6,300	4,505	-1,795	71.5%
5825 Adult Faith Exploration	1,200	1,040	-160	86.7%
5830 Library	100	0	-100	0.0%
5850 Youth Activities	9,500	9,489	-11	99.9%
<b>Total Faith Formation</b>	<b>88,587</b>	<b>85,040</b>	<b>-3,547</b>	<b>96.0%</b>

2018 TREASURERS REPORT

<b>2018 Ledger to Budget</b> Thru 12/31/18	<b>2018 Budget</b>	<b>2018 Actual</b>	<b>Delta</b> + Over Bdgt - Under Bdgt	<b>Percent of Budget</b>
<b>Health and Wellness</b>				
3404 Minister of Health & Wellness	37,333	37,333	0	100.0%
3420 Health Minister Pension & Insurance	5,227	5,393	166	103.2%
5750 Health Ministry	1,800	2,004	204	111.3%
<b>Total Health and Wellness</b>	<b>44,360</b>	<b>44,730</b>	<b>370</b>	<b>100.8%</b>
<b>Mission and Service</b>				
5100 General Outreach Appropriation	41,000	37,950	-3,050	92.6%
5101 OCWM contribution	41,000	41,000	0	100.0%
<b>Total Mission and Service</b>	<b>82,000</b>	<b>78,950</b>	<b>-3,050</b>	<b>96.3%</b>
<b>Business Office</b>				
3200 Office Staff	50,126	45,877	-4,249	91.5%
3220 Office Staff Pension and Insurance	7,216	6,744	-472	93.5%
3502 Independent Contractors Office	15,300	11,026	-4,274	72.1%
4000 Copier rent & maintenance	3,500	3,290	-210	94.0%
4010 Postage	2,000	1,445	-555	72.3%
4100 Office Expense	14,000	14,909	909	106.5%
4120 Telephone	3,150	3,606	456	114.5%
5900 MAUCC Dues	9,000	9,311	311	103.5%
<b>Total Business Office</b>	<b>104,292</b>	<b>96,207</b>	<b>-8,085</b>	<b>92.2%</b>
<b>Facility Maintenance</b>				
3300 Sexton & Custodian	43,588	43,170	-418	99.0%
3320 Sexton Pension & Insurance	3,231	6,768	3,537	209.5%
3505 Independent Contractors Facilities	23,813	19,245	-4,568	80.8%
4125 Electricity	18,000	18,393	393	102.2%
4130 Water & Sewer	2,700	2,607	-93	96.6%
4140 Interior Maintenance	15,000	23,243	8,243	155.0%
4141 Exterior Maintenance	9,000	7,835	-1,165	87.1%
4142 Capital Reserve	2,000	2,000	0	100.0%
4145 Rubbish removal	2,300	2,150	-150	93.5%
4150 Sexton supplies	3,000	5,794	2,794	193.1%
4155 Snow removal	7,000	7,970	970	113.9%
4160 Insurance	32,000	17,493	-14,507	54.7%
4200 Fuel	21,000	31,926	10,926	152.0%
<b>Total Facilities</b>	<b>182,632</b>	<b>188,593</b>	<b>5,961</b>	<b>103.3%</b>
<b>All Church and Community Facing Programs</b>				
5630 Strategic Initiatives	1,200	250	-950	20.8%
5640 Community Communications	2,000	1,169	-831	58.5%
5650 LT Discretionary	500	850	350	170.0%
5660 All Church Events	2,000	2,084	84	104.2%
<b>Total Strategic Initiatives</b>	<b>5,700</b>	<b>4,353</b>	<b>-1,347</b>	<b>76.4%</b>
<b>Expense totals</b>	<b>878,811</b>	<b>866,242</b>	<b>-12,569</b>	<b>98.6%</b>

Year End Surplus (Deficit)  
Will be transferred to Emergency Reserve

16,985

# 2018 TREASURER'S REPORT

## 2018 Report on Endowed Funds

### General/Unrestricted & Directed/Restricted

		(Note 2)		(Note 3)	(Note 4)		
		Balance 12/31/2017	%5 draw Disbursed to operating budget	Changes in Fund Principal	2018 Investment Income	2018 Portfolio Gain/(-Loss)	Balance 12/31/2018
General/Unrestricted Use:							
General Endowment	(Note 1)	2,702,165	150,000	10,929	86,640	-251,055	2,398,679
Jenks Endowment		1,536,851	84,000	0	49,196	-142,553	1,359,493
Subtotal - General/Unrestricted Use		4,239,016	234,000	10,929	135,835	-393,609	3,758,172
Directed/Restricted Use:							
Category	Fund Name	Balance 12/31/2017	Disbursed to corresponding restricted spending fund	Changes in Fund Principal	2018 Investment Income	2018 Portfolio Gain/(-Loss)	Balance 12/31/2018
Seminary	Howard J. Chidley and Frances Elder Chidley Memorial Fund	13,390	669	0	419	(1,213)	11,926
Pastor Discretionary	John Cleworth Pastor's Fund	8,006	400	0	250	(725)	7,131
Pastor Discretionary	Charles H. Mason Pastor's Fund	13,163	658	0	412	(1,193)	11,724
Benevolences	Mary Amy Hall Pastor & Deacons Fund	26,984	1,349	0	844	(2,445)	24,034
Facilities	Eugenia Elizabeth Palmer Special Needs Fund	172,690	8,634	0	5,399	(15,645)	153,810
Facilities	Frederic E. Abbe Fund (Note 5)	63,325	1,583	1,583	2,058	(5,963)	59,420
Facilities	Steeple Income Fund	231,655	11,583	0	7,243	(20,987)	206,328
Facilities	Peter T. VanAken and Carol Gustafson VanAken Fund	149,125	7,456	0	4,662	(13,510)	132,821
Facilities	Dorothy and Robert Beattie Family Fund	34,797	1,740	0	1,088	(3,152)	30,993
Youth	Eberle Forum Fund	9,877	494	0	309	(895)	8,797
Youth	Redmond Youth Fund	3,128	156	0	98	(283)	2,786
Music	Music Endowed Fund (Note 6)	17,324	866	2,000	575	(1,665)	17,368
Music	McIndoe Organ Maintenance Fund	65,385	3,269	0	2,044	0	64,160
Music	Cassie M. Wallace Fund	18,281	914	0	572	(1,656)	16,283
Flowers	Palmer - Niedringhaus Easter Flower Fund	4,628	231	0	145	(419)	4,122
UCC Support	Mason / Skillings Denominational Support Fund	41,988	2,099	0	1,313	(3,804)	37,398
General	Poduska Fund	31,835	1,592	0	995	(2,884)	28,354
Subtotal - Directed/Restricted Use		905,583	43,696	3,583	28,424	(76,439)	817,454
General/Unrestricted & Directed/Restricted Grand Total		5,144,599	277,696	14,512	164,259	-470,048	4,575,626

#### Notes and Comments:

- 1.) General Endowment balance includes current principal of Burhans 2nd mortgage.
- 2.) All of these funds are subject to the 3-year rolling average 5% draw down cap
- 3.) Increase in fund principal due to \$8,000 from Raphael bequest, \$2,929 in principal repayments from the Burhans' 2nd mortgage in 2018.
- 4.) There was a significant down turn in the market at the end of 2018.
- 5.) Per the Abbe bequest, 1/2 the income is added to principal until the balance reaches \$100,000.
- 6.) The Music Endowed Fund received a gift of principal.

## 2018 Report on Status of Restricted Savings/Spending Funds and Reserve Funds

			(Note 1)			(Note 2)		
			2017 Ending Balance 12/31/2017	2018			2018	Explanation
				Transfer from Restricted Endowment	Gifts and Fund additions	Fund Expenditures (disbursements)	2018 Investment Income	
Category	Name of Fund							
Seminary	Chidley Scholarship Spending Fund	(11,707)	669		(6,635)	0	(17,672)	
Seminary	Jenks Scholarship Spending Fund	(7,715)		7,715		0	0	Gift from Pastors & Deacons Spending fund
Pastor Discretionary	Pastor's Special Needs Spending Fund	988	1,058	3,200	(4,600)	44	691	\$400 Cleworth, \$658 Mason=\$1,058
P&D Benevolences	Pastor & Deacons Spending Fund	40,895	3,449	1,093	(29,573)	991	16,855	\$1,349 from Hall + \$2,099 from Mason/Skillngs = \$3,449. \$1,093 from communion offerings
Multipurpose	Memorial Gifts Spending Fund	23,933		1,100	(19,731)	481	5,783	Gifts in memory of Althea Shirley, Joyce Mills, and Emilija Richardson
Facilities	Palmer Special Needs Spending Fund	(188)	8,634		(8,805)	133	(225)	
Facilities	Prudential Spending Fund	(3,352)	3,323	3,315	(3,060)	3	229	\$1,583 from Abbe + \$1,740 from Beattie = \$3,323. Adopt-A-Light campaign = \$3115; \$200 donation
Facilities	Van Aken Prudential Spending Fund	(742)	7,456	4,674	(11,337)	111	163	Rebate for steam trap survey = \$4,674
Facilities	Steeple Lighting Spending Fund	3,722				123	3,845	
Facilities	Steeple Income Fac. Maintenance Spending Fund	100,931	11,583			3,703	116,217	
Youth	Eberle Forum / Redmond Youth Spending Fund	12,884	650			445	13,979	\$494 Eberle, \$156 Redmond = \$650.
Youth	Peretti Mission Trip Spending Fund	10,318				340	10,658	
Youth	Youth Mission Trip Spending Fund	43				1	45	
Music	Music Expendable Spending Fund	3,544	866	3,264	(6,320)	95	1,450	Robert White bequest = \$1,000; gift = \$500; Concert receipts = \$1,764
Music	McIndoe Organ Maintenance Spending Fund	0	3,269		(1,014)	91	2,346	
Music	Wallace Music Spending Fund	3,109	914		(2,300)	95	1,817	
Flowers	Flower Spending Fund	849		1,720	(1,950)	24	643	
Flowers	Niedringhaus Flowers Spending Fund	1,552	116			55	1,722	
Flowers	Niedringhaus Lilies Spending Fund	2,305	116			80	2,500	
General	Poduska Spending Fund	7,295	1,592		(1,923)	261	7,224	
Outreach	Outreach Activities Spending Fund	68,109		6,250	(30,861)	1,836	45,335	Puerto Rico hurricane Maria disaster donations = \$3100; Participant trip payments = \$3150
Health Ministry	Irwin Memorial Health Ministry Spending Fund	14,851		2,225	(6,237)	423	11,262	Additions were Silent Retreat fees
Library	Library Spending Fund	4,188				138	4,326	
Reno Garden	Reno Garden Spending Fund	71,892		1,070	(8,572)	2,242.53	66,633	
SUBTOTAL - Directed Savings/Spending Funds		347,703	43,696	35,626	(142,917)	11,715	295,824	
Reserve Funds (Note 3)								
Cash Flow Loans	Kendall Loan Fund	35,863		0	0	1,180	37,044	
Capital Reserve	Memorial Reserve Fund (Note 4)	12,425		1,000	(2,113)	391	11,702	\$1K from \$10K unrestricted Raphael bequest
Capital Reserve	Capital Reserve Fund	36,873		2,000	(15,634)	989	24,228	\$2K from operating budget annually
Unexpected/Urgent Costs	Emergency Reserve Fund (Note 5)	25,537		17,985	(34,400)	570	9,692	Xfer of \$16,985 Surplus from Operating Bud, \$1K from \$10K unrestricted Raphael bequest
Pastor Well-being	Sabbatical Reserve Fund	11,738		2,000		419	14,157	\$2K from operating budget annually
SUBTOTAL - Reserve Funds		122,436		22,985	(52,147)	3,549	96,823	
Total Restricted Spending/Savings Funds and Reserve Funds		470,139	43,696	58,611	(195,064)	15,264	392,646	
(Note 6)								

## Notes and Comments:

- 1.) 14 of the 24 spending funds are supported by restricted endowment income. 10 have no such support.
- 2.) Savings/Spending Funds receive income, no gain/loss
- 3.) Reserve Funds receive income, no gain/loss

- 4.) Memorial reserve - 10% of unrestricted bequests up to \$30K balance
- 5.) Emergency reserve - 10% of unrestricted bequests up to \$30K balance
- 6.) See separate exhibit for a summary of expenditures from these funds

## 2018 Report on Status of Pass Through Accounts

	2017 Ending Balance <u>12/31/2017</u>	2018 (Note 7)				2018 Ending Balance <u>12/31/2018</u>	
		Transfer from Restricted Endowment	Gifts and Fund additions	Fund Expenditures (disbursements)	2018 Investment Income		
<b>Pass Through Funds</b>							
Housing Loan Fund (Note 8)	0	0	50,000	(50,000)	0	0	2nd Mortgage loan
Christmas, Easter & Just Peace Fund	0	0	16,565	(16,565)	0	0	Special Offerings
Directed Gifts Fund	0	0	692	(692)	0	0	
UCC Denominational Support Spending Fund (Note 9)	0	0	12,557	(12,557)	0	0	
<b>SUBTOTAL - Pass-Through Funds</b>	<b>0</b>	<b>0</b>	<b>79,815</b>	<b>(79,815)</b>	<b>0</b>	<b>0</b>	

## Notes and Comments:

7.) Pass through accounts don't earn investment income.

8.) Gift of anonymous donor.

9.) Additions: \$12,557 Xfer of Mason/Skillings income funds held within Pastor's & Deacons Spending Fund.

Expenditures: UCC denominational support - \$7,534 to OCWM and \$5,123 to MACUCC representing the accumulated interest income from 2011 to 2018 of the Mason/Skillings bequest principal. Annual payments of income will resume in 2019.

**An Explanation of the Newly Created UCC Denominational Support Pass Through Fund**

In 2018, a new pass through account was created to receive the income from the Mason/Skillings Denominational Support bequest.

Annual Mason/Skillings income will be sent to OCWM and MA Conf through this pass through account.

The original bequests from Charles H. Mason and David N. Skillings stipulated that income from those bequests be paid to specific organizations whose descendants today are Our Church's Wider Mission (OCWM) and the Massachusetts Conference of the United Church of Christ.

In the past, the income from Mason/Skillings was transferred to the P&D Spending Fund, where it was mixed with other funds such as Hall bequest income and communion plate offerings. The deacons needed to do separate accounting for the funds meant for benevolences and the funds meant for UCC Denominational Support within their banking account. Going forward, the income from the Mason/Skillings bequest will go to the Denominational Support pass-through account, and then sent to the MA Conference, without first passing into the P&D spending account. This will simplify the Deacons' accounting for the P&D benevolences spending fund - other funds will no longer be co-mingled in their account and they can be sure that the entire balance is for benevolences.



# 2018 TREASURER'S REPORT

## 2018 FUNDS DISBURSEMENTS

Category	Savings/Spending Fund	Amount Spent	Use(s)
Seminary	Chidley Scholarship Spending Fund	(6,635)	Seminary support
Pastor Discretionary	Pastor's Special Needs Spending Fund	(1,500)	Transfer to Pastor's Discretionary Fund
		(3,100)	Donations for Puerto Rico
P&D Benevolences	Pastor & Deacons Spending Fund	(9,000)	Transfer to Deacons checking account for benevolences
		(7,715)	Gift to Jenks Scholarship Fund
		(12,557)	Sent to MA Conf per Mason/Skillings bequest (8 years 2011-2018)
		(100)	Assist parishioner with rent shortfall
		(200)	Gift cards for those in need
Multipurpose	Memorial Gifts Spending Fund	(19,260)	Railings for front steps
		(471)	New rug for Henry Room
Facilities	Palmer Special Needs Spending Fund	(3,160)	Sanctuary sound system expenses
		(805)	Kitchen repairs
		(510)	Building alarm issues
		(213)	Elevator repair
		(4,116)	Heating system repairs
Facilities	Prudential Spending Fund	(750)	Dumptser for LED project
		(1,290)	Electrical repairs
		(1,020)	Emergency tree removal
Facilities	Van Aken Prudential Spending Fund	(1,125)	Facilities consulting
		(6,448)	Steam trap survey & work
		(3,764)	Heating system repairs
Music	Wallace Music Spending Fund	(2,300)	Cantata Sunday musicians
Music	McIndoe Organ Maintenance Spending Fund	(1,014)	Organ maintenance & tuning
Music	Music Expendable Spending Fund	(300)	Music for Service of Light
		(325)	New mallets for hand bell choir
		(2,318)	Expenses for Holocaust concert
		(3,000)	Blue Grass cantata musicians
		(378)	Organ rededication concert expenses
Flowers	Flower Spending Fund	(1,077)	Advent wreaths & greens
		(381)	Chancel flowers
		(407)	Easter flowers
		(84)	Baptismal roses
General Purpose	Poduska Spending Fund	(102)	Bean supper supplies
		(1,395)	New computers
		(425)	Pledge campaign consultant
Outreach	Outreach Activities Spending Fund	(27,861)	Adult Mission Trip to Puerto Rico
		(3,000)	Support for Youth Ghost Ranch trip
Health Ministry	Irwin Memorial Health Ministry Spending Fund	(6,157)	Lenten Retreat expenses
		(65)	Winter coat for member
		(15)	Cabfare for nurse for visit
Reno Garden	Reno Garden Spending Fund	(253)	Plants & bulbs
		(5,822)	Year round maintenance
		(813)	Bench engraving
		(1,683)	Disease treatments for trees
Capital Reserve	Capital Reserve Fund	(9,000)	Interior painting
		(2,378)	Kitchen hand wash sink
		(4,256)	NCNS crash bars for doors
Capital Reserve	Memorial Reserve Fund	(2,113)	Repairs to heating system
Unexpected/Urgent Costs	Emergency Reserve Fund	(34,400)	2017 budget deficit
		(195,064)	

### Funds Changes

Created new fund for annual Mason/Skillings bequest income sent to UCC MA Conference

UCC Denominational Support - Pass Through	(12,557)	Xfer of Mason/Skillings funds from Pastor & Deacons Spending Fund to MA Conference and OCWM per Mason/Skillings bequest.
---	----------	--

**2018 Outreach Ministry Benevolences****Outreach Ministry Grants****Organization/Program Supported**

<b>Amount Spent 2018</b>			
<b>Operating Budget</b>	<b>Free Rent</b>	<b>Pass Through Funds</b>	<b>Restricted Spending Funds</b>

**Amount**

BMC Grow Clinic	\$2,000			
Lowell Transitional Living Center	\$2,300			
Mass Coalition for the Homeless	\$3,000			
Mission of Deeds	\$2,300			
The Children's Room	\$2,000			
The Outdoor Church	\$3,000			
Winchester Got Lunch	\$500			
Women's Lunch Place	\$2,300			
Youth Villages Germaine Lawrence Campus	\$1,000			
Budget Buddies	\$2,300			
City Mission Society	\$2,000			
Cooperative Metropolitan Ministries	\$2,000			
Merrimack Valley Habitat for Humanity	\$2,000			
More Than Words	\$2,300			
Refugee Immigration Ministry	\$2,000			
Room to Grow	\$2,500			
Woburn Council of Social Concern	\$2,000			
Year-Up	\$2,300			
~Free Rent - NAMI, ABC, ENKA, BANE, Boy&Girl Scts, etc.		\$3,400		

**Total**      **\$37,800**      **\$3,400**

Easter Offering - Postage & Stationery				
Just Peace Offering - Postage & Stationery				
Christmas Offering - Postage & Stationery				

**Total Outreach Ministry Grants and Costs**      **\$37,800**      **\$3,400**

**Metro Boston Area, Mass Conference and National UCC - Denominational Support**

Mass Conference UCC OCWM - Q1	\$10,250			
Mass Conference UCC OCWM - Q2	\$10,250			
Mass Conference UCC OCWM - Q3	\$10,250			
Mass Conference UCC OCWM - Q4	\$10,250			

Total Operating Budget Support for OCWM      **\$41,000**  
(OCWM=Our Church's Wider Mission)

Mason/Skillings Bequest - Support for OCWM in 2018				\$1,867
--	--	--	--	---------

**Total UCC Outreach**  
**\$42,867**

**Special Offerings - Pass Through Accounts**

1. Christmas Offering 2017 - Hunger Corp (disbursed 2018)			\$6,011	
2. Just Peace Offering 2018 - Respond, Inc.			\$3,741	
3. Easter Offering 2018 - Megan House			\$6,863	

**\$16,615**

**Directed Gifts from Offering Plate on Certain Sundays - Pass through Account**

1. Mass Coalition for the Homeless (MCH)/Epiphany Offering			\$140	
2. Puppies Behind Bars/Blessing of the Animals offering			\$552	

**\$692**

**Outreach Spending Fund\* (persists)**

Support Youth Ghost Ranch Spiritual trip				\$3,000
Adult Mission Trip to Puerto Rico				\$27,861

**\$46,039 Year End 2018 Balance in this fund**

\* Combined fund of 3 former Outreach related funds: 1. Jenks Outreach, 2. Pentecost & 3. Outreach Activities

**Total Spent all Types of Funds**

<b>Grand Totals Amount Spent 2018</b>	<b>\$78,800</b>	<b>\$3,400</b>	<b>\$17,307</b>	<b>\$32,728</b>	<b>\$132,235</b>
---------------------------------------	-----------------	----------------	-----------------	-----------------	------------------

**Percent of Total Operating Budget Income**

9%

0.4%

2.0%

3.7%

15%

Total Income 2018

\$883,197

## REPORT OF THE FINANCIAL RESOURCES MINISTRY

### *Members:*

Tom Roche (chair), Lisa Loughlin, Doug Clarke, Jennifer Wilson and David Peretti

The First Congregational Church in Winchester has three primary financial resources - coordinating the pledge giving of active members, overseeing the financial issues affecting our church, and stewarding the income generated from invested funds (previous gifts).

Looking into 2019, the Financial Resources Ministry's goals for 2019 are:

- Communicating gratitude and building stronger ties with members for their generosity. Demonstrating in newsletter and narrative budget how members pledge efforts support the church ministries and our church community.
- Raise awareness of Stewardship throughout the year and, where possible, seeking increases from existing pledging member who may have the ability to bring more support.
- Introduce an online giving app (e.g. Tithely.com) that will allow members and periodic attendees to contribute via smart phone (as an alternative to cash plate during the service) as well as follow church activities.
- Introduce a planned giving program for church members as part of estate planning.
- Act as good stewards of the church's investment accounts
- Add two new committee members.

### **2019 Stewardship Campaign**

Our 2019 Stewardship Campaign began on October 21st, 2018 and ran only two weeks until Pledge Sunday, November 4<sup>th</sup>, 2018. We set a 5% increase in our stewardship goal from \$530,000 to \$560,000 but we were able to achieve 13% growth to \$598,400 by January 2019. We used an estimate of \$589,000 for budget planning purposes. This was the most notable achievement for the FR ministry in 2018. On another positive note, our campaign saw 13 new pledges, 53 members who increased their pledge, and 137 total pledges. (up 10 from last year's 127 pledges).

Our church is blessed with great generosity and we feel deep gratitude for the tremendous support of our members. Some of this year's highlights include:

- 137 total pledges (57% of approximately 239 member households)..
- Average pledge: \$4,403 (up 4.6% from \$4,208 last year)
- Median pledge: \$2,500 (up 4.2% from 2,400 last year)
- Pledge range: \$100 to \$42,000

## REPORT OF THE FINANCIAL RESOURCES MINISTRY

The following table describes the number and amount of 2019 pledges that increased, stayed the same, decreased, or were new/returning compared to 2018.

PLEDGE CATEGORY	PLEDGE NUMBER	AMOUNT PLEDGED	% OF TOTAL
INCREASE	53	\$296,588	50%
SAME	50	\$178,052	30%
DECREASE	14	\$72,670	12%
NEW	13	\$35,992	6%
RETURNING	7	\$15,100	3%
TOTAL	137	\$598,402	100%

### Invested Funds

	12/31/18	12/31/17	12/31/16	12/31/15	12/31/14	12/31/13	12/31/12
Value	\$4,968,166	\$5,617,643	\$5,048,943	\$4,959,729	\$5,203,229	\$5,131,422	\$4,535,968
Return	-5.3%	+16.3%	+7.1%	+0.3%	+5.3%	+17.7%	+12.8%

Note: the totals above include both unrestricted funds available to support the operating budget and funds with various spending restrictions.

Objective: The investment objective for the invested funds is to grow the real (inflation-adjusted) value of invested funds after accounting for spending in support of annual operating needs.

Strategy and Asset Allocation: To achieve our investment objectives, the investment accounts are managed with a mostly passive indexing strategy and "style-neutral," well-diversified approach. The Church has adopted a target asset allocation for typical investment environments as follows: approximately 65% in equities, 30% in fixed income, and 5% cash. By indexing, the invested funds seek to achieve long-term total returns (income plus appreciation) approximately equivalent to the weighted average returns of the relevant benchmark indexes.

The Invested Funds balance declined by -11.6% in 2018, the result of the -5.3% return on the portfolio, the budgeted \$234,000 draw to support the church's operating budget (about 6% of the Unrestricted Funds), as well as an additional \$138,000 drawn to fund the 2017 budget deficit, building improvements (painting, sanctuary sound system, kitchen improvements), mission trips, and several smaller items. Unrestricted funds comprise about 75% of the portfolio balance above, and will provide \$195,000 for the 2019 operating budget, a reversion to the historical policy of a 5% drawdown of the trailing 3-year average of these Unrestricted funds.

Equity markets started strong in 2018 but tailed off sharply in the final months of 2018, resulting in declines in our equity holdings (S&P 500 Index Fund -4.4%, Mid-Cap Index Fund -9.2%, Explorer Fund/Small Caps -2.4%, and Total International Stock Index -14.4%). Bond market returns were neutral in 2019, though provided ballast to our overall portfolio returns (Total Bond Market Index -0.0%, High-Yield Corporate Index -3.0%). These poor market results were generated in an economy that expanded at a healthy +3.0% rate, with inflation well-controlled at +2.0% and the national unemployment rate at 3.8%, the lowest mark since 1969.

## REPORT OF THE FINANCIAL RESOURCES MINISTRY

2018 will likely be remembered for the trade war initiated with China, the longest government shutdown in history, and the November mid-term elections that split control of the two houses of Congress.

Portfolio weights at yearend 2018 were 62% equities, 36% fixed income, and 2% cash, in-line with our long-term target weightings. By mid-April 2019, the Invested Funds' balance had gained +10.6% year-to-date with the sharp bounce back in the markets, recovering to \$5.4 million, and current portfolio weights are 65% equities, 34% fixed income, and 1% cash.

Expectations for portfolio returns should remain tempered in 2019 as global growth slows after a long period of expansion, interest rates moderate after the rise in 2018, and global trade uncertainty likely continues with the unpredictable actions of our administration. The volume of politics will be deafening as the Russia investigation and obstruction charges remain unsettled, and a lengthening list of challengers advance their platforms for 2020. Look for social activism to continue to rise, motivated by climate change, gun control, immigration policy, income inequality, and human rights deficiencies of all types. As always, given these unsettled times, expectations for future portfolio returns should remain tempered, in synch with our usual 5% drawdown policy over the course of the cycle.

# APPENDICES

**First Congregational Church Winchester, Massachusetts**  
**Sunday, May 6, 2018**

The 178<sup>th</sup> Annual Meeting was held in the church's Chidley Hall.

At 11:30 AM, Pastor Will Burhans welcomed nearly 100 people to the luncheon and meeting and offered a prayer of grace.

As people entered, there was a slide show of the work of the ministries. During lunch, prepared by Marsha Lamson and a group of volunteers, people enjoyed seeing a slide show Jenn Richter had produced of highlights of the past year's activities at the church.

After lunch, Taylor Tresselt, a member of the Leadership Team, introduced Carolyn Plotsky, a member of the Ripley Chapel Working Group to review progress toward the church's goal of renovating Ripley Chapel.

This past year, a fundraising campaign supplemented by several gifts and a possible anonymous gift raised just short of \$500,000 to fund renovations. Debbie Johnston and Taylor Tresselt spearheaded the campaign in the summer of 2017.

After the campaign, the working group worked with David Torrey, the project's architect, to come up with a design that fitted within the budget parameters. In January, Kaplan Construction was asked to submit an estimate for the project. Their March estimate far exceeded the available funds, despite the fact that, in an effort to keep costs down, several desired features had already been eliminated from the design. The committee paused to review the congregation's wishes, review proposed construction details and consult with industry experts. As of May, the committee has chosen not to move forward until this review is complete and a revised set of construction priorities, congregational priorities, and a budget are in place. They expect hope that work on the chapel will be completed in 2019.

Next, Taylor introduced this year's table topic discussion, 20-20-20 Vision. Facilitators at each table led discussions responding to the following questions:

- 1- What does First Congregational Church offer to people in their 20s to attract them to our church.
- 2- What do you envision for this congregation in the 2020s.
- 3- Reflect on the ways this church will be the same/different in 20 years. How has it changed in the past 20 years?

While everyone enjoyed birthday cupcakes, prepared by Laura Bailey, to celebrate the 178<sup>th</sup> annual meeting, Moderator Penny Sparrow called the Annual meeting to order.

Noting a quorum was present and proper notice of the meeting had been posted, Penny presented Minutes of the May 2017 Annual meeting and the recent Budget meeting. The minutes were approved by unanimous voice vote. Bruce Lauterwasser led the gathering in singing a hymn, For All the Saints. Margaret McIndoe asked all to recite with her the Congregation's Covenant. Peter Woolford and Kathleen Zagata shared the names of members

and friends of the church who passed away in 2017 and asked for a moment of silence to remember those people.

Article I: Moved that the reports of the Ministerial Team, the Treasurer, the Clerk, the Leadership Team and the Chairpersons of the various Ministries and Committees of the Church, having been received, be accepted and placed on file.

Moved and seconded. There was no discussion. Passed with a unanimous voice vote.

Dina Pradel reviewed the transition process toward redesign of our congregation's governing structure.

The process, begun in 2004 with the Holy Conversations project, led to the 2010 Holy Destinations discussion of the ways our congregation might fit into the picture of the future and, in particular, to acceptance of our purpose statement.

In 2013, Holy Destinations handed over to a transition team the task of proposing a new governance structure for the church. In 2015, the congregation voted to suspend the then-current bylaws to allow a three-year trial period to implement that structure. During that trial period, the congregation's leadership moved from the Council on Ministries to the Leadership Team, a group of lay members of the congregation and all members of the Ministry Team including clergy. That team learned, through a process of 'storming, norming, and forming' how to concentrate on the strategic concerns of the church, foster popup ministries to meet needs as they arose, provide support and guidance, develop workable financial models for the church, and find ways for the church to operate with a smaller group of volunteers.

Change was everywhere. The Purpose Forum had mixed results. Although specific tasks worked, other issues such as lack of regular attendance at the forum meetings meant the forum needed to be recast as a group which would be called for particular tasks, not as a routine gathering of the ministry chairs. A communications team was formed, redesign of formats such as the Spire and newsletters to address new demands and topics took place. A new pastor, the growing youth program and choir and music programs, new worship formats being tried and the Ripley project are tangible evidence of a growing sense of renewal in the church.

The last necessary step to be undertaken was to review and revise the church bylaws to accommodate the new structure. A committee of John Montgomery, David Peretti, and Julianne Zimmerman was appointed. When they found the bylaws then in place did not reflect current structure and practices in the congregation they drafted new bylaws, designed to remain unchanged for many years, that outline important elements of the church governance and structure. They recommend the congregation develop and adopt an operations manual that contains the details of the way actions are taken. This manual could easily be changed whenever the congregation sees fit to do so without adjusting the bylaws.

After multiple discussions with the Leadership Team, the committee made a set of draft bylaws available to the congregation for its review, discussion, and input. After another



review of this input with the Leadership Team, the proposed bylaws were presented to the Annual Meeting.

Article II: Moved that the Church adopt the new bylaws, as developed by the Bylaw committee and recommended by the Leadership Team, embodying the new governance structure implemented and adapted experimentally over the past three years.

Moved and seconded. Discussion raised 3 issues:

Several different treasurer positions are mentioned in the proposed bylaws. Is this a mistake? Response from the Treasurer: The Vice treasurer will be part of a succession plan to assure continuity. The Associate Treasurer, is not part of the succession plan and is appointed when the treasurer asks for help with specific tasks. The Assistant treasurer currently counts the money given in the offering plate on Sundays, has no financial oversight and is not part of the Leadership Team or treasurer succession.

There is very little detail regarding Ministries in the new bylaws. Work has been done crafting careful descriptions of the roles of many ministries and should be included. Response from the bylaw committee: The Operations Manual will be the vehicle to flesh out in detail, make changes as we progress, give people a chance to change without great upheaval

Lead Pastor title - feels it is redundant and lacks class  
Passed with a unanimous voice vote.

Penny thanked the committee for their extensive, thorough work, the Leadership team for their hard work on the issues, and members of the congregation whose input has been helpful in improving the bylaws as proposed.

Patricia Brady, a member of the Leadership Team, rose to thank the multitude of volunteers and committee members whose tireless work helps make the congregation function. She expressed personal and special thanks to the welcoming ministry, now being disbanded, for their efforts to make this church a welcoming place that encouraged her to make this her church home. She encouraged those present to continue this work as part of each individual's contribution to the community

Article IIIa: Moved that the following be elected to serve for a one-year term, except the auditor, which is a three-year term

Auditor- Ted Martin

Assistant Treasurer - Keith Russell

Vice Moderator - Sarah Gallop

Officers

Moderator- Penny Sparrow,

Treasurer- Bruce Lauterwasser

Clerk- Margaret McIndoe

Moved and seconded. There was no discussion. Passed with a Unanimous voice vote.

Penny thanked Dina Pradel, Dick Sayre, and Patricia Brady for their service on the Leadership Team.

Article IIIb: Moved that the congregation of First Congregational Church affirm David Peretti and Cindy Wankowicz to be members of the Leadership Team, for a term of three years and Jennifer Wilson to serve for one year.

Moved and seconded. There was no discussion. Passed with a unanimous voice vote.

Andy Gallop rose to announce the new Deacons, elected for a Three-year term: Carrie Ehrbar, Aaron Kneiss, Kathy Mortensen. He also announced the Head Deacon: Mike Bailey.

Bruce Lauterwasser, Church Treasurer, rose to announce gifts and bequests. Bruce received notice this week of a bequest from Tom Raphael of \$10,000. This will be formally received by the church at a subsequent congregational meeting. 59 gifts have been received in response to the capital campaign to raise funds for the Fisk organ and Ripley Chapel renovations. Additional memorial gifts for Jena Roy have totaled more than \$14,000. A restricted gift from Bob and Margaret McIndoe of \$60,000 established an organ Maintenance fund.

Article IV: Moved that the congregation accept, with gratitude the gift of \$60,000 from Bob and Margaret McIndoe to be invested and the income used for the maintenance of the Fisk organ.

Moved and seconded. There was no discussion. Passed with a unanimous voice vote.

Other business: Doug Taylor rose to request that future reports include recognition of families and friends who have left the congregation due to relocations.

Judy Arnold offered a benediction to close the meeting, followed by a hymn, Now Thank We All Our God.

The meeting adjourned at 1 PM.

Respectfully Submitted,  
Margaret McIndoe, Clerk

## Special Congregational Meeting January 13, 2019

Penny Sparrow called the meeting to order at 11 AM.

She noted that meeting notices have been posted and a quorum was present.  
Julianne Zimmerman offered an opening prayer.

On behalf of the Ripley Chapel Working Group, Bruce Alexander shared background documents about the project that summarized the final design elements and provided background comments about the process of coming to the Working Group 's recommendations for the Renovation of Ripley Chapel.

At the end of his remarks, Penny asked for a motion.

**A motion was made and seconded** that the congregation authorize the Ripley Chapel Working Group, with the recommendation of the Leadership Team, to begin and complete the construction phase of the renovation project on Ripley Chapel according to the plans that have been agreed upon by the working group and made available to the congregation.

There was no discussion

**The vote to accept the motion was unanimous.**

Speaking for the congregation, Penny thanked Bruce and the Working Group for their hard work.

The meeting adjourned at 11:10

Respectfully submitted,  
Margaret McIndoe  
Clerk

**First Congregational Church Winchester**  
**Sunday, February 10, 2019**

Penny Sparrow, Moderator called the meeting to order at 11:00

A quorum was present and a warrant and meeting notice had been properly served. Penny opened the meeting with prayer, asking blessing for the upcoming meeting.

The single item of business was to present, discuss and approve the church 2019 Budget. Penny recognized Church Treasurer, Bruce Lauterwasser. He briefly reviewed elements of the proposed budget.

When Bruce's commentary was complete, Penny asked for a motion to adopt the budget report and to appropriate the designated sums of money to be expended by or at the direction of the Church's Treasurer for the purpose set forth in that budget.

The motion was made and seconded. Since there were no questions or amendments, Penny proceeded to a voice vote.

By voice vote, the motion was unanimously approved.

Penny thanked Bruce, Associate Treasurer Anne Hoenicke and the Budget working group who prepared their recommendations for the Leadership Team to review. She asked for other business. There was none.

The meeting adjourned at 11:25  
Respectfully submitted,

Margaret T. McIndoe  
Clerk