

## **FIRST CONGREGATIONAL CHURCH STAFF**

The Rev. Dr. Marlayna Schmidt, Interim 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

Mr. Bradley C. Ross, Building Manager (Sexton)

Ms. Sarah Marino, Office Manager

Ms. Gay Williams, Bookkeeper

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

## **FIRST CONGREGATIONAL CHURCH OFFICERS**

Penny Sparrow, Moderator

Anne Hoenicke, Clerk

Elizabeth Cooper, Treasurer

Keith Russell, Assistant Treasurer

William McCarter, Historian

Leslie French, Librarian

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## **AGENDA AND WARRANT**

**175<sup>th</sup> ANNUAL MEETING**

**11:30 A.M.**

**May 3, 2015**

**“Movin’ Right Along”**

### **Informal Portion of the Meeting**

**11:30-12:15**

- 175<sup>th</sup> Anniversary Celebratory Cupcakes – kids & adults together
- Grace/Opening Prayer (after grace, children leave for children’s activity)
- Light lunch
- Facilitated table discussions

### **Opening of Formal Portion of the Meeting**

**12:15**

- Moderator’s Opening Remarks
  - Establishment of Quorum
  - Call to Order
  - Approval of Minutes of Congregational Meetings since last Annual Meeting
- Opening Hymn - For All the Saints
- Covenant
- In Memoriam

### **Articles of Business**

**12:30**

- I. Receive reports and place on file
- II. Gratitude and Acknowledgement of Serving in Love
- III. Celebration of Transition
- IV. Hear and act upon any special gifts and bequests

- Closing Hymn - Now Thank We All our God

- Benediction

**1:30 pm**

## AGENDA AND WARRANT

### FIRST CONGREGATIONAL CHURCH IN WINCHESTER NOTICE OF 175<sup>th</sup> ANNUAL CONGREGATIONAL MEETING

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

#### GREETING

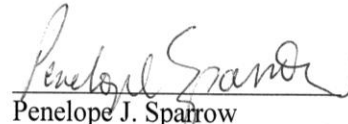
You are hereby requested to notify the members of First Congregational Church in Winchester, Massachusetts qualified to vote therein, to meet in Chidley Hall at the Church on Sunday May 3<sup>rd</sup>, following the morning worship service, to act on the following matters:

- ARTICLE I: To receive and place on file the reports of the Ministry Team, the Treasurer, and the Chairpersons of the various Ministries of the Church and any other written and oral reports which the Church may vote to receive.
- ARTICLE II: To elect Officers willing to serve for the upcoming year, to thank all those who served on a Commission/Team/Committee/Ministry in the past year, and to give thanks and acknowledge all who will Serve in Love on all ministries, including deacons and the leadership team, as they conduct the affairs of the Church for the 2015-2016 program year.
- ARTICLE III: To celebrate the transition of church governance and receive a report on the progress of the search committee for a new Lead Pastor.
- ARTICLE IV: To hear and act upon reports of special gifts and bequests, if any, to the Church since the last Annual Meeting,
- ARTICLE V: To transact such other business as may properly come before the meeting,

and you are hereby directed to serve this notice by causing same (or a copy thereof) to be posted in the vestibule of the Church's edifice, duly certified by you, at least eight days before the said meeting.

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

Winchester, Massachusetts  
April 15<sup>th</sup>, 2015

  
Penelope J. Sparrow  
Moderator

## **CALL TO ANNUAL MEETING**

The 174<sup>th</sup> Annual Meeting of The First Congregational Church in Winchester, Massachusetts, United Church of Christ is called on Sunday, March 16<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 verses 1 &2**

**Tune: NUN DUNKET**

**Johan Cruger**

Now thank we all our God  
With heart and hand and voices,  
Who wondrous things hath done,  
In whom this world rejoices,  
Who, from our mothers' arms,  
Hath blessed us on our way  
With countless gifts of love,  
And still is ours today

O may this bounteous God  
Through all our life be near us,  
With ever joyful hearts  
And blessed peace to cheer us,  
The one eternal God  
Whom earth and heaven adore  
For thus it was, is now,  
And shall be evermore.

**CLERK'S RECORD OF MEMBERSHIP AND BAPTISMS**  
**Annual Report for the year 2014 Annual Meeting held May 3, 2015**

**SUMMARY**

<b>Total Membership December 2013</b>	<b>461</b>	
<b>Total Received into Membership 2014</b>	<b>+3</b>	
Confirmation		+
Letter of Transfer		+
Confession of Faith		+
Reaffirmation of Faith		+ 2
Reactivated from Inactive		+ 1
<b>Total Released from Membership 2014</b>	<b>-25</b>	
By Letter of Transfer		-2
Withdrawn By Request		-4
Moved to Inactive		-7
By Death		-12
<b>Net Change</b>	<b>-/+</b>	<b>-22</b>
<b>Total Membership December 2014</b>	<b>439</b>	

**RECEIVED INTO MEMBERSHIP 2014 - Total New Members Received (3)**

**By Reaffirmation of Faith (2)**

Marie Annick Perrot

Carolyn Diane (Lucia) Plosky

**By Confession of Faith (0)**

**By Letter of Transfer (0)**

**Reactivated (1)**

Elinor "Ellie" (Lindsey) Neville  
 (confirmed in 1955)

# **CLERK'S RECORD OF MEMBERSHIP AND BAPTISMS** **Annual Report for the year 2014 Annual Meeting held May 3, 2015**

## **RELEASED FROM MEMBERSHIP 2014: Total Released from Membership (-25)**

<p><b><u>By Letter of Transfer (-2)</u></b>  Joan Horton Ford  William "Bill" Ford</p> <p><b><u>Withdrawn By Request (-4)</u></b>  Jessica (Bailey) Cate  Michael Chritopher Cate  Patricia "Patty" (Keane) Dowden  Nathan "Nate" James Dowden</p>	<p><b><u>Moved to Inactive (-7)</u></b>  Sarah (Jones) Girotti  Micheal William Glacken  Susanne Inglis  Susan Lee Lennox  Claire Louise Marion  Anne Helen (McIndoe) Taylor  Rose C. Thorson</p>
<p><b><u>By Death (12 active members)</u></b>  <u>Members, Former Members, and Inactive Members</u>  Robert "Bob" D. Beattie (m)  Dolores Boodakian (m)  Mary Thornton (Martin) Brink (m)  Odette S. Friou (fm)  Frank M. Gunby Jr. (m)  George S. Hebb Jr. (m)  Shirley A. (Frykberg) Hebert (m)  Roxie Kazanjian (m)  (died in 2000, we learned of it in 2014)  William E. Lagergren (i)  Sherman E. Mapes (fm)  Jean (Bowman) Mortensen (m)  Frederic H. Oram (m)  Linda "Mollie" (Jeffery) Pataro (m)  David E. Rush (m)  Helen E. (Reeves) Shean (i)  Edith Perry Wilson (m)</p> <p>m – member, fm – former member, i – inactive member</p>	<p><b><u>Extended Church Family</u></b>  Ryan T. Connolly  - son of Debra C. (Cone) Connolly and Tim Connolly</p> <p>Janet W. Dewhurst  - participant in our congregation</p> <p>Betty Ann (Smyth) Hosmer  - participant in our congregation</p> <p>Arlene M. Moore,  - Steve Moore's sister</p> <p>Raymond B. Tourtellot  - participant in our congregation</p> <p>Miriam Evelyn (Good) Troisi  - mother of Nick Troisi</p> <p>Bernard "Bernie" J. Vrostos  - father of Thomie (Vrostos) Tucci</p>

## **BAPTISMS 2014 (13)**

1. Madison Marie Angell 2. Maxwell James Beauchesne 3. Henry Christopher Beltz 4. Tate Alexander Dorr 5. Peter Henry Infurna 6. Rocco Boyd Jones 7. Katherine Elizabeth Plosky	8. Kyle Ethan Plosky 9. Meredith Grace Procops 10. Sophia Senyk Procops 11. Grace Eva Richter 12. Everly Marie Sheehan-Pond 13. Kennedy Jane Sherrick
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## **REPORT OF THE MINISTERIAL TEAM**

*“<sup>11</sup>The gifts he gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, <sup>12</sup>to equip the saints for the work of ministry, for building up the body of Christ, <sup>13</sup>until all of us come to the unity of the faith and of the knowledge of the Son of God, to maturity, to the measure of the full stature of Christ.”*

(Ephesians 4:11-13)

It has been a privilege to serve First Congregational Church in this past year as part of your Ministry Team. Judy, Jane, Kathleen, Ben and I have worked with faith and diligence in our various areas of ministry, ably supported by Sarah’s outstanding organization, creativity, and technical skills.

We have felt blessed by God to be able to work together collaboratively as a team—and with commissions, groups, ministries and individuals—to plan worship and programs that “equip the saints for the work of ministry, for building up the body of Christ” here in Winchester. As a team, we met in retreat last June to plan out the year, and we met weekly in the winter, spring, and fall to figure out exactly how to carry out those plans.

The most important part of our weekly meetings has been prayer, Bible study, and worship, which we take turns leading. It is our strong belief that, as ministers, we must be centered in Christ ourselves in order to do the work of helping the church live out its purpose statement to be a “Christ-centered, nurturing community, growing in faith, serving in love, and welcoming all with joy.”

We have worked hard this year to make sure that each of our worship services have a consistent theme, and that all of us do our parts to contribute to that theme. We felt that this worked especially well when we coordinated the themes with our weekly “Unleashing Our Weekday Ministries” adult education series. It has been a joy for us to talk with members of the congregation about the various themes brought up in worship (e.g., friendship, peace, power)—and to hear how people have integrated these themes into their/our daily lives.

May God continue to bless the work of the ministry team and of the church in general, “<sup>13</sup>until all of us come to the unity of the faith and of the knowledge of the Son of God, to maturity, to the measure of the full stature of Christ.”

Respectfully submitted by Rev. Dr. Marlayna Schmidt, Interim Pastor, on behalf of the Ministry Team, which includes Rev. Judy Arnold, Jane Ring Frank, Sarah Marino, Ben Pulaski, and Kathleen Zagata.



## **REPORT OF THE DIACONATE**

Luke 10:41-42 But the Lord answered and said to her, “Martha, Martha, you are worried and bothered about so many things; **42** but *only* one thing is necessary, for Mary has chosen the good part, which shall not be taken away from her.”

The deacons had a typically busy spring last year, and it felt a bit truncated given that we were not able to welcome the new deacons until the end of June. We were able to celebrate our retiring deacons and were grateful to welcome three wonderful new deacons into our ranks of service, promptly offering them an aggressive introduction to the roles and responsibilities of the Diaconate. During the summer worship services, deacons continued to assist by taking an active role in the service, often taking responsibility for part of the service such as the call to worship, prayer of dedication and the service of prayer.

Acknowledging the difficulties that the Diaconate has had in bringing in new members, the deacons used the summer to meet multiple times to discuss the focus of our ministry, and what changes we may want to explore. We began asking ourselves a number of questions:

- How can current deacons help people of our congregation with their personal faith journeys?
- What are the most important aspects of the deacons’ service to the congregation?
- Where should today’s deacons spend time and energy to most effectively make our church stronger?
- Are there other ways to help deacons themselves in their path to grow in faith?

We discussed the changing responsibilities of deacons over the years, considered the work of the Transition Team’s, and then attempted to adjust what we have seen to be our traditional tasks and responsibilities so that we could focus on ways to make ourselves as available as possible to the individuals of the congregation. But fear not—even with these adjustments, offering coffee and donuts before Sunday worship continued on as a highly popular crowd pleaser!

In November the Deacons continued our work alongside the ministry team during our annual retreat, led by the extremely talented Rev. Dr. Ken Orth. We returned with renewed strength and confidence that the changes we were contemplating would move the diaconate in the right direction. We talked about how our bond with the life deacons could be even stronger and, in early December, we held an “Evening with the Life Deacons” to discuss how the diaconate has changed over the years. We shared some of our own goals, and asked life deacons if they would be interested in assisting the deacons with projects on a more regular basis. The response from the life deacons was wonderful, with a resounding “yes.” We began communicating with the life deacons on a weekly basis with some high level updates about our activities, and a general request for their assistance greeting the congregation before Sunday morning worship.

In our traditional roles this year, your deacons were able to offer leadership support with representation with other ministries such as the pastoral search committee, the budget committee, the worship ministry, the Transition Team, and the Nominating Committee for the Leadership Team and the Purpose Forum. We also offered support for Advent, Christmas, Blessing of the Animals, and Midwinter Worship. We were especially pleased to be able to participate in our Maundy Thursday service during holy week and, of course supported the blessing of the palms on Palm Sunday and the beautiful services on Easter

## **REPORT OF THE DIACONATE**

Sunday. We were honored to help support services beyond Sunday mornings as well, available with the help of many life deacons for what seemed to be too many memorial services for dearly departed friends, but then also for more joyful occasions such as the Jazz Vespers and Jena Roy's love-filled ordination. Throughout the year, we performed the important role of preparing and distributing the elements for communion.

We were pleased to host our Deacons' Service Breakfast, Celebrating Service, inviting all who have served in love to join together. We were blessed with Rev. Paul Nickerson's discussion on "The Five Ways People Grown in Faith," and he left us all with a great deal to consider and work on to help make everyone's experience at FCCW even more meaningful in their daily lives.

Another question we asked ourselves throughout the year had been, "How can we take the personal and spiritual experience of our retreat and return this gift to the congregation?" With this in mind, we were pleased to have Rev. Dr. Ken Orth offer a guided meditation before worship services at the end of April. Deacons hope that we will be able to continue to assist in bringing the gifts of Ken and others to the congregation in an attempt to help all on their path to grow in faith.

Similar to last year, your deacons put out an open call, inviting anyone who may have questions or interest in the Diaconate to come forward. We are excited to announce that we are bringing in two new members, and they will both be able to actively offer their personal guidance as the Diaconate continues to redefine itself, intently focusing on serving in love in a way that helps all grow in faith. We are breaking with tradition this year, however, and we will be inviting and asking life deacons to re-join the diaconate—perhaps in a more limited role, and surely for a more limited term. This assistance will be an enormous help.

We have had a wonderful year, cultivating the bonds in our ministry, and continuing to support each other as we each strive to serve in love, grown in faith, and welcome all with joy.

Respectfully submitted,

Taylor Tresselt, Head Deacon

On behalf of Deacons Laura Bailey, Barry McArdle, Lisa Loughlin, David Peretti, Tom Roche, Teresa Cader, Wendy Procops and Maria Fernando

## REPORT OF THE MUSIC MINISTRIES

*You are the Lord of our music; the Author of all that creates our sound.  
Music in itself is a most wondrous gift of praise.  
Thank you for the ears to hear it and the voices to lend to it.  
Keep us always mindful, Lord, that we are here to give it away so that other ears  
might know what we have known, other spirits soar to the heights, as ours have,  
other hearts be touched by your love, as ours have. Amen.*  
(from “Choir Prayers” by Jeanne Hunt)

Music Ministries at First Congregational Church continue to thrive and grow. I would very much like to thank the Ministry Team, Staff, Deacons, Senior Choir, Carilloneers, Jazz musicians, children’s music leaders and advocates and all musicians for a year of growth, experimentation and rich experience. It has been a great privilege to be with you all, and I appreciate the opportunity to participate in such a deep and committed part of our faith tradition. With the strength and support of Marlayna’s leadership, it has been a wonderful year.

The **Senior Choir** has experienced incredible growth this year, thanks to the dedication of singers of all ages. We have added new singers to our ranks, and we enjoy their talents and contributions to the larger group. Our regular Sunday participation is high and energized. These are volunteers who, twice a week (Thursday evenings and Sunday mornings!), give so much to our community and especially to worship. And most of them work with other commissions and programs too!

As a part of the church’s vision and strategic plan, this year marked the beginning of our Saturday afternoon **Jazz Vespers** services – a prayerful and joyful musical experiment. The services have had a high level of participation (singers, instrumentalists, clergy, Worship Committee, Deacons and more) and have developed a faithful and enthusiastic following. Cam McPherson (piano), Drew McPherson (trombone), Rob Skinner (flute) and Rick Forzese (drums) have created a swinging band to ignite and energize the services, and they are joined by a talented group of fearless singers.

As a result of the hard work of special congregants, **children** continue to be involved in music at First Congregational Church. While music for children at FCC is still a work in progress, I heartily thank Deirdre Giblin for her faithful volunteerism; she has lovingly shepherded the children of our church in melody and song.

The **Carilloneers**, handbell ensemble extraordinaire, continue to offer their most joyful noise to the Lord. They are faith-filled and talented and funny, and they offer me a growing edge that all at once challenges and delights me. We are always looking for new and brave members to join our ranks, so feel free to let me know if you have a hankering for handbells.

In December’s Advent Lessons and Carols service, a highlight of the Christmas season, the Senior Choir offered Heinrich Schütz’s *Magnificat*, for chorus, soloists and organ. Accompanied by the very talented Jeffrey Mead at the keyboard, we had a glorious and celebratory morning of worship, prayer, poetry, Bible readings and music.

## **REPORT OF THE MUSIC MINISTRIES**

Finally, my special thanks must extend to a talented staff of musicians: Jeffrey Mead, organist; Susan K. Navien, soprano; Peter Owens, tenor. It is as much a pleasure to work with you today as when we began together (twelve years at the church for me – much longer for Susan and Peter!), and I thank you for so generously sharing your gifts and talents.

Respectfully submitted,  
Jane Ring Frank, Minister of Music and Worship Arts

<u>Sopranos</u> Hannah Ellingsen Jess Haggett Pamela McPherson Susan K. Navien Lucy Page Elizabeth Sayre Penny Sparrow Marcie Troisi Cindy Wankowicz Helen Wargelin Carol Weir	<u>Altos</u> Rebecca Beltz Mern Ebinger Kellee Fiske Nancy Jaquith Kneiss Karen Lauterwasser Marjorie Moore Elizabeth Page Lynne Rahmeier Alex Rohall Connie Rosenberger Susan Sawyer Peggy Wargelin
<u>Tenors</u> Kevin Dunn John Fiske Bruce Lauterwasser Peter Owens Peter Rosenberger Robert Skinner	<u>Baritones/Basses</u> Bruce Alexander Stephen Cole Fred Greene William McCarter Andy McKinley Cam McPherson Tony McPherson David Mortensen Paul Rahmeier John Sawyer

**CARILLONEERS, 2014-15:** Bruce Alexander, Kate Alexander, Asako Burr, Fred Greene, Bruce Lauterwasser, Clara Lauterwasser, Karen Lauterwasser, Cam McPherson, Tony McPherson, Becky Miranda, Steven Rohall, Cindy Wankowicz.

**FCCW JAZZ SINGERS, 2014-15:** Stephen Cole; Bruce Lauterwasser; Karen Lauterwasser; Andy McKinley; Susan K. Navien; Tony McPherson; Elizabeth Page; Susan Rozmanith; Rob Skinner; Marcie Troisi; Cindy Wankowicz; Carol Weir.

## **REPORT OF HEALTH MINISTRY**

Our mission: to encourage members to enhance their faith by living the *connection* between wellness and spirituality both personally and in ministry to others.

An emerging theme this year was healthy **connections**. Our committee said hello to five new members Christine Atkins, Frank Willwerth, Carrie Ehrbar, Nanci Church and Janice Wilson. Additionally Branda Wilhoite, a former member stepped up along with Friends of HM, Carline Orelus and Becky Parkhill. A special thank you goes to Stephen Haggett and Pam Budner for assisting with the transition and mentoring new members. Acknowledgements would not be complete if I did not recognize Bruce Alexander, Maria Fernando, Terri Cader, Jodie Mullane and Janet Hall who transitioned off Health Ministry last year, each having served two and a half years.

In the fall we oriented new members and designed our first Health Ministry tri-fold brochure outlining our winter programs and services. The Service of Light provided a winter sanctuary for 35 of our church family and eight people from the wider community. During a February HM coffee hours, church goers sampled our new pomegranate flavored smoothie which received delicious reviews. We will round out our educational programs with Updates on Nutrition, a new state ruling on Advanced Directives and a CPR class. Programs grow out of conversations and requests so please continue to let us know your interests and needs.

By design our monthly HM meetings help members' build connections. We check in and read scripture as we break bread together. Each meal serves healthy alternatives. A hit this year was the Veggietti, a kitchen tool that transformed the way we ate veggies. Yes, we care for one another with laughter, sharing and healthy food.

The past and present church connected at the Organ Recital we hosted on March 1<sup>st</sup>. Ninety five folks gathered on a snowy Sunday to enjoy Jeffrey Mead's program of organ music. During the reception church elders talked about the building of the organ which was completed in 1969. To celebrate our church's 175<sup>th</sup> Birthday, we served a strawberry cake that former church member George Hebb treated us to each spring at our annual tea.

Health Ministry Worship and Visitation Sunday held 3/22 was the focusing point of our year. Monthly discussion of the scripture, "*Do not worry*" prepared us to meet with Rev. Marlayna to plan the service. We were also grateful for the artistry of Kellee Fiske who translated the scripture, *Consider the Lilies of the Field*, into a liturgical art instillation for the altar. After worship, eight church members joined Deacons and Ministers to visit people at home and in local faculties.

Saying good bye to member Anna Campbell this June is bittersweet. She may have been the youngest member to service on HM, but she taught us some big lessons. Anna co-lead the "Move the Scripture" sessions held during Mid-Winter Worship for the past two years. A gifted dancer, this mature and caring young women connected faith and body and mentored us in movement. We wish her well as she stands on the threshold of her college experience.

On behalf of the congregation I want to spotlight the affiliates of HM: Members of the **Flower Committee** connect with members during times of joy, grief and loss. On behalf of the congregation, thank you Suzanne Leslie (coordinator), Jenny Splaine, Debra Damren, Sally

## **REPORT OF HEALTH MINISTRY**

Hawksworth, Kellee Fiske, Laura Bailey and Maggie McIndoe. Gratitude is also extended to the members of the **Caring Network** who delivered 49 meals. Lead by Susan Rozmanith, thanks to each of you for preparing a meal.

We appreciate the reaffirmation of Health Ministry as a Standing Committee both by the Transition Team and congregational vote this year. As the newest ministry (15 years young), we strive to make our mission relevant and connected mind-body- spirit to the well being of our membership and community.

Peace,  
Kathleen Zagata, RN, MS, CS  
FCC Health Minister

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

The purpose of the Mission and Outreach Commission

The Mission and Outreach Commission develops and promotes opportunities for the members of First Congregational Church in Winchester to share our abundance through hands-on service, information and advocacy events, and financial contributions in the form of special offerings. The Mission and Outreach Commission also makes distribution decisions on the funds set aside for Mission and Outreach in the church's annual budget. These funds are derived from a percentage of the pledge income.

Our focus this year

We continue to focus on alleviating hunger in children, combating homelessness, and helping women, teens and children at risk. We maintain our efforts to work with organizations where we can be physically involved. In addition, a great deal of time was spent implementing a procedure for grant applications and working on updating our webpage.

Hands-on Mission and Outreach

- Little Red Wagon (monthly): Solicit and deliver bags of food for the local pantry at the Woburn Council for Social Concern.
- Massachusetts Coalition for Homelessness (Sept. – Nov.): School Supplies were collected for homeless children.
- Turkey Drive (November): Turkeys were collected from members of the congregation and the youth group delivered them to Pilgrim Church in Boston.
- Christmas Tree Giving (December): Hundreds of gifts were collected and distributed to individuals in need at Germaine Lawrence and Woburn Council of Social Concern.
- Lowell Transitional Living Center (March) Volunteers from our congregation shopped, prepared, delivered, and served over 150 individuals at LTLC.
- Cradles to Crayons (April): Collected items at Annual Meeting.
- Outdoor Church (every 5<sup>th</sup> Sunday): Volunteers make sandwiches in Chidley Hall and deliver to the homeless people of the Outdoor Church in Cambridge.
- Walk for Hunger (May): Members of our congregation collected funds and walked with others to support food shelters across New England.

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

### Mission and Outreach Giving

The Mission and Outreach Commission manages the distribution of the portion of pledge income specifically set aside for Mission and Outreach. In 2014, \$98,006.00 was voted to be the budget, which was 14% of the overall pledge income.

Of that total, the Mission and Outreach Commission distributed \$41,600.00 to our church's wider mission (OCWM), the fund for the United Church of Christ work beyond the local church – through conferences, national ministries, and UCC related institutions.

Of the balance, approximately \$40,000.00 was distributed among many local and national charitable organizations, including The Children's Room, Lowell Transitional Living Center, Rosie's Place, Women's Lunch Place, The Dwelling Place, Mission of Deeds, BMC Grow Clinic, Council of Social Concern, Caspar, Youth Villages Germaine Lawrence, Winchester Got lunch, Mass Coalition for the Homeless, Habitat for Humanity, City Mission Society, Winchester Meals on Wheels, Pilgrim Church, North Conway Church and Outdoor Church.

We also contributed funds to support an adult mission trip, a youth mission trip, Conway Church and the Reno Garden.

### 2014 Special Offerings

Special Offerings are another way that our congregation shares its abundance with others in our community:

- Easter Offering (April): Our congregation contributed \$8,400.00 to support Winchester Got Lunch.
- Just Peace Offering (October): Our congregation contributed \$2,281.21 to Re-member Pine Ridge.
- Christmas Offering (December): Our congregation contributed \$3,345.00 to Doctors without Borders.

Respectfully Submitted,

Cynthia Mahoney Co-Chair  
Louise Ritenhouse Co-Chair  
Outreach Commission

## **REPORT OF THE MEMBERSHIP/SOCIAL & FELLOWSHIP MINISTRY**

The Membership Committee's current members: Christine Tresselt (Chair), Peter Rosenberger.

Throughout the year, the committee has been responsible for organizing several social functions that welcomed everyone from the congregation.

A request for volunteers wishing to chair, as a living ministry, any events that had been organized by the Membership Committee in the past, was sent to the congregation at the beginning of the year and noted in the report. Some traditional events did not get planned while others were joyfully organized by other committees or individuals. For all the efforts we are grateful and look forward to even more collaboration next year.

## **REPORT OF THE MEMBERSHIP/SOCIAL & FELLOWSHIP MINISTRY**

**Actions:** In September, the Church celebrated a potluck picnic on the front lawn immediately following worship. All congregants, friends and neighbors were welcomed to attend and many folks brought lovely luncheon items and desserts to share. Many hands throughout the church helped bring this event together. September also kicked off the new year for Coffee and Fellowship Hour in Chidley Hall. Throughout the year, Membership provided support for Coffee Hour. A calendar was created and various commissions were gracious enough to serve for a month. Membership provided the calendar, support, reminders and replenishment of coffee supplies as needed. It has gone smoothly with each commission bringing its own special touch to their month.

November 23rd brought the Stone Soup Lunch on the weekend before Thanksgiving. It was a lovely meal with another record breaking year of 16 delicious soups made by wonderful chefs from FCCW! All came together in Chidley Hall for the meal, and many giving hands helped set up the morning of the event. The Rite 13 class did a wonderful job serving.

Working with the Health Ministry, which planned a truly enlightening program, the Women's Advent Gathering took place in the Tucker and Palmer rooms on December 1st. It was a lovely gathering that brought together women from the church the community and beyond to celebrate gifts from God. The Cookie Walk Fundraiser also happened in December and was organized and planned by the Rite 13 class and teachers. There were many delicious donations baked by the Congregation and the event was a lovely holiday event enjoyed during Coffee Hour. The last event for the 2014-2015 church year will be the picnic in June acknowledging the end of the Church School year and the move of worship services to the chapel.

Throughout the year, Peter Rosenberger has organized the name tags for the congregation every Sunday. He has provided assistance to those who needed help finding theirs as well to newcomers filling out temporary labels. He has kept track of the temporary tags and made reusable ones for their next visit.

Prayerfully submitted,  
Christine Tresselt, Chair

## **REPORT OF THE WORSHIP MINISTRY**

Our purpose is to be a Christ-centered, nurturing community:  
growing in faith, serving in love, and welcoming all with joy.

Our charge: To help the congregation make a deeper connection with God and with one another; to deepen and enrich our worship experience; to explore and experiment with new and various forms of worship within the context of our traditions.

### **Summer Highlights**

- Our summer services in Ripley Chapel with lay preaching and musical contributions from the congregation and guest organist, Todd Gordon, Music Director of Second Congregational Church in Winchester
- Celebrated worship in the Memorial Garden on two Sundays
- Sunday Bible Study before worship – this summer we looked at the Book of Genesis



## **REPORT OF THE WORSHIP MINISTRY**

- Summer sermons in print format and available online
- Enriching our worship through the use of flexible space – July/August Spire article
- Study and implementation of a more open space at front of sanctuary to support vibrant, creative and participatory worship
- Photo display of changes our church has undergone over the years

### **Fall Highlights:**

- Our first Jazz Vespers – October- December, March-May
- Blessing of the Animals Worship Service in Chidley Hall
- 1. 11<sup>th</sup> Hour – November 30 Enriching our Worship through the Use of Flexible Space  
Forum to discuss making room for God and the expression of our faith
- 2. All Church Communications Resource created to assist our ministries in their efforts to publicize their activities and extend invitations to the wider community

### **Advent and Christmas Highlights:**

- First Day of Advent - *Hanging of the Greens*
- Sharing Our Faith Through Testimony launched  
Past presenters: Mike Bailey, Paul Rahmeier, Jena Roy, Lucy Willoughby, Sarah Gallop, Julianne Zimmerman, Karen Lauterwasser, Jessica Haggett, Lisa Loughlin, Fred Greene, Lynne Rahmeier, Ben Pulaski, Nancy Kneiss, and Wendy Procops  
Coming up: Laurie Roby, Laura Bailey, David Mortensen, the Dwelling Place, and Vandy French
- Testimonies available in written form in Testimonies Binder
- Festival of Lessons and Carols
- Advent Daily Devotionals

### **Midwinter Worship Highlights:**

- Exploring the Psalms  
January 4 – Penitence – praying for forgiveness and God's grace; leader – Jess Haggett  
January 11 – Lament – crying out in sorrow, seeking God's comfort; leader – David Ekelund  
January 18 – Imprecation – cursing injustice, seeking God's intervention; leader – Teresa Cader  
January 25 – Thanksgiving – celebration and worship for God's goodness; leader – Fred Greene
- Moving the Psalms in the Palmer Room with Kathleen Zagata and Anna Campbell

### **Lent Highlights:**

- Distribution of ashes and coffee to commuters; Ash Wednesday service in Ripley Chapel
- Continuing our tradition lighting votive candles during our time of prayer accompanied by a Taize chant.
- Lenten Tri-Folds
- *Re-Lent* Daily Devotionals

### **Holy Week Highlights:**

- Palm Sunday Worship preceded by interfaith blessing of palms on the Common
- Maundy Thursday Service of Tenebrae

## **REPORT OF THE WORSHIP MINISTRY**

- 15 Hour Vigil in the sanctuary to watch over the Christ candle
- Good Friday Closing Service
- Easter sunrise service on the Front Patio
- Traditional Easter services in the sanctuary at 9:00 and 11:00 am
- Banners on front lawn announcing Holy Week services and activities

Respectfully submitted by the Worship Ministry:

Judy Arnold, Jane Ring Frank, Sarah Gallop, Nancy Kneiss, Laurie Roby, Liz Sayre, Marlayna Schmidt, Taylor Tresselt, Lucy Willoughby, Julianne Zimmerman

## **REPORT OF THE CHRISTIAN EDUCATION/FAITH FORMATION CHILDREN AND YOUTH**

Another year has come and gone so fast. It has been just about three years since I have joined the church as the Church School Director. This year has been an amazing journey for the children and also for myself.

In the fall we continued to use the curriculum Grow! Proclaim! Serve! which focuses in on stories from the Old Testaments. This year's focus was on the book of Genesis. We talked about Creation, where many of the groups had their classes outside in the garden. Noah, Issac, Jacob and Esau where all people we learned about as well. The adults did a mission trip to an indian reserve during the summer and they asked if we could collect toothpaste and toothbrushes for the children there. The Stepping Stone children welcomed the project and with the help of the congregation we were able to send many to South Dakota.

In November we collected food items for the Grow Clinic which provides food for malnourished children of Boston. Nick Wancowicz once again volunteered to deliver all the food the week after Thanksgiving

In December we switched modes and started talking about Christmas. We learned more about Mary and Joseph, and the miracle of Jesus' birth.

The Christmas Pagaent this year was a huge success and in my opinion the best one since I began. A huge shout out to all the parents who came together to make it wonderful. Our December Christian Education Ministry meeting was a time where we all came together and volunteered to help with all the different aspects of the pageant. Without such a great team, I don't know how we would have pulled it off.

We shook things up a bit in the winter. Typically we take a break from Grow! Proclaim! Serve! however, this year we were having such great momentum that we decided to keep going with it. We started in January learning about the way Jesus touched many people and about his ministries. Some of the stories were: The samaritan at the well, Mary and Martha, and the ten

## **REPORT OF THE CHRISTIAN EDUCATION/FAITH FORMATION**

lepers. Many of the children helped out by being greeters or collecting the offering during our worship services that month as well.

February came around and we spent the next two months talking about some of Jesus' miracles. Some of the miracles were :The Wedding at Cana, Jesus Walks on Water, Feeding 5000, and The Man Beside the Pool.

March was our month to host Coffee Hour for the church. Our chair, Gretchen Clark, with the help of others set up the first week. Each week after that every class took a week and provided the food and coffee. The week we talked about feeding of the 5000, our 2nd and 3rd grade class made homemade bread.

During the Spring we are studying more of the New Testament. We have already talked about Pentecost and Easter. We did both of these topics the week before the actual holiday so the children came the next week knowing what we are celebrating. Later this spring we will be talking about gifts of the spirit and fruits of the spirit.

June 14th is Stepping Stones Sunday where we are focusing on the gift of nature and animals. Our big mission project will be the Heifer Project that will culminate that Sunday. Memorial Day weekend we will be collecting money for the Wear Red for Beds project with the help of Bill McCarter.

We have had a great team of teachers this year. For Pre-k, Kindergarten and 1st, Dina Pradel, Joanna Alexander, Michelle Stewart, and Kim Farina have been wonderful all year long. 2nd and 3rd grade had Carolyn Plosky, Jack Howland, and Kate Carpini all year and Patricia Brady has been helping out this spring. 4th and 5th grade was led by Deirdre Giblin and Meg Trueb. Make sure you give them a huge thanks for all the hard work and effort they have put in to help educate the children of our church. We have had 3 new families become very active this year.

For our nursery, Jessica Lima came back for her second year as our supervisor. In December she had a baby of her own and took two months off. Julia Gallop and Gabby Wancowicz have been in the nursery all year to help Jessica.

We have teamed up with the Parish of the Epiphany to do a joint Vacation Bible School for the first week of summer.

This year I have also started to transition into the new Minister of Faith Formation position which will begin next year where the position will be the minister for children from birth to 12th grade. I have helped in many areas and assisted Rev. Judy with many youth activities. I went along and helped to lead the Ski Trip and Mission Trip. In the fall I assisted with Forum and in the Winter I started to lead most weeks for Forum. I am also actively involved in the confirmation class that is happening this spring.

## **REPORT OF THE CHRISTIAN EDUCATION/FAITH FORMATION**

Ben Pulaski  
Minister of Faith Formation  
For the Ministry of Faith Formation

### **YOUTH**

Unlike most years, this one did not begin with a Back-to-School outing – I was just getting back to church after 4 months of disability. The Youth graciously accepted that and the one week late start of Forum. One of the first tasks I tackled was finding leaders for the Journey to Adulthood classes. We were blessed that so many said “yes” – Doug Clarke and Janice Wilson for the second time; Jodie Mullane and Debra Damren are shepherding the J2A class – that’s the one with the older kids. Andy Richer, Cathy Crabtree, Gretchen Clarke and Anne Leiserson agreed to lead Rite 13.

Classes began the first weekend in October. Both classes have been active in the classroom and beyond. Rite 13 took over the cookie walk this year and made a great success of it. Rite 13 also collected food and donations for Souper Bowl Sunday, while J2A made their delicious and labor intensive chili for Super Bowl Sunday – same day different focuses. The Advent season brought some familiar activities – Bean Supper, Pageant, and the Youth Progressive Supper. Thank you to the Carpini, the Skinner and the Puzanghera families for hosting us. Our ski weekend this year was held at Attitash. We had a few new chaperones – David DuBard, Ben Pulaski, and Owen Worth. Maria Fernando came for the second time. Bless them all.

The Youth earned money to support their mission trip at the Easter Egg Hunt and the Pancake Breakfast. I’m writing this before the Mission Trip to Johnson City, Tennessee, but I’m counting on it being a success and learning a lot. Our work will be on home repairs and construction.

Confirmation class is currently going on with 8 church youth. They will decide whether they want to join the church by the end of the class. Those that do will then be confirmed in a Confirmation Ceremony on June 14. The church Youth, 6th grade and above, will be leading the congregation in worship on Youth Sunday – May 17th. We hope you will be there.

I don’t know what to say about this being my last year working directly with the Youth. It has been a privilege to be part of their journey. I have lots of memories – most of them good, all of them meaningful. I know that Ben has great passion for Youth Ministry and has had a great start – in Forum, the Ski Trip and the Mission Trip. Great lives await our youth – and that bodes well for the future of God’s Kingdom.

With gratitude and love, Judy

P.S. I thought I was taking this transition pretty well until I started putting together the reflections for this ‘last’ mission trip – and found myself crying. I will miss the joy and surprises of Youth Ministry. Maybe I can chaperone.

# **REPORT OF THE CHRISTIAN EDUCATION/FAITH FORMATION**

## **ADULT EDUCATION**

This past winter our church sponsored an eight-week program, “Unleashing Our Weekday Ministries,” under the auspices of the Adult Education Committee. Below is a report on the program from its leadership team:

The purpose of the ‘Unleashing Our Weekday Ministries’ program was to explore the theme of personal ministry in our homes, workplaces, and weekday relationships, through a mixture of discussion, personal sharing, and Bible study.

We had a wonderful, committed group of 18 people, in addition to ourselves. Together, in groups large and small, we talked, shared, and prayed about many topics and issues – for example, living by our core values, loving difficult people, bringing God’s positive energy to negative situations, dealing with stress, and living with Christian joy. In the course of seven evenings and one Saturday retreat during February and March, we focused on weekly themes of:

Presence	Community Building
Work	Joy
Love	Power
Friendship	Peacemaking

The program was a highlight of the church year for all of us -- not least because of the wonderful people it helped us get to know! We believe that our entire group of participants found the experience as enjoyable and meaningful as we did.

-The ‘Unleashing’ Team

(Rev. Dr. Marlayna Schmidt, Sarah Gallop, Bruce Lauterwasser, and Andy McKinley, Leaders; and Karen Roberts, Coordinator)”

Moving forward into our new church structure, we will look to the Ministry Team to provide key guidance in regard to shaping an Adult Ed/Bible Study curriculum for our new Christian Faith Formation Ministry. Ideally we will work to identify areas of interest and/or unfamiliarity in traditional Christian study. Secondly, we may also consider interfaith issues and Christian perspectives on contemporary events.

Submitted by Jack Howland, Chair

## **REPORT OF THE CHURCH LIBRARIAN**

The church library continues to be an important resource for the congregation, clergy, and staff. Although still not heavily used by the congregation, there remains great potential for it to be a crucial part of our “growing in faith” mission.

A library questionnaire was distributed last spring and results showed that the library and its accompanying book cart are used, though not frequently. Major suggestions from the survey include:

- signage as to its location (some folks did not know where the library is located)
- more publicity to increase interest and use

## **REPORT OF THE CHRISTIAN EDUCATION/FAITH FORMATION**

- collection limited to religious/spiritual material, family/marriage/child-raising, other religions, and selective health/wellness material
- videos and books on tape/CD
- special area in a visible location to display books
- more coordination between the library and Christian Ed; support church school curriculum
- clear out old books

Since that time, slow but steady progress has been made towards some of these goals. A couple of wonderful volunteers and I have been attacking various projects weekly. Major weeding was done on the fiction and biography sections, resulting in a free “book-take” in Chidley Hall during March. Several boxes of discarded books were delivered to two nursing homes in Winchester. A donated computer has been set up in the library mainly for use by the church historian, but also the clerk and librarian. Seasonal books were put on display in the reception area and book cart for borrowing.

Much of the time-consuming work that has been done is not readily noticeable, unfortunately, such as shelf reading, looking for lost books, removing cards of discarded books from card catalogue, and cleaning. There is much still to be done. For example, we haven’t even started on the non-fiction books, many of which have never been borrowed or are very old. As more shelf space is opened up, reorganization can take place and new books can be added. Many things are possible, but it’s a slow process. The hope is to eventually make the library a bright, interesting place for learning and growth.

Respectfully submitted,  
Leslie French, Church Librarian

## **REPORT OF THE TREASURER – 2014**

It is a pleasure to report that we had a very good year in 2014. Almost all pledges were paid. Back pledges came in over estimate at \$24,253, and there was a special donation to help offset transition costs that can be found in unrestricted gifts totaling \$12,900. We transferred \$93,510 from the emergency reserve to cover the remainder of our obligation to Skip Waterbury.

We completed our obligation to our retired Senior Pastor Skip Waterbury on October 10, 2014. In looking over the duration of that agreement, we transferred \$136,994 from our emergency reserves to cover these expenses. In the first year, 2013, the transfer covered Marlayna Schmidt’s salary and benefits while the operating budget covered Skip’s salary. In 2014, the year just ending, \$93,510 was used to pay Skip’s salary and benefits through October 10, 2014. The draw on our restricted funds was so low because we received approximately \$48,000 in three anonymous donations from two donors for transition costs. If it hadn’t been for these anonymous donations, we would have exhausted our emergency reserve and our memorial reserve. This kind of giving, where individuals see a specific church need and answer it, is a wonderful and valued part of our congregational life about which we don’t talk very much. We should. We are extremely fortunate that generous individuals care enough to donate to specific activities when the church is facing major expense.

## **REPORT OF THE TREASURER – 2014**

Other than completing our retired Senior Pastor obligation, expenses were fairly routine this year. Judy Arnold's unfortunate accident reduced our clergy salary line slightly because 60% of her salary and housing was covered by workmen's compensation while she was out of work. The staff salary line increased because of coverage by Jena Roy while Judy was out and because we increased the hours for the Church School Director to add a few more weeks in August, and increase his hours from 20 to 22 in September. We also increased the Music Minister hours by 2 hours on an experimental basis in September to cover the Jazz Vespers. Other than that, expenses were pretty normal. The largest under-expenditures were in the Innovation Fund and the church in transition fund. Some of the staff salary increases could legitimately be charged in that area, but we chose to keep salaries in the salary categories. We ended with a very nice surplus of over \$29,000 which will be transferred to our greatly depleted emergency reserve.

In addition to the general donations to the operating budget, there are a number of small donations that go unrecognized unless you read the treasurer's report in detail. \$2,319 was given to just peace, \$694 for red for a bed, \$8,483 for an Easter offering to Winchester Got Lunch and \$6,971 for the 2013 Christmas offering for disaster relief. It totals congregational donations of \$18,467 that go to organizations outside the church in addition to Outreach grants. There's almost \$9,000 added to the garden fund.

In spite of spending an almost additional \$94,000 on Pastor Waterbury's retirement package, the invested funds maintained their value. As of December 31, 2014, the amount invested was \$5,203,230, up from \$5,131,423 at the end of December, 2013. Of this, \$4,621,941 is permanent endowment. 74% of that permanent endowment is the Jenks and General endowment which contribute to the annual operating budget of the church. There are a number of restricted funds totaling an additional \$581,289. All these reports can be found in further detail in the remainder of this report.

- Operating Budget vs. Actual Receipts and Disbursements - 2014
- Report on Endowed Funds – 2014
- Report on Changes in Restricted and Reserve Funds – 2014
- Expenditures from Restricted and Reserve Funds – 2014

As always, the generosity of the congregation in support of operations of the church, in special donations, and extraordinary gifts is both humbling and inspirational. And I am grateful for the continued support of Gay Williams and Sarah Marino who keep the financial operation functioning.

Respectfully submitted,  
Elizabeth Cooper, Treasurer

## REPORT OF THE TREASURER

2014 Operating Results		2014	2014				2014	2014
		Budget	Actual				Budget	Actual
	Surplus (Deficit)	0	29,516		Facilities			
<b>Income</b>					Copier rent & maintenance		3,500	3,691
Pledge Receipts		\$ 499,406	495,184		Postage		2,500	2,589
General Endowment Transfer		104,890	104,890		Office Expense		11,900	12,116
Jenks Endowment Transfer		60,890	60,890		Telephone		4,400	4,262
Rental Income		38,000	40,959		Electricity		11,681	11,323
Back Pledges		15,000	24,253		Water & gas		3,400	3,351
Cash Collections		10,000	10,983		Interior Maintenance		17,500	18,594
Unrestricted Gifts		12,900	13,907		Exterior Maintenance		9,000	10,987
Non-Pledged Gifts		25,000	24,385		Capital Reserve		2,000	2,000
Interest / Miscellaneous		200	(143)		Rubbish removal		2,200	2,135
Transfer from Emergency Reserve Fund		93,510	93,510		Sexton supplies		3,000	2,776
Transfer from Other Reserve Funds			0		Snow removal		5,750	4,210
<b>Total Income</b>		<b>\$ 859,796</b>	<b>\$868,817</b>		Insurance		32,750	32,944
<b>Personnel &amp; Facilities Commission</b>					Pianos & organ maintenance		1,200	375
Personnel		255,834	244,552		Fuel		22,400	26,091
	Clergy including retired	144,781	136,977		Facilities total		133,181	137,442
	Housing Allowance incl	111,053	107,575		Personnel & Facilities Total		696,178	700,533
	Transition cost	0	0		<b>Outreach Commission</b>		14.2%	14.5%
	Clergy pension & insura	71,247	79,181		"adjusted income"		690,196	690,308
	Office Staff	51,385	45,365		General appropriation		98,006	100,280
	Office Staff pension & i	5,730	5,845		Outreach Commission Totals		98,006	100,280
	Sexton regular hours	27,961	31,987		<b>Congregational Life</b>			
	Sexton pension & insura	0	0		Music		3,800	3,213
	Lay staff	94,010	100,156		Diaconate		2,000	1,704
	Lay staff pension & insv	4,500	4,604		Worship & Congregational I		1,500	1,886
	Independent contractor	11,535	9,993		Innovation		10,000	5,136
	Travel	1,200	929		Church in Transition		19,706	3,052
	Professional expenses	2,800	1,590		Congregational Life Totals		37,006	14,991
	Sabbatical	2,000	2,000		<b>Other Commissions</b>			
	Church FICA	32,795	33,068		Membership Life & Develop		2,600	2,150
	Personnel contingency	2,000	3,821		Health Ministries		2,350	1,184
	Personnel totals	562,997	563,091		Other Ministries total		4,950	3,333
					<b>Education Commission</b>			
					Church School		6,200	4,094
					Adult Education		800	554
					Youth Programs		7,200	6,159
					Education Commission totals		14,200	10,806
					<b>MAUCC Per Capita</b>			
					MAUCC Dues		9,456	9,358
					MAUCC Dues totals		9,456	9,358
					<b>Expense totals</b>		<b>859,796</b>	<b>839,302</b>
					<b>Income over (under) expenses</b>		<b>(0)</b>	<b>29,516</b>



# REPORT OF THE TREASURER

Report on Endowed Funds		2014										4,949,320	4,374,354
		total	5,091,081			net to distribut	basis incl	Restrict	basis endow only				
		Restricted	618,184			Rate =	3.8%	186,820	183,221				
		Endowment to distribute	4,472,897			Rate =	4.2%						
		Balance 12/31/2013	percent of total funds including R&R	Disburse in 2014 from endowment to restricted funds	percent disbursed	Capital Changes (advance) & repayment	Principal	balance before income distribution	Average eligible balance	Add 2014 Investment Income	Add 2014 Portfolio Gain (Loss)	Balance 12/31/2014	
Endowment with Unrestricted Use:	5% spending rule	2,406,152	47.3%	104,890	4.36%			0	2,301,262	2,353,707	88,944	98,596	2,488,692
	5% spending rule	1,356,860	26.7%	60,890	4.49%		0	0	1,295,970	1,326,415	50,068	55,557	1,401,595
	Subtotals	3,763,012	73.9%	165,780	4.41%		0	0	3,597,232	3,680,122	138,912	154,143	3,890,287
								0					
Endowment with Restricted Use:	5% spending rule	12,008	0.2%	530	4.41%			11,479	11,743	443	492	12,414	
	5% spending rule	7,180	0.1%	317	4.41%			6,863	7,021	265	294	7,422	
	5% spending rule	11,805	0.2%	521	4.41%			11,284	11,544	436	484	12,204	
	5% spending rule	154,874	3.0%	6,830	4.41%			148,044	151,459	5,717	6,344	160,105	
	5% spending rule	16,396	0.3%	723	4.41%			15,673	16,034	605	672	16,949	
	5% spending rule	4,151	0.1%	183	4.41%			3,968	4,059	153	170	4,291	
	5% spending rule	8,858	0.2%	391	4.41%			8,467	8,663	327	363	9,157	
	5% spending rule	2,806	0.1%	124	4.41%			2,682	2,744	104	115	2,900	
	5% spending rule	24,201	0.5%	1,067	4.41%			23,134	23,667	893	991	25,018	
	5% spending rule	37,657	0.7%	1,661	4.41%			35,996	36,826	1,390	1,542	38,929	
	5% spending rule	28,551	0.6%	1,259	4.41%			27,292	27,922	1,054	1,170	29,515	
	5% spending rule	51,447	1.0%	2,269	4.41%			49,178	50,312	1,899	2,107	53,184	
	5% spending rule	207,757	4.1%	9,162	4.41%		0	198,595	203,176	7,669	8,510	214,774	
	5% spending rule	133,741	2.6%	5,898	4.41%		0	127,843	130,792	4,937	5,478	138,258	
	5% spending rule	8,456	0.2%	373	4.41%			8,083	8,270	312	346	8,742	
	transferred/closed 2005												
	defunct 2002												
	defunct 2003												
	Subtotals	709,885		31,306			0	678,579	694,232	26,205	29,078	733,863	
Totals		4,472,897		197,086				0	4,275,811	4,374,354	165,117	183,221	4,624,149
Endowment Totals		4,472,897		197,086				0	4,275,811	4,374,354	165,117		4,624,149

# REPORT OF THE TREASURER

Report on Changes in Restricted and Reserve Funds									
		2013				2014			
		Final Balance 12/31/2013	Transfer from Restricted Endowment	Gifts and Fund additions	Other Endowment Transfers	less: Fund Expenditures (disbursements)	balance before "income" distribution	Average eligible balance	3.77% Add 2014 Investment Income
BIBLE FUND B0	income, no gain/loss	0					0		0.00
CHIDLEY SCHOLAR B1	income, no gain/loss	14,622	529.56			5,302.00	9,849	12,236	461.85
MEMORIAL GIFTS B2	income, no gain/loss	53,008		370.00		0.00	53,378	53,193	2,007.85
PASTOR'S SPECIAL B3	income, no gain/loss	1,459	837.21	1,200.00		750.00	2,746	2,102	79.35
RIPLEY CHAPEL B4	income, no gain/loss	0					0	0	0.01
PALMER SPECIAL B5	income, no gain/loss	72,164	6,829.95			4,050.00	74,944	73,554	2,776.41
PRUDENTIAL B6	income, no gain/loss	8,710		40.00			8,750	8,730	329.52
STEEPLE LIGHTING B7	income, no gain/loss	3,778				200.00	3,578	3,678	138.84
WALLACE MUSIC C0	income, no gain/loss	880	723.05			800.00	803	841	31.76
FLOWER FUND C3	income, no gain/loss	369		610.00		1,221.01	-242	64	2.41
NHAUS FLOWERS C4	income, no gain/loss	817	183.05				1,000	909	34.30
NHAY'S LILIES C5	income, no gain/loss	1,167	0.00	645.00		417.85	1,394	1,280	48.32
EBERLE FORUM and Redmond Youth	income, no gain/loss	15,160	514.36	920.00		0.00	16,594	15,877	589.29
REDMOND YOUTH C7	income, no gain/loss	(0)					0	0	0.00
PASTOR & DEACONS FUND C9	income, no gain/loss	23,336.19	2,727.92	403.00		287.44	26,180	24,758	934.53
PODUSKA D0	income, no gain/loss	7,729	1,259.10	0.00		0.00	8,988	8,359	315.51
DIRECTED GIFTS D1	income, no gain/loss	21,583		3,097.47		4,093.44	20,587	21,382	795.87
LIBRARY FUND D2	income, no gain/loss	3,220		500.00			3,720	3,470	130.98
OUTREACH ACTIVITIES D3	income, no gain/loss	410		6,567.00			410	410	15.47
PENTECOST D6	income, no gain/loss	1,281					1,281	1,281	48.34
O.K. BLACK STAFF TRNG D8 Closed	income, no gain/loss	0					0	0	0.00
JENKS SCHOLARSHIP E0	income, no gain/loss	22					22	22	0.82
SENIOR HOUSING E1	income, no gain/loss	18,285	0.00	0.00	0.00	0.00	18,285	18,285	690.18
JENKS OUTREACH & CARRYFWD F4	income, no gain/loss	58,730		6,567.00		0.00	65,297	62,014	2,340.81
IRWIN MEMORIAL FUND G7	income, no gain/loss	6,109					6,109	6,109	230.60
STEEPLE MAINTENANCE FUND G6	income, no gain/loss	52,115	9,162.07			0.00	61,278	56,696	2,140.10
CAPITAL CAMPAIGN FUND E3	income, no gain/loss	29		350.00			379	204	7.71
YOUTH PILGRIMAGE FUND H0	income, no gain/loss	4,632		9,246.96		10,429.18	3,450	4,041	152.55
CAPITAL RESERVES FUND H1	income, no gain/loss	8,513		2,000.00			10,513	9,513	359.09
LANDSCAPE FUND G9	income, no gain/loss	0					0	0	0.00
Van Aiken Fund	income, no gain/loss	1,279	5,897.96			0.00	7,177	4,228	159.60
Music Expendable Fund	income, no gain/loss	884	372.92			800.00	457	671	25.31
RENO GARDEN FUND	income, no gain/loss	58,080		8,679		2,949.51	63,810	60,945	2,300
subtotal		438,254	29,037	41,196	0	37,867	470,736	454,553	17,158
		0			0		0	0	
		0					0	0	
KENDALL LOAN FUND F5	int, no endow	31,764				0	31,764	31,764	1,198.98
MEMORIAL RESERVE FUND F6	income, no gain/loss	30,046				0.00	30,046	30,046	1,134.15
EMERGENCY RESERVE G0	income, no gain/loss	101,358		0.00		93,510.00	7,848	54,603	3,825.91
SABBATICAL RESERVE F7	int, no endow	3,000		2,000.00			5,000	4,000	113.22
DESIGNATION PENDING	no distribution	0					0	0	
subtotal		166,168	0	2,000	0	93,510	74,658	120,413	6,272
		0					0	0	
CHRISTMAS & EASTER Funds D4	no income, no gains/loss - passthrough	13,763		11,928.00		15,434.00	10,257	12,010	0.00
		0					0	0	
subtotal subject to income distribution		618,184	29,037	43,196	0	131,377	148,725	574,966	23,430
									579,081

## REPORT OF THE TREASURER

<b>Expenditures from Restricted and Reserve Funds - 2014</b>		
<b>Fund</b>	<b>Amount</b>	<b>Use</b>
Chidley Scholarship	\$ 5,302	Andover Newton tuition
Pastor's Special Project	\$ 750	Intervention, funeral fees, Christmas requests
Palmer Special	\$ 4,050	Telephone system
Steeple Lighting	\$ 200	NSTAR steeple lights
Wallace Music	\$ 800	viola, Easter canata violin & viola
Flower	\$ 1,221	Pointsettias, chancel flowers
N'Haus Flower	\$ 63	Flowers
N'Haus Lilly	\$ 418	Easter flowers
Eberle & Redmond	\$ 11,320	Pilgrimage
Pastor and Deacons	\$ 287	Groceries, reading glasses, storage boxes
Directed Gifts	\$ 4,093	Woburn Council of Social Concern, Mass Coalition Homeless
Outreach	\$ 6,567	Mission Trip
Xmas/Easter	\$ 15,434	Winchester Got Lunch, Mass Conf Disaster Relief
Emergency Reserve	\$ 93,510	Retired Senior Pastor
Reno Garden	\$ 2,950	Bricks, mulch, cleanup, bulbs
Music Expendable	\$ 800	Easter cantata musicians
	\$ 147,765	

## **REPORT OF THE FINANCIAL RESOURCES MINISTRY**

*Commission members:*

Mike Bailey (chair), Becca Beltz, Doug Clarke, David DuBard, Rich MacNeille, Tom Roche, Jena Roy, Jennifer Wilson

The Financial Resources Commission's goals for 2015 are:

- Increase participation in the annual Stewardship (pledge) Campaign
- Raise awareness of Stewardship throughout the year
- Act as good stewards of the church's investment accounts

The First Congregational Church in Winchester has two primary financial resources – the pledge giving of active members and the income generated from invested funds (previous gifts).

### **2015 Stewardship Campaign**

For the third year, we conducted the Stewardship campaign earlier than in prior years (Pledge Sunday was November 9, 2014). Several church members inspired giving to the campaign by providing brief invitations to the offering during the worship services leading up to Pledge Sunday. These faith offerings invited others to share in their joy to support the mission of the church. Thanks to all who shared their offerings!

Income from 2015 pledge commitments totaled \$490,881, down 3% from the time of this report in 2014 (\$490,881 in 2015, \$504,786 in 2014). At the same time, the number of pledges dropped by 13% (from 143 in 2014 to 124 in 2015). In an interim time of transition, many churches see a dip in pledging. We are hopeful that as we move into the future with a new lead pastor and a renewed commitment to living our Purpose as a church, we will see increased participation.

We again used a Narrative Budget to show--with words, graphics, and photos--how faithful giving through Stewardship is making a difference within and beyond our faith community. For the first time, we prepared a "Pledging Q & A", that provided a refresher on the basics of financial stewardship.

We also reached out more frequently to our faith community with first-time, quarterly updates on pledging, a practice that we hope will be helpful to increase engagement with Stewardship in the future.

Thanks to our generous givers and to God! We have much for which to be grateful in the gifts that our church received this year: 43 givers (35% of all givers) increased their pledges compared to 2014. We also received 7 new/returning pledges. Pledges included:

- 124 total pledges (51% of approximately 245 members), down from 143 pledges in 2014
- Average pledge: \$3,959 (\$3,530 in 2014)
- Median pledge: \$2,158 (\$2,000 in 2014)

## **REPORT OF THE FINANCIAL RESOURCES MINISTRY**

- Pledge range: \$200 to \$37,500

The following table describes the number and amount of 2015 pledges that increased, stayed the same, decreased, or were new/returning compared to 2014.

Pledge Category	Pledge Number	Amount Pledged	% of Total
Increase	43	\$234,121	48%
Same	59	\$208,431	42%
Decrease	15	\$39,589	8%
New/returning	7	\$8,740	2%
Total	124	\$490,881	100%

\* Please note that these figures are based on pledge cards received; budgeted and actual results may vary.

The following chart reviews the pledges by pledged giving level in 2015 compared to 2014:

Giving Level in \$	Pledge Number		% of Pledges		% of \$ Pledged	
	2015	2014	2015	2014	2015	2014
20,000+	5	4	4%	3%	30%	21%
10,000-19,999	7	8	6%	6%	16%	20%
8,000-9,999	3	4	2%	3%	5%	7%
6,000-7,999	5	8	4%	6%	7%	11%
5,000-5,999	8	4	6%	3%	8%	4%
4,000-4,999	5	8	4%	6%	4%	7%
3,000-3,999	15	12	12%	8%	10%	8%
2,000-2,999	23	25	19%	17%	11%	11%
1,000-1,999	21	31	17%	22%	5%	8%
500-999	22	26	18%	18%	3%	3%
<500	<u>10</u>	<u>13</u>	<u>8%</u>	<u>9%</u>	<u>1%</u>	<u>1%</u>
Total	124	143	100%	100%	100%	100%

### **Invested Funds**

## **REPORT OF THE FINANCIAL RESOURCES MINISTRY**

	12/31/14	12/31/13	12/31/12	12/31/11	12/31/10	12/31/09	12/31/08
Value	\$5,203,229	\$5,131,422	\$4,535,968	\$4,066,829	\$4,230,694	\$3,716,275	\$3,388,997
Return	+5.3%	+17.7%	+12.8%	-1.4%	+12.3%	+17.4%	-26.1%

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 grew 1.4% in 2014, the result of the +5.3% return on the portfolio offset by a \$201,000 drawdown to support the church’s operating budget and some final ministerial transition expenses. Unrestricted funds comprise about 70% of the portfolio balance above, and are expected to provide \$181,000 to fund operating budget needs in 2015, representing a 5% drawdown of the trailing 3-year average of these Unrestricted funds.

In 2014, equity market returns were varied across asset class, led by the perceived safety of large-cap and mid-cap US stocks (S&P 500 Index +13.6%, Mid-Cap Index +13.8%), followed by higher perceived risk US small caps (Vanguard Explorer Fund +3.9%), and lagged by International stocks (Vanguard International Equities Fund -4.2%). Fixed income returns were more consistent across risk profiles, as Investment Grade corporates (Vanguard Total Bond Fund +5.9%) slightly outperformed high-yield (Vanguard High Yield +4.6%). Overall, the portfolio’s equity and fixed income returns were similar, and in synch with the overall portfolio return of +5.3%. Portfolio weights at yearend were 69% equities, 28% fixed income, and 3% cash, roughly in-line with long-term target weightings, so no rebalancing transactions were executed in 2014. At the end of March 2015, the portfolio balance was \$5.277 million, after posting a +3.3% gain in 1Q15.

Expectations for future financial market returns should remain tempered. Our prudently allocated and highly diversified portfolio can be counted on to generate market-like returns, which for a 65% equities/35% fixed income portfolio mix might slightly exceed the 5% annual draw for the operating budget. The passage of time and replacement of lower 2012 balances in the trailing 3-year calculation will likely provide a modest lift for the 2016 budget. Still, in 2014, bond investors enjoyed falling 10-year Treasury bond yields (from 2.97% at yearend 2013 to 2.19% at yearend 2014), a trend that can’t continue much longer. Today’s 1-handle on 10-Year Treasury Bond yields implies more upside interest rate risk (falling bonds prices) than future downside benefit, and rising rates can be a headwind to equity appreciation as well.

## **REPORT OF THE FACILITIES COMMISSION**

- Disaster was averted when some heavy plaster in **the Sanctuary ceiling fell shortly after the Christmas eve children's service**. Based on expert advice from John Looney, a structural engineer, we moved forward quickly to secure and stabilize the horizontal ceilings on both sides of the Sanctuary. This was accomplished by the end of February at a cost of about \$50,000 and should last for many years to come.
- Rick Forzese has continued to oversee both the lawn care and the snow plowing major tasks. The latter has been especially costly due to the record snowfall!
- Jan Koss oversaw an upgrade to the phone system with more modern equipment and a better internal answering scheme. We have stopped using an after hours answering service and, with their approval, now include the minister's home phones in the after hours message.
- Sue Leathers, Deb DePeter, and Shannon Gilmour prompted several decorating tasks: better plantings on the front terrace, curtains for the Christian Ed office, new accessories for the Family Room, church office, and office lobby. Two new lobby chairs were purchased.
- Tom Church organized a church work day this past May.
- In April the building was overtaken for a full week when portions of a major motion picture, "Joy", were filmed here. Tom Dunn oversaw the extensive planning and coordination of the church-related activities, including temporary relocation of church occupants. In the end, only relatively small sections of the film were shot here, but it was an exciting time and confirmation of the appeal of our church building.
- Sanctuary modifications are being considered by the Welcoming, Worship, and Facilities groups. Many concerns, both practical and functional. Biggest issues: improved space to welcome newcomers, enhanced opportunities for dance and other worship experiences, hand rails up to the Chancel. Needs consideration by all affected and that means virtually the entire church body. Slow process!!
- We continue to work on improving HC access. Challenges are numerous: Proper doorways, Dix Street access ramp, access to the office and NCNS level, access to the 3<sup>rd</sup> floor offices and classrooms. We cannot claim any real progress in any of these areas, but the issue remains an important one looking for good solutions.
- Partly because there was no HC access, our long-time tenant, The Multicultural group has moved to a new location at street level in the town center. At the same time, we increased the rent from WFEF.
- Started on the Signage task to improve our posture of "welcoming". Tom Dunn is our representative to a group headed by Alex Rohall. No decisions as of this date.
- The Chinese Cultural School has grown and we agreed to rent them a third classroom. They have proven to be excellent tenants and an important asset to the community.
- We worked with the Rite 13 class to permit them to plant a tree in the front lawn.
- John Moriarty Associates generously took care of replacing the base of the Vine St. parking gate mechanism and Bradley completed the repairs. Good for another 20 years?
- A new 5-year rental agreement was signed off by NCNS. This gradually raises their rent each year until it reaches what we judged to be a fair rate to cover the facilities costs. We consider this still to be a generous arrangement intended to support the greater Winchester community.
- We hired New England Sealcoating to repair deteriorated storm drains and seal the cracks in both the Dix Street and Vine Street parking lots. Repainting the parking lines is next!



## **REPORT OF THE FACILITIES COMMISSION**

- We promoted having an annual fire drill. Tom Roche and Deb DePeter conducted this, in cooperation with the Fire Department this past May.
- A circulating pump for the Sanctuary heating system failed in the middle of winter. Bradley oversaw the repairs, but this problem, in conjunction with the need to keep the Sanctuary warm enough to do the ceiling repairs, boosted our heating bill significantly. The fact is that our heating components, especially the forced hot water plumbing, is old and deteriorating.
- The spring storms caused significant wash-out of the Reno Garden stone dust base. They are aware and are working to find a long term solution.
- Girl Scouts were added this year to our long list of charitable community organizations for which we provide space.
- We felt we needed better lighting of stairs (Re: Judy's fall on the 3<sup>rd</sup> floor stairs a year ago). After reviewing multiple options, the only practical solution seems to be to keep some lights on 24/7. Bradley found some clever light switch covers that will allow us to do that without major rewiring.
- John Fiske and Dave Weir have agreed to repair the round steeple windows, but the basic maintenance of the steeple must be addressed in the coming year. Too many leaks and deteriorated structures! Full carpentry and painting repairs are required. In addition, the steeple lighting system, although effective, has deteriorated. This coming year we will either repair the existing components, or contract to replace it with modern LED lighting.

Tom Dunn & John Fiske,  
Co-Chairs

## **REPORT OF THE PERSONNEL COMMISSION**

### **Transitions**

This has been a year of transition as we move toward a new staffing model in the program year 2015-2016. We approved modest increases in hours for Ben Pulaski and Jane Ring Frank according to a transition year plan developed by the Transition Team. Ben Pulaski assumed five additional hours in September, and an additional five in January, working on Youth, leading Forum, attending the Youth Mission trip, and helping to plan Youth Sunday. He will assume the full time position of Minister of Christian Faith Formation in the fall.

At that time, Rev. Judy Arnold will begin serving part-time, under a revised job description of Associate Pastor. Meanwhile, Jane Ring Frank has added two hours to her work week to plan and develop the Jazz Vespers services.

The Personnel Ministry is very invested in ensuring that when the church is ready to implement the recommended staffing model, that the individuals who implement it will be prepared and trained to succeed. For this reason, the implementation of the transition year included increased support and assessment for Ben. This includes UCC coursework towards Christian Education certification; a mentorship with a local UCC Pastor with expertise in children's and youth faith formation; regular guidance and consultation with Rev. Marlayna; and periodic meetings with a Personnel member to report, plan, and assess progress toward goals.



## **REPORT OF THE PERSONNEL COMMISSION**

Two unanticipated leaves occurred near the end of the 2014-15 program year: Kathleen Zagata took a personal leave in early April, and returned in June. Judy Arnold was injured in a fall in May, and was unable to return to service until September. The Ministry Team managed to cover responsibilities during leaves with assistance from Jena Roy and volunteers. Thank you to all who pitched in.

In February, in consultation with Chair of Lead Pastor Search committee, recommended to the Commission on Ministries that Rev. Marlayna's covenant be extended through August 15, 2015. The recommendation was unanimously endorsed with joy.

You may notice a different face in the church office. Christine Atkins has been hired to act as Receptionist for 3 hours each on Wednesdays and Fridays to allow Office Manager Sarah Marino some uninterrupted time to work on projects such as updating the new website, Advent and Lent events, and so on. Christine has been volunteering in the office over the past year, and is familiar with church procedures and routines. Welcome, Christine!

### **Job Descriptions**

The Personnel Ministry has undertaken the review and revision of several job descriptions. First, the job description for the Minister of Health and Wellness has been updated in consultation with Kathleen Zagata, reviewed by Health Ministry, and approved. The Lead Pastor job description was completed in March and adopted, with input and feedback from the Ministry Team and the Search Committee.

Creating the job description for the anticipated Minister of Faith Formation has been a more involved process. Five discussion meetings were conducted with parents and other members to explore our hopes for the future of our programs for children and youth. Further research was conducted regarding education and salary with the UCC and other churches with similar positions. A subcommittee has analyzed the results and completed a first draft.

Assoc Pastor letter of call being reviewed for the purpose of establishing needed revisions to reflect changes in the position beginning Sept 2015.

### **Ministerial Relation Committees**

This past year, the Personnel commission began working with the support of church leadership to develop a pilot program to implement Ministerial Relations Committees (MRCs) in support of our program ministers

The ministers together with personnel selected the following people to serve on the committees:

Marlayna:	Sarah Gallup, Dick Sayre
Judy:	Janet Hall, Bruce Lauterwasser
Kathleen:	Marianne Carter, Doug Taylor
Jane:	Bruce Alexander, Debbie Johnston
Ben:	Jena Roy, Michelle Stewart

An orientation session was held with the ministers, MRCs and members of personnel. The plan is for the MRCs to meet approximately quarterly, with additional check-ins as the need may

## **REPORT OF THE PERSONNEL COMMISSION**

arise. The committees held their initial meetings in spring 2014, and re-established contact again this fall, and the “building up” and “support” functions are becoming established.

In introducing the MRCs to the congregation, we are ready to “offer a regular channel” of feedback and communications with our ministers. To keep this relationship *open*, the MRC members will generally encourage you to speak directly with the minister, or if this is difficult, to provide guidance or set up a meeting and accompany you.

Please join us in thanking the MRC members for taking up this challenging role for the benefit of our ministers and congregation alike.

### **Compensation**

In the Fall, we completed a salary equity study, which examined whether salaries at FCCW are in alignment with UCC guidelines, community standards, and comparable churches. We are happy to report that of the seven positions researched, six were found to be compensated equitably. Going forward, the Personnel Commission also recommends annual cost of living increases to maintain salary equity with comparable positions for all staff. Staff salary reviews using the same or similar methodology should be conducted every 5 years.

To that end a 1.5% increase for next year, has been recommended for Sept 2016.

### **Safe Church**

The CORI policy has been updated to make sure privacy regulations are followed and to allow consultation with relevant staff if necessary. The policy was reviewed and adopted.

### **Building and Staff**

Volunteer photographers are working to develop an informational photo-tour of the church facilities that could be posted on the website. The intent is to relieve Sarah Marino of long phone calls and tours with potential renters.

We are facilitating the drafting of a Facilities Procedural Handbook, being prepared by Building Manager Brad Ross. It is underway, and we hope a first draft can be completed by the end of June.

## **REPORT OF THE LEADERSHIP DEVELOPMENT COMMISSION**

Owing to current and impending changes in the congregation’s organizational structure, the past year has been one of “wait and see” for Leadership Development. No major commission, committee, or officer slots have been filled through the Commission. We are encouraged by recent evidence of increasing involvement in the church’s activities by younger parishioners, and optimistic about the future under the new regime.

## **REPORT OF THE TRANSITION TEAM**

The Transition Team met at least twice a month, sometimes weekly, throughout the past year, building on the work of Holy Conversations and Holy Destinations, listening to feedback from the congregation, and looking to God for guidance. We finished our work in December, 2014, having produced a series of recommendations/proposals that the congregation voted to adopt in January, 2015.

Here is a summary of the adopted recommendations/proposals.

### **Leadership Team (“LT”)**

- This is the strategic decision making body of the church. Its primary responsibility is ensuring the achievement of the purpose/mission and overall outcomes for ministry.
- LT consists of the following 13 members – 8 lay and 5 professional. Lay: Moderator, Clerk (voice not vote), and *six* “at large” church members each serving 3 year terms (7 voting lay members). Professional: Lead Pastor, Associate Pastor, Minister of Music & Arts, Minister of Health & Wellness, and Minister of Christian Faith Formation. In keeping with Congregational tradition, Ministry Team members have “voice not vote.”
- The six “at large” church members are discerned by a small nominating committee that solicits open nominations from the congregation. The proposed list of leaders is voted on by the whole congregation at the Annual Meeting.
- Meets monthly in both open and executive session.

### **Purpose Forum (COM 2.0)**

- This is the group in the church that encourages creative thinking about ministry to further the purpose. This is where brainstorming, sharing of best practices, and cross-ministry fertilization occur. Consensus building and decision making at the appropriate ministry and cross-ministry level also occur at the PF.
- PF consists of the following people: a representative from every ministry occurring in the church; members of the ministry team; at least one representative of the LT; anyone who wants to come; 1-3 leaders who are members of the congregation, recruited, appointed, and trained by LT.
- Meets monthly in open meetings. (After the first 6 months, they may decide to move to quarterly meetings).

### **Sustaining and Living Ministries**

- Sustaining Ministries are those that are vital to the church accomplishing its purpose. A Sustaining Ministry is a key element of what we do as a church that must be reliably in place, year in and year out.
- To simplify the structure, we’ve reduced the number of recommended Sustaining Ministries to 8: Christian Faith Formation; Deacons; Facilities; Financial Resources; Health and Wellness; Mission and Service; Personnel; and Worship.
- Living Ministries are those that may come and go in response to members’ gifts, passions, callings, and available time and interest. Living ministry teams offer a way for lay people to do their ministry in the world and at church. Living ministries do not necessarily mean temporary, and may indeed last for quite a long time as energy for a long standing tradition or ministry allows.

## **REPORT OF THE TRANSITION TEAM**

### **Ministry Team Structure**

- Lead Pastor (full time) – Visible in the Community, Primary Spiritual and Worship Leader, Ministry Team Supervisor, Guides Ministries and Strategic Initiatives, Servant Leader
- Associate Pastor (approx. 25 hours per week) – Worship Leadership, Adult Faith Formation, Mission and Service
- Minister of Christian Faith Formation (full time) – Church School and Youth
- Minister of Music and Worship Arts (25 hour per week)
- Minister of Congregational Health and Wellness (25 hours)
- Office Manager (full time)
- Annual performance reviews for each member of the ministry team will continue to be conducted in the spring of each year according to established personnel policies. (Note: As always, the Personnel Commission/Ministry responds immediately to any feedback that is received between scheduled reviews.)
- There will be “check point” evaluations after 6 months for the two positions that are changing the most (Minister of Faith Formation and Associate Pastor).
- We recognize the need to develop/edit job descriptions for the positions that are changing. We recommend starting with the Minister of Faith Formation job description, as that position is changing the most. We suggest that there needs to be more research done by the Personnel Ministry, in consultation with Christian Education (Faith Formation), Financial Resources, the Massachusetts Conference of the United Church of Christ, and a wide, representative sample of parents of Church School children and youth. Research needs to address such topics as: What characteristics and competencies are most important to consider? What are the expectations of parents with regard to educational requirements of someone in this position? Is ordination a requirement? What is a fair salary range for the position? Is the congregation willing to invest in it?

### **Strategic Plan**

- This continues to be a work in progress. The church has started on a couple of the initiatives:
- Alternative Worship – Jazz Vespers
- Better signage is just got underway (Dec 21 meeting!)
- Small groups & mini-courses formed around personal ministries and faith journeys – Unleashing Weekday Ministries planned for Jan-Mar 2015.

Note: Evaluations of this entire proposed structure will be conducted each year in the spring according to a process decided by the LT. The Transition Team is handing off to the LT a draft of a suggested process and suggested criteria for evaluating success.

Respectfully submitted by The Transition Team - Judy Arnold, Andrew Beltz, Jody Collins Skinner, John Fiske, Jane Ring Frank, Anne Hoenicke, Sarah Malcolm, Sarah Marino, Ben Pulaski, Marlayna Schmidt, Penny Sparrow, Taylor Tresselt, Carol Weir, Kathleen Zagata

## **REPORT OF FCC WELCOMING MINISTRY**

Members: Laura Bailey, Fred Greene, Lynne Rahmeier, Liz Sayre, Christine Tresselt

The Welcoming Ministry hosted the Conway Congregational Church in November when they thanked FCCW for helping restore their church. Their minister, Reverend Candice Ashenden, a former FCCW active member, preached. Many FCCW members and clergy joined them for lunch in the Tucker Room.

We created new Pastoral Care Cards, and placed them in the pews.

We enhanced the entrance to the narthex with tables (from former pews) placed to display relevant materials.

On March 8 and 15, new members joined and, those able joined other members for a luncheon:  
Chris and Sue Corvis with shepherds David DuBard and Deidre Giblin  
Caroline and Lyonel Orelus with shepherds Kate and David Carpini  
David Ekelund with shepherds Nanci and Tom Church

## **REPORT OF RENO GARDEN COMMITTEE**

Our Reno Garden, approaching its 5<sup>th</sup> year, welcomes all, continuing to offer beauty and comfort to members of our church as well as to the community. Informal visits including labyrinth walks, contemplative moments seated on a bench, lunch breaks, and children's nature investigations and planned activities including Summer Sunday Services, after-church coffee hours, Placement Ceremonies, and a birthday tea have occurred in the Garden.

Financed by the Reno Garden Fund and with the help of the Facilities Ministry and a professional gardening service, the care of our Garden is overseen by the Reno Garden Committee. Contributions to the Fund come from Dedications of benches and trees, from purchases of memorial bricks in the Memorial Path, and also from generous, direct gifts to the Reno Garden Fund.

This past year, visitors enjoyed several additions to the Garden: new early-blooming perennials in the Contemplative Garden surrounding the fountain, engraved names on the Memory Bench of those whose ashes rest in the Garden, dedication bricks for recently dedicated benches and trees, additional memorial bricks along the Memorial Path, and the beautiful Merrill Magnolia celebrating our congregation's 175<sup>th</sup> birthday!

We're grateful for the Debbie Johnston's past contributions to our committee and look forward enthusiastically to welcoming new members Cathy Crabtree and Debra Damren

Pam Budner, Cathy Crabtree, Debra Damren, Liz Sayre, Marcie Troisi

## **REPORT OF LEAD PASTOR SEARCH COMMITTEE**

The Search Committee for our Settled Lead Pastor was selected in April of 2014 and commissioned during worship on June 15, 2014.

After meeting with our Assistant Conference Minister who described the UCC selection process, we spent the summer gathering information for the Profile document, which describes our church's life and mission as well as the qualities sought in our next pastor. The congregation added to the Profile by sharing thoughts, beliefs, concerns, and hopes for the future through an all-church survey and several 11<sup>th</sup> hour open forums. Members of Committee on Ministries, the Transition Team, and the Ministerial Team as well as our Assistant Conference Minister reviewed the final FCC-W Profile.

Preparation for reading applications, contacting candidates, checking references, and conducting interviews involved a "How to find a Pastor who fits your Congregation" workshop, a mock interview with a recently settled pastor, and support from our Assistant Conference Minister.

Since we posted our position on the UCC website in November of 2014, we have received many ministerial profiles from interested candidates. As we read applications from individuals in whom we have a significant interest, we review their church websites; check references; listen to and watch sermon videos, if available; and seek additional information. After careful discussion and prayerful discernment, we make personal contact with those applicants who continue to interest us, and then send them our church Profile. In-person interviews are arranged with those applicants who, after reading our Profile, continue to be interested in applying for our position.

At this writing (April 9, 2015) we have held first-round interviews with a number of deeply faithful and highly qualified candidates, and we're encouraged. In the next weeks and months we anticipate arranging second interviews with our top candidates as we come closer to identifying the *new pastor who is eager to work with God and us discerning a new future together, utilizing the strengths, the spirit, and the gifts of all.*

We thank you, the congregation, for entrusting us with this responsibility that we're finding to be a truly spiritual ministry.

Andrew Beltz, Dan Burke, Kim Farina, Fred Greene, Elizabeth Page, David Peretti, Liz Sayre, Rob Skinner, Penny Sparrow, Gabby Wankowicz.

## **REPORT OF THE CHURCH HISTORIAN**

In the spring term in 2014, I expressed an interest in serving as the Church Historian since the office was then vacant. I developed an interest in preparing a twenty-five year update to the history of the first 150 years of our Church from 1840 through 1990. Since twenty-five years had passed without recording a summary of our history, and to commemorate our 175th anniversary, I decided to undertake the task.

In her Report of the Historian for 1993, her final report as Historian, Dr. Rich wrote the following comments:

“A running account of the ways in which our members are united through worship, through prayer, through fellowship programs, through working on boards and committees, through special task forces, and through financial support need to be reported periodically. In this way the historian can describe the spiritual health of the congregation as we seek to be more creatively faithful in this community of God’s people in a great household of faith.” She concluded her report by writing the following: “Preserving our history by chronicling events that transpire and profiling persons who unfold the drama of life in First Church give the flavors of everyday life that illuminate the costs and joys of faithful discipleship as we look toward tomorrow’s vision.”

Keith and Ann Russell, co Historians in 1995, wrote the Report of the Church Historians for the 1995 Report. This turned out to be the last Historian report in any subsequent annual reports, but it set forth in detail where the Church has carefully stored its historical relics over what was then the past 155 years, now the past 175 years. The stewards of our Church’s history have carefully preserved virtually every item of possible historical interest. Keith noted that an “inventory has been made of most of the historical memorabilia of the Church, dating back to 1840.” Keith gave me the grand tour of the location of the historical memorabilia when I was appointed Historian. Our Clerk, Anne Hoenicke, is the true custodian of our Church records and can lay her hands on any documents or memorabilia beyond the reach of the rest of us.

# **APPENDICES**



**Minutes of 174<sup>th</sup> Annual Meeting**  
**Sunday March 16, 2014                      11:30 am – 1:30 pm**

For the second year in a row, the Annual Meeting was held on Sunday immediately after worship. The meeting started with a light lunch and informal, facilitated round table discussions, prior to the opening of the formal portion of the meeting.

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Moderator Penny Sparrow welcomed all to the 174<sup>th</sup> Annual Meeting of the church. She began by thanking everyone for engaging in the discussions at their tables and she thanked the facilitators for being willing to serve in that role. She thanked those who helped prepare the meal and those who baked the cakes and especially Kathleen Zagata and Christine Tresselt for coordinating it all. Last year we were not able to have a church birthday party, so we had Celebration Cakes instead, and it seemed like an idea worth repeating, so please continue your meals and help yourself to cake and coffee throughout the meeting.

Penny then thanked the team that planned the meeting possible, that is, the committee of people who have shaped it – Kathleen Zagata, Judy Arnold, Anne Hoenicke, Marlayna Schmidt, John Crabtree and Laurie Roby. A special ‘Thank You’ goes to John Crabtree for putting together the materials for the overhead presentation and for setting up and testing all of the equipment needed on our behalf so that we can have 2 screens, a portable wireless microphone, and music – there is the large screen in the front and if you have trouble seeing that one, hopefully you can see the one at the side.

The agenda and key materials you’ll need during the meeting are in a handout at each place setting at the table and you can follow the proceedings by referring to that. (See Attachment A) There are also a handful of the bound Annual Reports at your table.

Penny reminded the group of a couple of procedural items:

- Anyone wishing to contribute to the meeting needs to wait to be recognized by the chair and the mike will be brought to you for your comments to be audible to everyone.
- We are delighted to have non-members join with us for this meeting, but please don’t vote!

Penny then turned the floor over to the Rev. Dr. Marlayna Schmidt, Interim Pastor. Marlayna lead those assembled in an opening prayer and grace. She then led the unison reading of the Covenant of the First Congregational Church in Winchester.

Marlayna then read the names of church members, former members and our wider church family who died in 2013. After a moment of silence, she then asked for an opening note from Music Minister Jane Ring Frank and all present sang the opening hymn, For All the Saints.

Penny Sparrow, Moderator, took the floor and declared that she had examined the Warrant for the meeting, she had found that it was properly posted with additional notice given in the Spire, Sunday Bulletins and weekly emails, and she declared that there was a quorum present and declared the meeting called to order.

Penny stated that the first order of business was to vote whether to approve the minutes of the Congregational Meetings held since the last Annual Meeting. There have been 2 meetings:

1. The 173<sup>rd</sup> Annual Meeting held April 28<sup>th</sup>, 2013.
2. The Congregational Budget Meeting held Feb 3<sup>rd</sup>, 2014.

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The minutes for both meetings can be found in Appendix A and B in the bound Annual Reports on your table immediately following page 37, and were available online for the past 5 days.

Penny asked if there were any corrections to the minutes of the 173rd Annual Meeting held April 28, 2013. There being none, she declared the minutes approved as distributed and they will be placed on file. Penny asked if there were any corrections to the minutes of the Congregational Budget Meeting, held Feb 2, 2014. There being none, she declared the minutes approved as distributed and they will be placed on file.

**Article I**

Penny turned to Article I: To receive and place on file the reports of the Ministerial Team, the Treasurer, the Chairpersons of the various Commissions and Committees of the Church and any other written reports which the Church may vote to receive.

Penny noted that at last year's annual meeting, we experimented with not having verbal reports from the various groups. Since it was universally popular, we have repeated that approach. Each group has prepared a written report, that is in the Church's Annual Report which you have had access to, both through the Internet, and now with additional paper copies here today.

To supplement those written reports, each group is represented by one slide in the upcoming slide show. Penny expressed her gratitude once again to those represented here for their willingness to offer these slides and for the work it took them to think about and prepare them. Let's see what the last year has held and where God has led us together.

A slide show was then presented. It was accompanied with music by Van Morrison, "Dweller On the Threshold." The Slides are Attachment B to these minutes. There was hearty applause at the end of the slide show.

**It was moved that "the reports of the Ministerial Team, the Treasurer, and the Chairpersons of the various Commissions and Committees, having been received, be accepted and placed on file." The motion was seconded. The Moderator asked if there was any discussion. There was none. She then asked for a voice vote, and the motion carried.**

**Article II**

Penny then took up Article II: To consider the recommendation of the Treasurer, the Personnel Commission and the Financial Resources Commission, endorsed by the Council on Ministries, to amend the 2014 budget that was approved by the congregation on Feb 2, 2014, in light of the increased revenue that resulted from an additional stewardship appeal.

Penny called on Elizabeth Cooper, Treasurer, to present a proposed amendment to the church's 2014 budget. Penny explained that at the end of Elizabeth's presentation she will offer a motion to amend the budget and at that point there will be opportunity for discussion and questions, before any vote is taken on the motion. Penny then turned the floor over to Elizabeth Cooper.

Elizabeth began by acknowledging a debt of thanks to Penny Sparrow and Anne Hoenicke for their hard work to prepare for this meeting.

She then gave some background. We originally had pledge revenues estimated at ~\$470K at the time the budget was approved. That budget contained a 1% salary increase for our staff. A second appeal for pledges was made in the hopes that we could do better for our staff up to the

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3% salary increase that Personnel had originally recommended. If you were at the February budget meeting, you would be familiar with the discussion that occurred there. Elizabeth then drew everyone's attention to the handout with the proposed amended budget – the original budget is in the left column, the proposed revisions are in the middle column and the difference between the two is in the right column. (See Attachment D) Elizabeth then noted what a wonderful job the Financial Resources Commission (FRC) did in appealing for additional pledges and the generous response from the congregation that had brought the pledging level to ~\$499K as of the printing of this handout, and which has risen slightly more since then to ~\$502K now.

Elizabeth noted that she had the happy job of distributing this largess into a revised budget.

- The first category is Personnel – the revised column shows an additional 2% increase, in addition to the 1% increase in salaries, taking effect in Sep 2014 for the remaining four months of the calendar year.
- The second category is Outreach. We have kept the same percent of total revenue allocated to Outreach Giving, i.e., 14.2%. With a higher pledge amount, the 14.2% results in a higher Outreach allocation, an increase of \$4,306.
- The third category is the Innovation Fund. It increased by \$3K, from \$7K to \$10K. The IF had committed to a large project but did not fund it last year, and it needed to be incorporated into this year's funds.
- The fourth category is a new one, Church in Transition. We've put aside additional funding, for potential search costs incurred this year and for the transition team process and activities during this unique year, as we transform, and grow and live into our purpose, as we get from here to there, wherever there happens to be.

With these four categories, all of the increased income has been distributed into the budget.

**Penny then read the motion: Moved that the congregation amend the 2014 budget , such amendment being endorsed by the Treasurer, the Personnel Commission and the Financial Resources Commission and the Council on Ministries, to incorporate the results of the additional stewardship appeal. The motion was seconded. Penny asked for discussion. There being none, she put the motion to a vote. The motion carried.**

To conclude the topic, Penny expressed thanks to Elizabeth for all her hard work, she is kept busy each week in her role as Treasurer. Penny also thanked Elizabeth for her willingness to amend the budget many times as needed as she has responded to the expressed wishes of our church leadership and the congregation.

### Article III

Penny then proceeded to Article III: To receive a report on the progress of the Transition Team's 2013-2014 activities. She turned the floor over to Taylor Tresselt, deacon representative on the Transition Team (TT) and Marlayna Schmidt, TT Team Leader/Interim Pastor. Penny noted that in keeping with the spirit of experimentation at the Annual Meeting begun last year, this year we are trying another experiment. The following presentation will include a time of discussion at tables, followed by brief feedback to the whole group, which Taylor will explain as he presents.

See Attachment D for the Taylor and Marlayna's Transition Team presentation.

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Taylor explained that in February the Transition Team (TT) hosted an 11<sup>th</sup> hour session for the congregation to set priorities for various initiatives that had been identified that could help us fulfill our purpose. The TT gathered all the ideas that had been generated by the congregation over the past several years – the transition team’s own discussions, ideas from Holy Destinations (HD), ideas from the Getting to Know Our Neighbors Workshop taught by Paul Nickerson in December, and even some as far back as Holy Conversations (HC). The TT gathered up all those ideas, brought them to the congregation, and asked everyone where their energy was for taking action on the initiatives. In addition to the 11<sup>th</sup> hour session, there was a follow up coffee hour opportunity to give a thumbs up or a thumbs down on each initiative, and an online survey too, for those who couldn’t attend the session and coffee hour.

Well, the answer to “Which initiatives does this congregation have the energy for?” is on this slide:

**GROWING IN FAITH**

- **A vibrant, well attended Sunday School**
- **Small groups and mini-courses formed around spiritual topics**, personal ministries, faith journeys and gifts discernment
- **Special Services , Alternative Worship Service(s)** not on Sunday mornings and **enhanced Sunday morning worship** services, incorporating a variety of worship practices

**SERVING IN LOVE**

- **Build capability and capacity for lay visiting**
- **Long term mission program** that starts with our youngest kids and builds to their Journey to Adulthood pilgrimage, that includes adults of all ages and partners with organizations we have existing relationships with

**WELCOMING ALL WITH JOY**

- **Welcome visitors** so that their visit is comfortable and enriching; help them connect with a small group, establish relationships and a sense of belonging
- **Increase community visibility and build community relationships** through media and events
- **Enhance our website** to be engaging, rich, attractive, and foster communication between groups.
- **Small Groups formed around life stage events, support needs and common interests**
- **Better signage** - more informative, more welcoming, more visible(!)
- **Connector job or ministry** - whose function is to help people gently find a place, to coordinate information sharing and **communication**, and to develop **gifts-discernment** programs for people to identify their gifts for ministry and to **connect** with teams of others

These represent the vital few, the initiatives that rose to the top of the energy list. In the Growing in Faith area, everyone wants a vibrant Sunday school. We also saw a great deal of energy for small groups that are faith based, where faith journeys are shared. And, there is a yearning for more and different special worship services, beyond our Sunday morning gathering. In Serving in Love there was a great deal of support for visiting. There was also energy for a long term mission, that starts with the youngest kids and continues through the J2A pilgrimage and that involve all ages of adults too. Both of these initiatives involve going ‘outside our four walls’.

In the third area, Welcoming All with Joy, you said that you had energy for helping visitors feel welcomed, helping them find connections. We also have energy for increasing our visibility

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within the community, in many ways which includes our website. In this area, as in Growing in Faith, we heard again, loud and clear, that small groups – groups formed around life stages and common bonds - are where we have energy. We also feel some energy around better signage. And there is interest in defining a Connector function or ministry – to help people find their own personal ministry either inside or outside our four walls through gifts discernment.

In addition to developing a strategic plan, the TT is charged with coming up with a proposal for a possible new organization structure. Went to each commission and asked them 6 questions:

1. How is my committee/commission living out the purpose now?
2. Are we more focused on one part of purpose than another?
3. In terms of the purpose, what do we wish we could do that we aren't now doing?
4. What do we want to give up? (eg., are we doing something that has no relationship to our purpose)?
5. How are we serving our neighbors outside our four walls?
6. How does the current staffing structure support your group? Are there changes you'd like to see?

Taylor thanked all the chairs and team leaders who responded (yes!) with a written report.

Taylor said that the TT learned that some groups are doing great, while others we heard from shared honestly that they are having a hard item. The TT will base our recommendations mainly on the answers that commissions and groups gave in their own self-reflection on these 6 questions. We will be developing our organization proposal based on what the groups told us.

Taylor then explained that we want each table to talk among themselves about the one page list of top priority initiatives. When we listen to each other, it's an opportunity to support each other and to feel that the spirit is with us.

When the table discussions were concluded, Taylor asked each table spokesperson to take one minute reporting from their table about a key initiative they discussed. If more ideas were discussed they can be written down on the feedback form and those will be given to the Transition Team. Each of 8 tables reported aloud to the entire group 1, 2 or 3 initiatives that their table talked about, using the microphone so that all could hear.

- Stephen Cole's table discussed the Connector job initiative and were very enthusiastic about the idea of connecting people to small, short-term(!) jobs and commitments.
- Julianne Zimmerman's table talked about Small Group initiatives both in Growing in Faith and in Welcoming All with Joy, and about engaging throughout the week not just on Sunday in lots of areas such as alternative worship or adult faith formation.
- Christine Tresselt's table had energy for the Lay Visiting initiative.
- Sarah Gallop's tables discussed 1. Small groups around personal ministry/gifts discernment and 2. Better signage & communication, noting that those two initiatives went together.
- Marcie Troisi's table talked about Small Group initiatives.
- Laurie Roby's table discussed Small groups, Community Relationships/Visibility, and Better Signage.
- Doug Clarke's table focused on Visibility in the community and suggested the Church School picnic as a great place to involve the community in fun and fellowship – having a bouncy house, and encouraging people to bring another family.
- Laura Bailey's table had energy for Gifts discernment, Lay visiting, and being more inclusive, reaching out to those who have fallen away.

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- Mike Bailey's table discussed the Vibrant Sunday School, and Small Group initiatives.

Marlayna Schmidt then continued with the Transition Team presentation. She reminded us that the big picture reason we are talking about all of these initiative is that church is all about growing people of faith for the sake of the world, to make a positive difference in the world. Doing this is going to require some changes in our usual way of doing things. Perhaps one of the biggest challenge for the church (and for other churches as well), is to become more outward facing. Going to church is not part of American culture anymore. We need to be creative in finding ways to go “outside our four walls”, in a respectful way, not a pushy or overbearing way. We know that people today are spiritually searching, and we can tell them that we’ve found God’s healing love in this place and they can too.

For example, on Ash Wednesday, the ministry team went out into the community. We had a table with free coffee at the commuter rail; we had a sign and coffee cups that said “A gift for you compliments of First Congregational Church in Winchester.” This is something that the Ministry Team had never done before and it was a teaching moment for us all. We gave away about 25-20 cups of coffee and about 4-5 people asked for ashes. If they saw them, (we didn’t push them) and asked about them, we offered them. If they asked, “Do you have any ashes?” we gave them. Standing on the platform was an amazing way to connect with people, we weren’t pushy but those who were curious or wanted ashes connected with us. We will need to find ways each of us feel comfortable doing things like this to reach out to the community. We can take baby steps as we go, we can have a really new experience, we can learn, practice, and try these things.

Marlayna noted that change doesn’t really happen all of a sudden, and it is not achieved through organizational change – not through a new “org chart”. To quote Tom Bandy, “It happens as bits and pieces of congregational life begin to behave differently...” Change *is* already happening at FCCW with the Innovation Fund, the Parenting class, Ministerial Relations Committees (MRCs) starting, the Welcoming ministry, and Family Fun night Fridays. At the Mid-week Lenten worship service, there were some beautiful discussions around the tables, in a new form of worship for the church.

Marlayna also commented about the pace of change – change takes times, and causes tension. There is an eagerness to move forward here, and frustration with the slow pace of change, with the time that is needed to build a good foundation. Well, we *are* doing it, we are changing; maybe not as fast as we want to be, but we’re doing it – we’re making change happen.

And, finally, a reminder. It’s not really about what we do, it’s about what God does. As Anthony Robinson reminds us “Transformation is not something *we* do... It is God who works transformation.” We make room for it to happen, and we rely on the Spirit of God, and let God works through us.

To close, we’ll be back in June – with a proposed 3-5 year plan and with more specifics about the leadership team, purpose forum, and a proposal as to what that would look like.

Thank You

**Article IV**

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Moderator Penny thanked Taylor and Marlayna for their Transition activities update and then turned to Article IV: To affirm Officers, Commission & Committee members, Deacons and Delegates to other bodies willing to serve the Church and conduct the affairs of the Church for the 2014-2015 program year. She called upon Peter Rosenberger, Leadership Development Chair.

Peter presented a list of volunteers willing to serve in 2014-2015 on Commissions and Committees, and as Officers and as Delegates to the Metropolitan Boston Association of the UCC. Penny called upon the Head Deacon, Marcie Troisi, who noted that next year's class of deacons is still being developed and that after one year of 2 people sharing the head deacon role, one year of one person being head deacon and this year with 3 people sharing the head deacon role, next year we will have one Head Deacon, Taylor Tresselt. Penny asked if there were any additional volunteers willing to serve in the coming year. There were none forthcoming.

**Penny then read the motion: Moved that the congregation affirm the list of Officers, Commission & Committee members, Deacons and Delegates to other bodies willing to serve the Church and conduct the affairs of the Church for the 2014-2015 program year. The motion was seconded. The Moderator asked for any discussion; there being none, she asked for a vote and the motion carried.**

Penny acknowledged that we have been ably served by so many during this past year. This includes those who have held responsibilities represented by our roster, but also by many other people without whom little would happen: our teachers, to whom we all are grateful for the care and inspiration they offer our children, program leaders, food preparers, meal deliverers, coffee servers, those who serve on groups not listed in the roster such as the flower committee, the knitting group, the choir, and those who are leading the way as we experiment with 'pop-up' ministries such as welcoming, parenting, and the many others in our church community who serve in so many other ways that we often never know about. Judy will now offer a prayer of thanks.

Judy offered a prayer for those who have served on Boards and Committees, and as Officers, Staff and Volunteers in 2013-14:

*Gracious God, we thank you for those who have served on Committees, and as Officers, Staff and Volunteers of First Congregational Church. We thank you for the hours that they have committed to this work—at church, at home, in the neighborhood, and on the computer and the telephone. We thank You for their faithfulness to You and to Christ's mission. We lift up to you both the times that they felt like shouting for joy-- and the times that they may have felt like shouting in frustration. Please bless all that they have done--that it will make a positive difference for the future. In Christ's name we pray, Amen.*

Penny then called on Marlayna to offer a prayer for all those who have volunteered to serve on committees, commission, as officers, as delegates, leading and participating in pop-up ministries and informal groups and the staff who give of themselves and will serve this church in 2014-2015.

*Gracious God, we thank you for those willing to serve on Boards and Committees and as Officers, Staff, and Volunteers of First Congregational Church. We pray both for those who are new to their positions--and for those who are continuing to serve. We thank you for their faith and commitment, and we ask that they will find joy in their work. Bless them and inspire them that they may do great things in Christ's name and make a positive difference for the future. Amen.*

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Article V

Penny then turned to Article V: To hear and act upon reports of gifts and bequests, if any, to the Church since the last Annual Meeting. She turned the floor over to the Treasurer, Elizabeth Cooper, who explained that the church had received a bequest from the estate of the late Jenness Eugley and the Fred Greene was going to say a few words about Jenness.

Fred noted that Jenness was born in Maine in 1923. He and his wife Mary Lou joined the church in 1957. He was a Deacon, and the Chair of the Christian Education Commission and the Prudential Committee which is now called the Facilities commission. He knew a great deal about the building and all its quirks – only 2 people know more than he did, Bradley Ross and John Fiske. For 25 years he was very active in all sorts of committees. Fred said he knew Jenness personally, and always found him to be effective, faithful and kind. Late in life he suffered from Parkinson's disease and he and Mary Lou moved back to Maine in 2004, into assisted living. He passed away on April 13, 2013. We are so grateful for his bequest to the church and for his presence among us for those many years.

**Elizabeth Cooper then read the motion: That the Congregation accept, with gratitude, the bequest of Jenness Eugley of \$2,000 “to be applied to the investment fund and to be invested or utilized at the sole discretion of the board of investment of said church”. The motion was seconded. The Moderator asked if there was any discussion. There being none, she put the motion to a vote and it carried.**

Article V: To transact other business as may properly come before the meeting

The Moderator asked for any other business from the floor and there being none, Penny declared the formal portion of the meeting adjourned. She asked that people please provide feedback on the blue form and help with clean up if they can. Penny then asked Rev. Marlayna Schmidt to make some closing remarks and lead us in singing the closing hymn. Marlayna kept her remarks to a very brief Alleluia! And Amen! Noting that she had spoken quite a bit earlier in the meeting.

Marlayna then asked for a starting note for the closing Hymn “Now thank we all our God” which those assembled sang heartily and Judy Arnold gave the Benediction.



# Attachments to the Minutes of the 174<sup>th</sup> Annual Meeting

## Attachment A

### Questions for Table Discussion

#### 1) CELEBRATE BEST EXPERIENCES

Answer or talk about either a or b

- 1a) Tell the group about one of your best experiences at church this past year
- 1b) Talk about what was most fulfilling in your commission, committee or group work this year – if you are on one

#### 2. THRESHOLD AND TRANSITION

2a) The church is standing on a threshold, in this in-between time, this interim/transition period. What associations do you have with the word "Threshold"?

Answer or talk about either b or c

- 2b) What do you feel we have left behind us and what do you feel is ahead of us? Do you see or feel the Holy Spirit with us as we cross this threshold?
- 2c) What are you noticing that is in transition this year? Where do you see or feel God in this transition time?

#### 3. STRATEGIC PLAN

- 3) Looking at the summary of the initiatives that rose to the top from the congregational process to select action items (on the back of this page), what do you personally find energy for? Where might you feel God is calling you to participate?

### 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.*

### In Memoriam

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

Emily Jarvis Chatfield (m)  
Truman Shelton Dayton (m)  
Jenness Pearl Eugley (fm)  
Alfred Elwell Fernald (m)  
Marion Youngken Gowdy (m)  
Elizabeth 'Betty' Nichols Hamilton (m)  
Maxine M. Lybeck Kajander (m)  
Ann C. Cuddeback Redmond (i)

m – member, fm – former member, i – inactive member

#### Extended Church Family

Rev. Dr. John Dykstra Eusden  
- father of Sarah Gallop  
Henry Pierre Kayulu  
- son of Malcolm and Penny Sparrow  
Louise C. Quick,  
- mother of Anne Leiserson  
William Wendell Wickerham  
- son of Michele Wickerham  
Katherine Virginia (Anderson) Worth,  
- mother of Clifford Worth

### For All the Saints

1 For all the saints who from their la-bors  
3 O blest com-mu-nion, fel-lows-hip-di-  
rest, who thee by faith be-fore the world con-  
vine! We fee-bly strug-gle, they in glo-ry  
fessed, thy name, O Je-sus, be for-e-ver, blest,  
shine. Yet all are one in thee, for all are thine.  
Al-le-lu-ia! Al-le-lu-ia!

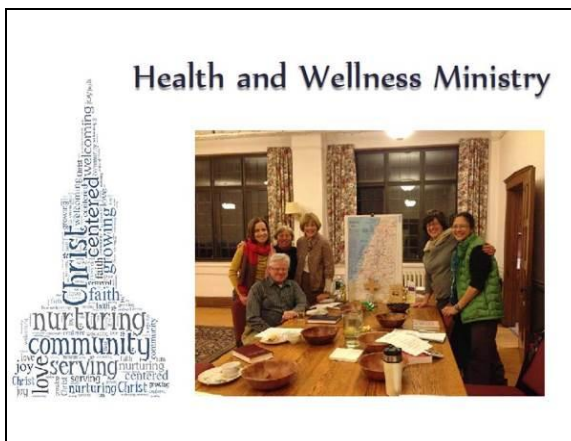
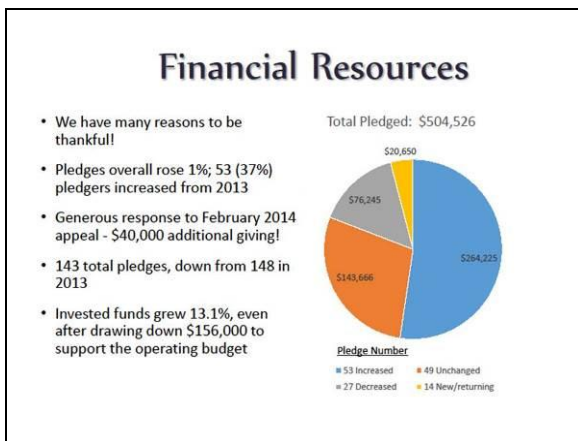
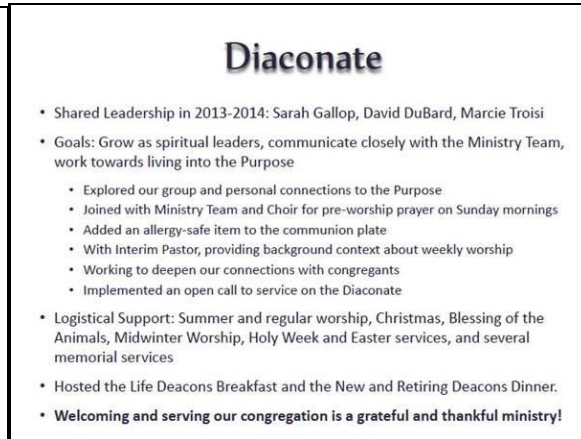
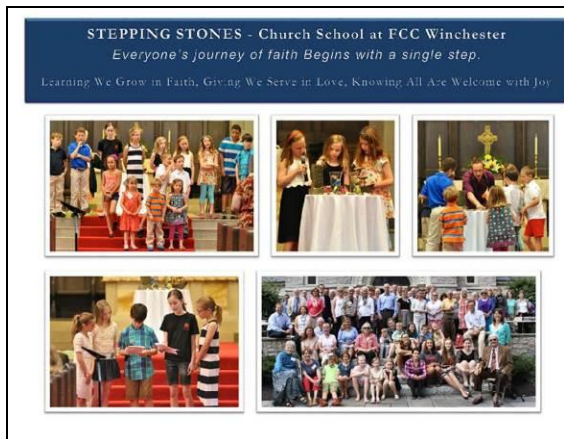
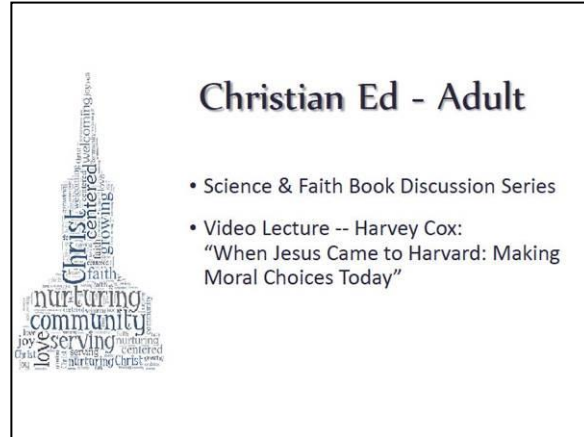
Hymnary.org

### Agenda – Annual Meeting March 16, 2014

Words of Greeting and opening prayer/praise	The Rev. Dr. Marlyna Schmidt, Interim Pastor
Facilitated Table Discussions	All
Opening of the Formal Meeting	Penny Sparrow, Moderator
"Affirming the Covenant"	All Present
"In Memoriam - Reading of the Roll of Church Members who died in 2013"	Marlyna Schmidt, Interim Pastor
"Hymn - 'For All The Saints' (vs. 1 and 2)"	All Present
Establishment of the Quorum and Call to Order	Penny Sparrow, Moderator
Approval of Minutes of Congregational Meetings since last Annual Meeting: - Minutes of the 173 <sup>rd</sup> Annual Meeting held April 28, 2013. - Minutes of Congregational Budget Meeting held February 2 <sup>nd</sup> , 2014	Penny Sparrow and All Present
<b>The Warrant</b>	
Article I: To receive and place on file the reports of the Ministerial Team, the Treasurer, and the Chairpersons of the various Commissions and Committees of the Church and any other written and oral reports which the Church may vote to receive.	Penny Sparrow and All Present
Article II: To consider the recommendation of the Treasurer, the Personnel Commission and the Financial Resources Commission, endorsed by the Council on Ministries, to amend the 2014 budget that was approved by the congregation on Feb 2, 2014, in light of the increased revenue that resulted from an additional stewardship appeal.	Elizabeth Cooper, Treasurer
Article III: To receive a report on the progress of the Transition Team's 2013-2014 activities.	Taylor Tenseth, Transition Team
Article IV: To affirm Officers, Commission & Committee members, Deacons and Delegates to other bodies willing to serve the Church and conduct the affairs of the Church for the 2014-2015 program year.	Marlyna Schmidt Pete Rosenberger Leadership Development Chair
Article V: Hear and act upon reports of special gifts and bequests, if any, to the church since the last Annual Meeting.	Elizabeth Cooper, Treasurer
"Hymn - 'Now Thank We All Our God' (vs. 1 and 2)"	All Present
Benediction	Rev. Judith Arnold, Associate Pastor

# **Attachments to the Minutes of the 174<sup>th</sup> Annual Meeting** **Attachment B**

Presented with background music by Van Morrison, Dweller on the Threshold



**Attachments to the Minutes of the 174<sup>th</sup> Annual Meeting**  
**Attachment B**

NUTRIMENTUM SPIRITUS.  
(FOOD FOR THE SOUL.)  
— INSCRIPTION ON THE BERLIN  
ROYAL LIBRARY.

**Use our Church Library!**

PLEASE HELP BY COMPLETING THE LIBRARY SURVEY IN THE CHURCH FOYER OR  
ONLINE AT [HTTPS://WWW.SURVEYMONKEY.COM/S/QQWDGYW...](https://www.surveymonkey.com/s/QQWDGYW...)

## Membership

## Activities

- Fall Welcome Lunch
- Progressive Dinner
- A snowed out Cookie Walk with support from Rite 13
- Stone Soup
- Church Birthday
  - cakes shared and celebrated during Annual Meeting
- Coffee Hour and Fellowship Coordination
- Name Tag Distribution before Worship
- June Picnic



**Matthew 18:20**

"For where two or three are gathered in my name, there I am among them."

**Committee Members:**  
Joan Theuer (Co-Chair),  
Peter Rosenberger  
Christine Tresselt (Co-Chair)

## The Ministry Team



## Welcoming All with Joy: Connecting with the Community

## Music



## Outreach



Making dinner for the  
Lowell Transitional Living Center

## Personnel

- Spring 2013 recognition luncheon for Judy, Kathleen, Jane and Sarah.
- Welcomed the Interim Ministry of Rev. Marlayna Schmidt
- Offered ongoing support of Jane's mission in Myanmar
- Sponsored development coaching for Ben, guided by Jena Roy.
- Revised CORI policy per State and MAUCC guidelines.
- Began dialog about greater transparency around staff salaries.
- Began analysis of salary levels, measured against comparable professional standards, and guidelines.
- Recruited, and began orientation training for Ministerial Relations Committees to facilitate communications and provide support for our ministers Marlayna, Ben, Kathleen, Judy, Jane, and Judy. We seek to promote a church culture where we can learn to "speak the truth in love".



## Attachments to the Minutes of the 174<sup>th</sup> Annual Meeting

### Attachment B

#### The Reno Memorial Garden



#### Treasurer

Operating results were disappointing in 2013, but the endowment return was good.

- 2013 Results
  - Final operating deficit of \$9,479 after closing transfers
  - Spent \$77,209 from the emergency reserve to fund deficit and transition costs
  - Spent \$10,000 from Memorial reserve for fire expense
  - Endowment value went from \$4.5 M to \$5.1M
- Pledges for 2014 are \$504,526 from 143 Pledging Units – a good outcome after a second appeal
- 2014 Challenges
  - Continuing ministerial transition costs
  - Fulfilling our purpose in the context of financial reality



#### Welcoming Ministry



- Welcoming Table in the Vestibule
  - Friendship registry / Contact information
  - Follow up and events emails
  - Gold nametags
- Pew cards
  - Prayer requests
  - Request a meal
  - Request visit or check-in from clergy
- Interested in cultivating a culture of welcome at FCC? Join us!

#### Youth



#### "Dweller On The Threshold"

I'm a dweller on the threshold  
And I'm waiting at the door  
And I'm standing in the darkness  
I don't want to wait no more

I have seen without perceiving  
I have been another man  
Let me pierce the realm of glamour  
So I know just what I am

Feel the angel of the present  
In the mighty crystal fire  
Lift me up consume my darkness  
Let me travel even higher

I'm a dweller on the threshold  
As I cross the burning ground  
Let me go down to the water  
Watch the great illusion drown

I'm gonna turn and face the music  
The music of the spheres  
Lift me up consume my darkness  
When the midnight disappears

I will walk out of the darkness  
And I'll walk into the light  
And I'll sing the song of ages  
And the dawn will end the night

I'm a dweller on the threshold  
And I cross some burning ground  
And I'll go down to the water  
Let the great illusion drown

I'm a dweller on the threshold  
And I'm waiting at the door  
And I'm standing in the darkness  
I don't want to wait no more

**Attachments to the Minutes of the 174<sup>th</sup> Annual Meeting**  
**Attachment D – Transition Team Update**

2014 Budget Worksheet			2014 Initial Budget	2014 Budget after pledge and personnel increase	Change
OutR Base					
Surplus (Deficit)					
<b><u>Income</u></b>					
1050	Pledge Receipts	OR	\$ 470,000	\$ 499,406	\$ 29,406
1100	General Endowment	OR	\$ 104,885	\$ 104,885	\$ -
1200	Jenks Endowment Transfer		\$ 60,890	\$ 60,890	\$ -
1250	Rental Income	OR	\$ 38,000	\$ 38,000	\$ -
1300	Back Pledges		\$ 15,000	\$ 15,000	\$ -
1350	Cash Collections	OR	\$ 10,000	\$ 10,000	\$ -
1400	Unrestricted Gifts	OR	\$ 12,900	\$ 12,900	\$ -
1401	Non-Pledged Gifts	OR	\$ 25,000	\$ 25,000	\$ -
1500	Interest / Miscellaneous		\$ 200	\$ 200	\$ -
1705	Transfer from Emergency Reserve Fund		\$ 93,516	\$ 93,516	\$ -
B1>Z9	Transfer from Other Reserve Funds				
<b>Income totals</b>			\$ 830,391	\$ 859,797	\$ 29,406
MEMO	Total endowment transfers		165,775	\$ 165,775	\$ 0
	percentage of Total Income		19.96%	19.28%	
<b><u>Expenditures</u></b>				\$ -	
<b>Personnel &amp; Facilities Commission</b>					
Personnel					
3100	Clergy including retired pastor*		\$ 143,713	\$ 144,781	\$ 1,069
3110	Housing Allowance including retired pastor*		\$ 111,053	\$ 111,053	\$ -
3105	Transition cost		\$ -	\$ -	\$ -
3120	Clergy pension & insurance including retired pastor*		\$ 71,247	\$ 71,247	\$ -
3200	Office Staff		\$ 51,049	\$ 51,385	\$ 336
3220	Office Staff pension & insurance		\$ 5,730	\$ 5,730	\$ -
3300	Sexton regular hours		\$ 27,791	\$ 27,961	\$ 170
3320	Sexton pension & insurance		\$ -	\$ -	\$ -
3400	Lay staff		\$ 93,360	\$ 94,010	\$ 650
3420	Lay staff pension & insurance		\$ 4,500	\$ 4,500	\$ -
3500	Independent contractors		\$ 11,535	\$ 11,535	\$ -
3600	Travel		\$ 1,200	\$ 1,200	\$ -
3610	Professional expenses		\$ 2,800	\$ 2,800	\$ -
3620	Sabbatical		\$ 2,000	\$ 2,000	\$ -
3630	Church FICA		\$ 32,625	\$ 32,795	\$ 170
3640	Personnel contingency (& Bonus)		\$ 2,000	\$ 2,000	\$ -
*	Commitment to retired pastor ends 10/15/2014		\$ -	\$ -	\$ -
<b>Personnel totals</b>			\$ 560,603	\$ 562,997	\$ 2,394
Facilities			\$ -	\$ -	\$ -
4000	Copier rent & maintenance		\$ 3,500	\$ 3,500	\$ -
4010	Postage		\$ 2,500	\$ 2,500	\$ -

**Attachments to the Minutes of the 174<sup>th</sup> Annual Meeting**  
**Attachment D – Transition Team Update**

2014 Budget Worksheet		OutR Base	2014 Initial Budget	2014 Budget after pledge and personnel increase	Change
4100	Office Expense		\$ 11,900	\$ 11,900	\$ -
4120	Telephone		\$ 4,400	\$ 4,400	\$ -
4125	Electricity		\$ 11,681	\$ 11,681	\$ -
4130	Water & gas		\$ 3,400	\$ 3,400	\$ -
4140	Interior Maintenance		\$ 17,500	\$ 17,500	\$ -
4141	Exterior Maintenance		\$ 9,000	\$ 9,000	\$ -
414	Capital Reserve		\$ 2,000	\$ 2,000	\$ -
4145	Rubbish removal		\$ 2,200	\$ 2,200	\$ -
4150	Sexton supplies		\$ 3,000	\$ 3,000	\$ -
4155	Snow removal		\$ 5,750	\$ 5,750	\$ -
4160	Insurance		\$ 32,750	\$ 32,750	\$ -
4170	Pianos & organ maintenance		\$ 1,200	\$ 1,200	\$ -
4200	Fuel		\$ 22,400	\$ 22,400	\$ -
Facilities total			\$ 133,181	\$ 133,181	\$ -
Personnel & Facilities Total			\$ 693,784	\$ 696,178	\$ 2,394
			\$ -	\$ -	\$ -
<b>Outreach Commission</b>		%	14.2%	14.2%	\$ 0
"adjusted income"			\$ 660,785	\$ 690,191	\$ 29,406
5100	General appropriation		\$ 93,700	\$ 98,006	\$ 4,306
Outreach Commission Totals			\$ 93,700	\$ 98,006	\$ 4,306
<b>Congregational Life</b>			\$ -	\$ -	\$ -
5500	Music		\$ 3,800	\$ 3,800	\$ -
5600	Diaconate		\$ 2,000	\$ 2,000	\$ -
5625	Worship & Congregational Life		\$ 1,500	\$ 1,500	\$ -
5630	Innovation		\$ 7,000	\$ 10,000	\$ 3,000
Church in Transition			\$ -	\$ 19,707	\$ 19,707
Congregational Life Totals			\$ 14,300	\$ 37,007	\$ 22,707
<b>Other Commissions</b>			\$ -	\$ -	\$ -
5700	Membership Life & Development		\$ 2,600	\$ 2,600	\$ -
5750	Health Ministries		\$ 2,350	\$ 2,350	\$ -
Other Ministries total			\$ 4,950	\$ 4,950	\$ -
<b>Education Commission</b>			\$ -	\$ -	\$ -
5800	Church School		\$ 6,200	\$ 6,200	\$ -
5825	Adult Education		\$ 800	\$ 800	\$ -
5850	Youth Programs		\$ 7,200	\$ 7,200	\$ -
Education Commission totals			\$ 14,200	\$ 14,200	\$ -
<b>MAUCC Per Capita</b>			\$ -	\$ -	\$ -
5900	MAUCC Dues		\$ 9,456	\$ 9,456	\$ -
MAUCC Dues totals			\$ 9,456	\$ 9,456	\$ -
			\$ -	\$ -	\$ -
<b>Expense totals</b>			\$ 830,390	\$ 859,796	\$ 29,406

# Attachments to the Minutes of the 174<sup>th</sup> Annual Meeting

## Attachment D – Transition Team Update

### Transition Team Progress Update

Annual Meeting March 2014

#### 3-5 Year Strategic Plan Top Initiatives from the Congregation

##### GROWING IN FAITH

- A vibrant, well attended Sunday School
- Small groups and mini-courses formed around spiritual topics, personal ministries, faith journeys and gifts discernment
- Special Services , Alternative Worship Service(s) not on Sunday mornings and enhanced Sunday morning worship services, incorporating a variety of worship practices

##### SERVING IN LOVE

- Build capability and capacity for lay visiting
- Long term mission program that starts with our youngest kids and builds to their Journey to Adulthood pilgrimage, that includes adults of all ages and partners with organizations we have existing relationships with

##### WELCOMING ALL WITH JOY

- Welcome visitors so that their visit is comfortable and enriching; help them connect with a small group, establish relationships and a sense of belonging
- Increase community visibility and build community relationships through media and events
- Enhance our website to be engaging, rich, attractive, and foster communication between groups.
- Small Groups formed around life stage events, support needs and common interests
- Better signage - more informative, more welcoming, more visible(!)
- Connector job or ministry - whose function is to help people gently find a place, to coordinate information sharing and communication, and to develop gifts-discernment programs for people to identify their gifts for ministry and to connect with teams of others

#### Organization Structure 6 Questions for all Commissions and Groups

1. How is my committee/committee living out the purpose now?
2. Are we more focused on one part of purpose than another?
3. In terms of the purpose, what do we wish we could do that we aren't now doing?
4. What do we want to give up? (eg. are we doing something that has no relationship to our purpose)?
5. How are we serving our neighbors outside our four walls?
6. How does the current staffing structure support your group? Are there any changes you would like to see in the staffing structure that supports your group?

##### Reflections So Far ...

Note: We will base our recommendations mainly on the answers that commissions and groups gave in their own self-reflection on these 6 questions.

#### Ch, Ch, Ch, Ch, Changes..

- Anthony Robinson in his book, *Changing the Conversation* (p. 28), reminds us that "...the church exists to change lives...It is all about growing people of faith for the sake of the world."
- FCCW embarked on *Holy Conversations, Holy Destinations, and the Transition Team* so that we could better "grow people of faith" who will make a positive difference in the world. Doing this requires some change in our usual way of doing things.
- The biggest challenge for the church, perhaps, is to become more outward facing.

#### How Change Happens...

- "Systemic change is *not* achieved through organizational change. It happens as bits and pieces of congregational life begin to behave differently..."  
(Tom Bandy)
- Change is already happening at FCCW.
- Change takes time and causes tension.
- "Transformation is not something we do...It is God who works transformation." (Anthony B. Robinson)

#### Next Steps

In an 11<sup>th</sup> hour gathering on June 1<sup>st</sup>:

- We will have a draft of a 3 to 5 year plan, which we will invite individuals and groups to take and to explore which initiatives(s) "fit" with what they feel called to do.
- We will have recommendations regarding the organizational structure proposed by Holy Destinations, including:
  - A list of "standing and flexible ministries,"
  - Recommendations for changes in staff structure
  - How the leadership group and purpose forum would function

**Attachments to the Minutes of the 174<sup>th</sup> Annual Meeting**  
**Attachment E - Motions**

**Motion – Article I**

*Moved that the reports of the Ministerial Team, the Treasurer, and the Chairpersons of the various Commissions and Committees, having been received, (and any other reports which the Congregation may vote to receive), be accepted and placed on file.*

**Motion – Article II**

*Moved that the congregation amend the 2014 budget, as endorsed by the Treasurer, Personnel Commission, Financial Resources Commission, and Council on Ministries, to incorporate the increased revenue resulting from the additional stewardship appeal.*

**Motion – Article III**

*Moved that the report of the Transition Team, having been received, be accepted and placed on file.*

**Motion – Article IV**

*Moved to affirm Officers, Commission & Committee members, Deacons and Delegates to other bodies willing to serve the Church and conduct the affairs of the Church for the 2014-2015 program year*

**Motion – Article V**

*Move that the Congregation accept, with gratitude, the bequest of Jenness Eugley of \$2,000 "to be applied to the investment fund and to be invested or utilized at the sole discretion of the board of investment of said church."*



**Attachments to the Minutes of the 174<sup>th</sup> Annual Meeting**  
**Attachment F – Leadership Volunteers**

## Slate of Commissions 2014 - 2015

### **CHRISTIAN EDUCATION – Adult**

Jack Howland - Chair  
Karen Roberts

### **CHRISTIAN EDUCATION – Children/Youth**

Gretchen Clarke – Chair  
Judy Arnold  
Wendy Procops  
Ben Pulaski  
Paul Rahmeier  
Natalie Roche  
David Weir  
Cindy Wankowicz

### **FACILITIES**

Tom Dunn – Co-Chair  
John Fiske – Co-chair  
Deb DePeter  
Tom Church  
Rick Forzese  
Jan Koss  
Jon Lawton  
Sue Leathers  
Bradley Ross

### **MEMBERSHIP**

Christine Tresselt – Chair  
Peter Rosenberger

### **FINANCIAL RESOURCES**

Mike Bailey – Chair  
Becca Beltz  
Douglas Clarke  
David DuBard  
Richard MacNeille  
Tom Roche  
Jena Roy  
Carl Turissini  
Jennifer Wilson

### **RENO GARDEN**

Liz Sayre – Chair  
Pam Budner  
Debbie Johnston  
Marci Troisi

### **HEALTH MINISTRY**

Pam Budner  
Teresa Cader  
Leigh Carlisle  
Maria Fernando  
Steve Haggett  
Janet Hall  
Deb Johnston – Reiki healing  
Jodie Mullane  
Susan Rozmanith – Caring  
David Weir – Dinner dances

### **LEADERSHIP DEVELOPMENT**

Peter Rosenberger – Co-chair  
Connie Rosenberger – Co-chair

### **OUTREACH**

Cindy Mahoney – Co-Chair  
Louise Ritenhouse – Co-Chair  
Judy Arnold  
Anne-Marie Galli – Treasurer  
Suzanne Leslie  
Lisa Loughlin  
Bill McCarter  
Jena Roy  
Janice Wilson

### **PERSONNEL**

Carol Weir – Chair  
John Crabtree  
Bob Lord  
Liz Sayre  
Karen Swyers  
Christine Tresselt

### **WORSHIP**

Laurie Roby - Chair  
Judy Arnold  
Jane Ring Frank  
Sarah Gallop  
Aaron/Nancy Kneiss  
Marlayna Schmidt  
Taylor Tresselt  
Lucy Willoughby  
Jullianne Zimmerman

## Slate of Officers 2014 - 2105

Moderator	Penny Sparrow
Clerk	Anne Hoenicke
Treasurer	Elizabeth Cooper
Assistant Treasurer	Keith Russell
Librarian	Leslie French
Historian	(vacant)
Delegates to MBA	Laurie Roby Jena Roy

Respectfully submitted,  
Leadership Development Commission

## Jenness Eugley

August 2, 1923 – April 13, 2013



- Deacon
- Prudential Committee
- Christian Education Committee

## Now Thank We All Our God

1 Now thank we all our God with heart and hands and  
2 O may this boun-teous God through all our life be

voic - es, who won-drous things has done, in  
near us, with ev - er joy - ful hearts and

whom his world re - joic - es; who from our moth-ers' arms has  
bless-ed peace to cheer us, to keep us in his grace, and

blessed us on our way with count-less gifts of  
guide us when per-plexed, and free us from all

love, and still is ours to - day,  
ills of this world in the next.

*Hymns.org*

## The First Congregational Church In Winchester

*We are a Christ-centered,  
nurturing community, growing  
in faith, serving in love,  
welcoming all with joy.*



## Minutes of Special Congregational Meeting

Sunday January 25, 2015

11:10 am – 12:00 pm

This Special Congregational Meeting was held on Sunday January 25<sup>th</sup>, 2015 immediately after worship in the sanctuary.

Penny Sparrow and Marlayna Schmidt encouraged all staying for the meeting to move forward and sit near the front. Marlayna explained that there was a handout packet of key materials – there are 50 copies, and if there aren't enough for all present, please share with someone sitting next to you.

As Moderator, Penny Sparrow called the meeting to order at 11:10 am. She stated that she had examined the warrant (Attachment A to these minutes) and the return of the service of the warrant and declared that the meeting had been properly noticed and that a quorum was present.

Penny then led the congregation in an opening prayer. *“Let us pray*

*God, whose love we see reflected in the faces of those around us, we humbly bring this time of decision before you now. We ask for your grace, your wisdom, and your love to be strongly present with us. We pray that our work here today will be such that this congregation can have clarity about the way that you are leading us forward and unity in our purpose. We pray in Jesus' name. Amen”*

Penny stated that there is only one item of business before the congregation: Article I: To hear and act upon the recommendation of the Council on Ministries that the Church, for a three-year trial period, replace the existing governance structure with a new governance structure as described in the recommendations report of the Transition Team dated January 2015; and that relevant sections of the current Bylaws be suspended for the duration of the trial period. (Article I)

Penny called on John Fiske, Transition Team member, to read the motion contained in the handout packet, aloud to the meeting. He stated the motion clearly and slowly using the microphone so that all could hear: (Attachment B to these minutes)

### **Motion:**

“In recognition that our church wants to alter its current governance structure in order to more fully and effectively support our Purpose that we are a Christ-centered, nurturing community, growing in faith, serving in love, and welcoming all with joy,”

It is moved by the Transition Team that, for a three-year trial period, the existing church governance structure be replaced by a new governance structure that will consist of a Leadership Team, a Purpose Forum, Ministries (Sustaining and Living), and a Ministry Team as described in the recommendations report of the Transition Team dated January 2015, with the expectation that it will evolve over the proposed three year trial period as experience dictates.

It is further moved by the Transition Team that, in order to allow for transitioning to the new governance structure, that the following sections of the current Bylaws be suspended at this special meeting of the congregation being held January 25th, 2015, with the understanding that the suspension will be reviewed annually and may be renewed up to two times by a two thirds vote of members of the congregation present and voting, if so approved:

Sections VI: Councils (Council on Ministries, Program Council, and Diaconate)

## **Minutes of Special Congregational Meeting**

**Sunday January 25, 2015**

**11:10 am – 12:00 pm**

Section VII: Commissions (Christian Ed, Facilities, Financial Resources, Leadership Development, Membership Life, Outreach, Health Ministry, and Personnel)

Section XI: Working Guidelines (Council on Ministries flexible guidance).

The motion was seconded.

Penny then stated that the discussion will begin. In order to make the discussion orderly and audible, she asked that people raise their hands if they wished to speak and she will bring the microphone to them. She also noted that while we are delighted to have non-members join with us for this meeting, please don't participate in the voting.

Penny then called on Taylor Tresselt, Transition Team member and Head Deacon, to make brief comments on behalf of the Transition Team in support of the motion.

Taylor spoke to the 3<sup>rd</sup> item in the handout "7 Reasons We Are Doing This: Highlights and Goals of our January 25th Congregational Vote" (Attachment C to these minutes).

Taylor noted that we, the church, have repeatedly said that it is vital for our future to grow our church school, to integrate it together and to provide continuity for K-12. We need a ministerial staffing model that reflects our dedication to our children, a full time minister of Faith Formation.

We need to adjust the organizational structure of our church so that we can more fully focus on our purpose – you know it well by now: to be a Christ-centered, nurturing community: growing in faith, serving in love and welcoming all with joy.

We've proposed a structure to help the church become more flexible and responsive to ministry needs and passions as they arise – sustaining and living ministries - that accommodates both longer term projects (for "marathoners") and shorter-term projects (for "sprinters").

The structure includes a Leadership Team to address the strategic challenges of our church - we need to focus energy on strategic leadership, a crucial void we need to fill. And it includes changing the Council of Ministries by capturing the most productive, dynamic and collaborative aspects of it, and making it into a more inclusive "Purpose Forum"

We've proposed a simplified the number of sustaining ministries and we've committed to an evaluation process of the entire church structure each spring during the three year trial period We will have benchmarks in place for effectively seeing how are doing. Yes, this is a big step, but we don't have to wait until the end to see if we are being successful.

We invite you to join the Transition Team in supporting the motion today.

With Taylor's remarks concluded, Penny opened the floor for discussion, reminding everyone they need to wait to speak into the microphone after being called upon by the Moderator.

Bruce Lauterwasser – I recognize that in order to facilitate the transition, we are proposing to temporarily suspend the bylaws. My question is, has any thought been given to re-writing the bylaws?

**Minutes of Special Congregational Meeting**

**Sunday January 25, 2015**

**11:10 am – 12:00 pm**

Response: Penny Sparrow and/or Carol Weir and/or John Fiske. Yes. Thought has been given to that. The Transition team has had some ideas already, but wasn't ready to re-draft them. The details will be left to the Leadership Team. Also, we need to try out the structure for a while to see what works before we encode anything in bylaws.

Elizabeth Cooper. I'd like to speak to the staffing model. Specifically about the changes - from full time Associate Pastor (AP) to part time AP, an increase in the music minister hours, and a new job description for a full time Faith Formation position, filled by an existing person. I worry about financial continuity. The size of our existing staff model is troublesome to me. And the changes mean that we are moving from 2 full time clergy down to 1½ clerical people, which maybe we need to rethink and we may need to rethink the 25% increase in hours of music minister in the context of the total staff size and total costs, rethink what can be financially supported. I find the idea of a full time Minister of Faith Formation position incredibly exciting, but I'm not comfortable with *not* filling out the job description. It may or may not need ordination, and there are financial implications of that. I'd like us to think a little bit harder about the total staffing model and what is best for our church, and what is needed for the credentials of the Faith Formation person.

Lynne Rahmeier: Is it possible to approve parts of the proposal? Is there a way to look at the staffing model and postpone questions about the specific staff?

Response: Penny Sparrow. It is the opinion of Transition Team that it should come as one package.

Response: Carol Weir. Carol noted that she was answering as both a Transition Team member and as Chair of the Personnel Commission. First, a thank you to the transition team, for involving personnel deeply in the discussions along the way. The Personnel Commission will be looking at the job description for the Faith Formation position, the salary range and the preparation of the person in that position, and communicating that to the Leadership Team. You are being asked to vote on the transition plan, a 3 year plan. For the Faith Formation position, we will involve the Church School parents in that process – seek input, and from the youth parents too. And input from the UCC – find out about other churches with our size budget, do they have lay or ordained, what makes the position attractive, what kind of candidates can we attract? There is a great deal of research still to be done. This proposal is the current view of the TT, consider this the first step.

Maryann McCall-Taylor. The new staffing will affect the current staff; how will the transition take place?

Response: Carol Weir. [See Attachment 4: timeline] The COM approved the transition [incremental changes in hours] for the current calendar year [2014]. The Christian Ed position increased plus 5 hours this past Sep, and Ben began helping with the youth and training with Judy. There is another plus 5 hours for the position starting in Jan and going through June. Beginning next fall in Sep. the position goes to full time. The Associate Pastor stays full time until May this year [2015], then drops to 30 hours, then in Sep. drops to 25 hours. I should say that this was her desire, this idea came from Judy.

**Minutes of Special Congregational Meeting**

**Sunday January 25, 2015**

**11:10 am – 12:00 pm**

Doug Taylor: I apologize for not paying more attention to the process, but we're suspending the bylaws, aren't the commissions being suspended? How will Personnel do this?

Response: John Fiske, Penny Sparrow and Taylor Tresselt. The bylaws that govern each commission are being suspended, but the Commissions still exist, for example the Personnel Commission will still exist, it is a Sustaining Ministry. Penny drew everyone's attention to the chart of Sustaining and Living ministries in the Transition Team binder, a few copies of which were available at the meeting. The specific requirements for each commission are being suspended – number of people, terms, etc. – not their existence.

David Page. A question: We're in the middle of searching for a new pastor. I'm wondering how implementation of all of this will impact our search for a pastor. Will it make us more or less attractive to someone? Will it be neutral? What are your thoughts?

Response: Marlayna Schmidt. I can give you one person's perspective, my own! I think it makes this church more attractive. That you've thought through the changes, that you are grounded in a purpose, that you are ready to grow in faith, in numbers, in a vibrant church school. When I interviewed with you, I thought "this church is great, it already has a shared purpose worked out".

Mike Bailey: I apologize if we've talked about this already, and I missed it. Has there been any thought about staggering the 3-year terms of the leadership team?

Response: Carol Weir. Yes, that's exactly what the transition team was thinking. Penny, yes, rolling terms, similar to what the deacons use. Upon clarification of what Mike was asking, Penny said that we anticipate the first batch of members of the LT to have different lengths of service to enable this rolling process.

MaryAnn McCall-Taylor. I assume the new minister will have input to staffing. What is the thinking about that?

Lynne Rahmeier. There are underlying conditions and there are two staff that are mostly affected by the recommendations. Is this a graceful way for the new minister to set the team to work well together? As there are retirements, the new minister has input into who gets chosen.

Response: Carol Weir. The foundation is the structure, it tells us what to do, and tells the new pastor what we want. There is the staffing structure and there are the existing staff members. We don't know how changes will play out, we don't have a crystal ball.

Karen Roberts. Karen asked Elizabeth to clarify her concerns, and also asked Carol Weir to clarify/elaborate on her response. She wanted to understand whether after structure gets established, is there flexibility to respond to staffing needs?

Elizabeth Cooper: Around the position of Faith Formation – I think it's a wonderful idea. But - what are the credentials; what is the job description; what about opening up a search for it; what

## **Minutes of Special Congregational Meeting**

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**11:10 am – 12:00 pm**

salary level; what changes/increases are involved? I feel we are unable to afford the staff we have, and there are these open questions.

Response. Carol Weir. The [2015] budget was taken into account by the Transition Team. We don't have a crystal ball into future years. You are being asked to endorse the model. Growing faith formation is a high priority. To help balance the budget, the hours of the AP are reduced. Can we afford the Faith Formation full time if it is filled with an ordained person? We did not address, 'can we afford staff, over a long term horizon', we can only see as far as next year. This is a major strategic question for the Leadership Team. Let's set some goals – such as growth in congregation, growth in pledging, maybe we can afford an ordained person then. Can we afford it? Is a very important strategic issue for LT to take up.

Jena Roy. I have lots of thoughts swirling - thoughts of gratitude, for careful thought that has gone into this, for all the listening that has happened, for the many hours of faithful work. On the one hand, we are ministers to the world, and there is an infinite desire to engage. On the other hand, we have limited resources, and we need to make choices of stewardship, of how are we going to invest in the future. If we approve this, are we committing to 3 years with this exact structure for the Ministry Team? I know we are very committed to one another and the ministry team, and we want to do what is right. But there is also a need for change. I have a desire for flexibility, for good stewardship. We are an extraordinarily generous congregation, and we are blessed by the saints before us in our endowment. I find myself wanting more flexibility.

Response. Carol Weir. We have checkpoints every 6 months built into our plan. There is an evaluation process. There is flexibility, with ongoing supervision and evaluation of positions that are changing the most. There is evaluation of the performance of the person fulfilling the position *and* evaluation of the position itself. There is also the bigger picture, the strategic work, and the overall structure – the Leadership Team, the Purpose Forum, the Ministry Team, and the Ministries themselves (the current commissions). We plan to ask ourselves – how is it working? Are we serving in love, offering opportunities to serve? Are we growing in faith? There is very much a process for evaluation, there is flexibility.

Response. Penny Sparrow. Each year in the 3-year period, there will be a 2/3 vote to continue the trial. Inherent in the trial is a process of change.

Laurie Roby: During the 3-year period – who develops the job description? And who decides who is going to do the job? Who has the authority? What is the next step in the process?

Response. Carol Weir. If it's currently a personnel decision, it stays with personnel. If it's a structural/staffing model decision it goes to the Annual Meeting/Congregational meeting vote. The Personnel Commission recommends, but if it affects the overall budget, if it is a budget question, the budget is a congregational decision. The Leadership Team would be the reporting body. For the Faith Formation position, Personnel develops a job description, working with input and dialog with Financial Resources, Christian Ed commission, Church School and Youth Parents, and make a recommendation to the LT.

Taylor Tresselt: I want to comment on the importance of and our need for the Leadership Team. Also, flexibility has been on the mind of the TT for everything. Each commission [ministry]

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needs to focus on its own thing. And the LT focuses on the overall, makes the changes necessary as we encounter them and as ministry needs and passions arise.

Malcolm Sparrow. I'd like to confirm my understanding of the scope of the vote. We are voting on the governance structure, not staffing decisions, correct? Also, we are not suspending the commissions, just suspending the bylaws that govern them. So, if that understanding is correct, then I propose an amendment, that we put a comma after the phrase 'a new governance structure', and add the phrase 'according to the attached schedule'.

[The revised motion would read: It is moved by the Transition Team that, for a three-year trial period, the existing church governance structure be replaced by a new governance structure, according to the attached schedule, that will consist of ...]

John Fiske accepted the amendment as a friendly amendment.

Penny Sparrow confirmed the understanding of the vote that Malcolm stated, that we are voting on the structure and that suspending the bylaws does not suspend the commissions, rather they are replaced by the sustaining and living ministries in the chart contained in the handout.

Penny asked for any other comments, questions, discussion.

David Peretti stated that the way he looks at it, for issues as complex as this, he looks at the process. Was it engaging? Yes. Were there good people involved? Yes. Were there good leaders? Yes. Is the plan perfect? I've never seen a perfect plan! We hope that everyone is on the right track. This plan is reasonably structured to do just that.

Sarah Gallop. I agree with everything David just said. Also, watching Anne and Penny interact just now made me think of their roles in this process. I have listened and I have watched, throughout this process and today. I want to comment that Penny Sparrow and Anne Hoenicke have been involved since day 1, through all of the listening sessions, through all the meetings, and even through frustrations and fatigue, and I want to say a big 'thank you' to them. I think we owe them a debt of thanksgiving (clapping).

Paul Rahmeier. First, regarding the vote to suspend a portion of our bylaws, I would like to say that we have violated or ignored our bylaws many times, myself included, mea culpa. Things won't fall apart if we suspend certain ones. Second, an historical observation: in all probability, there will be change in our organization and in our staff. Over the years there has been change, and there will be in the coming year and years. Leadership will supervise the change. One of the very best things about our congregation is that we are lay led. No one from on high, no all-powerful Pastor, (it was Herr Pastor in my day, and it was my father!) is solely in charge of everything. A lot of people contribute to our common *health*. I am totally grateful for that and I have confidence in leadership team, the deacons, personnel, financial resources, etc. Yay and amen!

Bill McCarter. I'm a bit confused. When does the Leadership Team take effect?

Response: Penny Sparrow. There is a timeline in your packet. If this vote passes, there will be a nominating committee immediately convened. They will discern a list of candidates to present to the congregation for a vote in March if all goes according to the planned timeline.



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Penny then declared the room ready for a vote. She explained that it would be a voice vote, and that if that was unclear, then a hand vote would be taken to determine a 2/3 majority, but that the voice vote would be first. Penny said that the motion on the floor was the one as written, with the friendly amendment, 'according to the attached schedule' added after 'new governance structure'.

The motion passed with an almost unanimous vote - clearly greater than 2/3 majority of Ayes - with one nay and no abstentions.

**Amended Motion:**

"In recognition that our church wants to alter its current governance structure in order to more fully and effectively support our Purpose that we are a Christ-centered, nurturing community, growing in faith, serving in love, and welcoming all with joy,"

It is moved by the Transition Team that, for a three-year trial period, the existing church governance structure be replaced by a new governance structure, according to the attached schedule, [Attachment E to these minutes] that will consist of a Leadership Team, a Purpose Forum, Ministries (Sustaining and Living), and a Ministry Team as described in the recommendations report of the Transition Team dated January 2015, with the expectation that it will evolve over the proposed three year trial period as experience dictates.

It is further moved by the Transition Team that, in order to allow for transitioning to the new governance structure, that the following sections of the current Bylaws be suspended at this special meeting of the congregation being held January 25th, 2015, with the understanding that the suspension will be reviewed annually and may be renewed up to two times by a two thirds vote of members of the congregation present and voting, if so approved:

Sections VI: Councils (Council on Ministries, Program Council, and Diaconate)

Section VII: Commissions (Christian Ed, Facilities, Financial Resources, Leadership Development, Membership Life, Outreach, Health Ministry, and Personnel)

Section XI: Working Guidelines (Council on Ministries flexible guidance).

Presiding: Moderator, Penny Sparrow

Recording: Clerk, Anne Hoenicke

Approximately 55 voting members were present.

  
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**Attachments to the Minutes of the Jan 25, 2015 Special Congregational Meeting**

**Attachment A: Warrant**

**Handout**

**FIRST CONGREGATIONAL CHURCH IN WINCHESTER**

**NOTICE OF SPECIAL CONGREGATIONAL MEETING**

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

**GREETINGS:**

You are hereby required to notify the members of First Congregational Church in Winchester, Massachusetts qualified to vote therein, to meet in the Sanctuary at the Church on Sunday, January 25<sup>th</sup>, 2015 following the morning worship service to act on the following matters:

ARTICLE I: To hear and act upon the recommendation of the Council on Ministries that the Church for a three-year trial period, replace the existing governance structure with a new governance structure as described in the recommendations report of the Transition Team dated January 2015; and that relevant sections of the current Bylaws be suspended for the duration of the trial period; and

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

You are hereby directed to serve this notice by causing same (or a copy thereof) to be posted in the vestibule of the Church's edifice, duly certified by you, at least eight days before said meeting.

Winchester,  
Massachusetts  
January 15, 2015

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Penelope J. Sparrow  
Moderator

**Attachments to the Minutes of the Jan 25, 2015 Special Congregational Meeting**

**Attachment B: Motion**

**Handout**

**Draft Motion for Congregational Meeting on January 25th, 2015**

Motion:

In recognition that our church wants to alter its current governance structure in order to more fully and effectively support our Purpose that *“we are a Christ-centered, nurturing community, growing in faith, serving in love, and welcoming all with joy,”*

It is moved by the Transition Team that, for a three-year trial period, the existing church governance structure be replaced by a new governance structure that will consist of a Leadership Team, a Purpose Forum, Ministries (Sustaining and Living), and a Ministry Team as described in the recommendations report of the Transition Team dated January 2015, with the expectation that it will evolve over the proposed three year trial period as experience dictates.

It is further moved by the Transition Team that, in order to allow for transitioning to the new governance structure, that the following sections of the current Bylaws be suspended at this special meeting of the congregation being held January 25th, 2015, with the understanding that the suspension will be reviewed annually and may be renewed up to two times by a two thirds vote of members of the congregation present and voting, if so approved:

Sections VI Councils (Council on Ministries, Program Council, and Diaconate)

Section VII Commissions (Christian Ed, Facilities, Financial Resources, Leadership Development, Membership Life, Outreach, Health Ministry, and Personnel)

Section XI Working Guidelines (Council on Ministries flexible guidance).

**Attachments to the Minutes of the Jan 25, 2015 Special Congregational Meeting**  
**Attachment C: Highlights and Goals of Vote**  
**Handout**

**7 Reasons We Are Doing This**  
**Highlights and Goals of our January 25th Congregational Vote**

- To adjust the organizational structure of our church so that we can more fully focus on our purpose to act as a Christ-centered, nurturing community: growing in faith, serving in love and welcoming all with joy
- To help the church leadership, pastoral team and ministries themselves become more flexible and responsive to ministry needs and passions as they arise
- To establish a dedicated and purpose-focused group--the “Leadership Team”--to address the strategic challenges of our church
- To adjust the Council of Ministries by capturing the most productive, dynamic and collaborative aspects of it, and making it into a more inclusive “Purpose Forum”
- To support the youth program with a ministerial staffing model that reflects our dedication to our children and their religious education
- To simplify the number of ministries and to accommodate both longer term projects (for “marathoners”) and shorter-term projects (for “sprinters”), mindful of the hard work by individuals in our congregation
- To commit to an evaluation process of the entire church structure each Spring during the three year trial period

**Attachments to the Minutes of the Jan 25, 2015 Special Congregational Meeting**  
**Attachment D: Executive Summary of Recommendations/Proposals**  
**Handout**

### **Executive Summary of Recommendations/Proposals**

*The following is a summary of the Church Structure that the Transition Team hopes the congregation will adopt for a 3-year trial period. A congregational vote will be held on Sunday, January 25<sup>th</sup>, 2015.*

*Note: Items in bold italic reflect recent changes in response to feedback.*

#### **Leadership Team ("LT").**

- This is the strategic decision making body of the church. Its primary responsibility is ensuring the achievement of the purpose/mission and overall outcomes for ministry.
- LT consists of the following **13 members – 8 lay** and 5 professional: Lay: Moderator, Clerk (voice not vote), and **six** "at large" church members each serving 3 year terms (7 voting lay members). Professional: Lead Pastor, Associate Pastor, Minister of Music & Arts, Minister of Health & Wellness, and Minister of Christian Faith Formation. In keeping with Congregational tradition, Ministry Team members have "voice not vote."
- The six "at large" church members are discerned by a small nominating committee that solicits open nominations from the congregation. The proposed list of leaders is voted on by the whole congregation at the Annual Meeting.
- Meets monthly in both open and executive session.

#### **Purpose Forum (COM 2.0)**

- This is the group in the church that encourages creative thinking about ministry to further the purpose. This is where brainstorming, sharing of best practices, and cross-ministry fertilization occur. Consensus building and decision making at the appropriate ministry and cross-ministry level also occur at the PF.
- PF consists of the following people: a representative from every ministry occurring in the church; members of the ministry team; at least one representative of the LT; anyone who wants to come; 1-3 leaders who are

members of the congregation, recruited, appointed, and trained by LT.

- Meets **monthly** in open meetings. ***(After the first 6 months, they may decide to move to quarterly meetings).***

#### **Standing and Flexible Ministry Structure**

- Standing Ministries (***which we have renamed to "Sustaining Ministries"***) are those that are vital to the church accomplishing its purpose. A Standing Ministry is a key element of what we do as a church that must be reliably in place, year in and year out. Note: To simplify the structure, we've reduced the number of recommended standing ministries. ***Note: To simplify the structure, we've reduced the number of recommended sustaining ministries.***
- Flexible Ministries (***which we have renamed "Living Ministries"***) are those that may come and go in response to members' gifts, passions, callings, and available time and interest. Flexible ministry teams offer a way for lay people to do their ministry in the world and at church. Flexible ministries do not necessarily mean temporary, and may indeed last for quite a long time as energy for a long standing tradition or ministry allows.

#### **Ministry Team Structure**

- Lead Pastor (full time) – Visible in the Community, Primary Spiritual and Worship Leader, Ministry Team Supervisor, Guides Ministries and Strategic Initiatives, Servant Leader
- Associate Pastor (approx. 25 hours per week) – Worship Leadership, Adult Faith Formation, Mission and Service
- Minister of Christian Faith Formation (full time) – Church School and Youth
- Minister of Music and Worship Arts (25 hour per week)
- Minister of Congregational Health and Wellness (25 hours)
- Office Manager (full time)
- Annual performance reviews for each member of the ministry team will continue

## Attachments to the Minutes of the Jan 25, 2015 Special Congregational Meeting

### **Attachment D: Executive Summary of Recommendations/Proposals**

#### **Handout**

to be conducted in the spring of each year according to established personnel policies. (Note: As always, the Personnel Commission/Ministry responds immediately to any feedback that is received between scheduled reviews.)

- ***There will be “check point” evaluations after 6 months*** for the two positions that are changing the most (Minister of Faith Formation and Associate Pastor).
- ***We recognize the need to develop/edit job descriptions for the positions that are changing. We recommend starting with the Minister of Faith Formation job description***, as that position is changing the most. We suggest that there needs to be more research done by the Personnel Ministry, in consultation with Christian Education (Faith Formation), Financial Resources, the Massachusetts Conference of the United Church of Christ, and a wide, representative sample of parents of Church School children and youth. Research needs to address such topics as: What characteristics and competencies are most important to consider? What are the expectations of parents with regard to educational requirements of someone in this position? Is ordination a requirement? What is a fair salary range for the position? Is the congregation willing to invest in it?

#### **Strategic Plan**

This continues to be a work in progress. The church has started on a couple of the initiatives:

- Alternative Worship – Jazz Vespers
- Better signage is just got underway (Dec 21 meeting!)
- Small groups & mini-courses formed around personal ministries and faith journeys – Unleashing Weekday Ministries planned for Jan-Mar 2015.

Note: Evaluations of this entire proposed structure will be conducted each year in the Spring according to a process decided by the LT. The Transition Team is handing off to the LT a draft of a suggested process and suggested criteria for evaluating success.

# Minutes of Special Congregational Meeting

Sunday January 25, 2015

11:10 am – 12:00 pm

## Transition Timeline - This Program Year

### New Structure

Leadership Team  
Purpose Forum  
Sustaining & Living Ministries

### Congregational Meetings

Have Congregational Vote

### Personnel and Ministry Team Activities

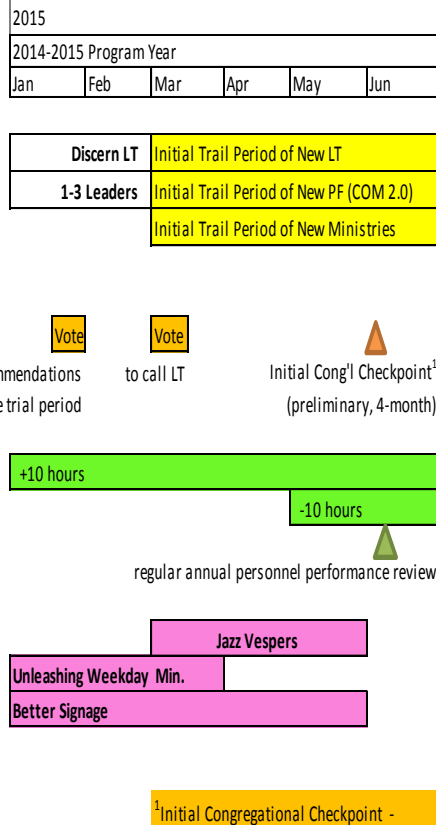
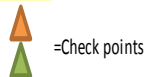
Begin Faith Formation Hours Transition  
Begin Associate Pastor Hours Transition

### Strategic Initiatives & New Ministries

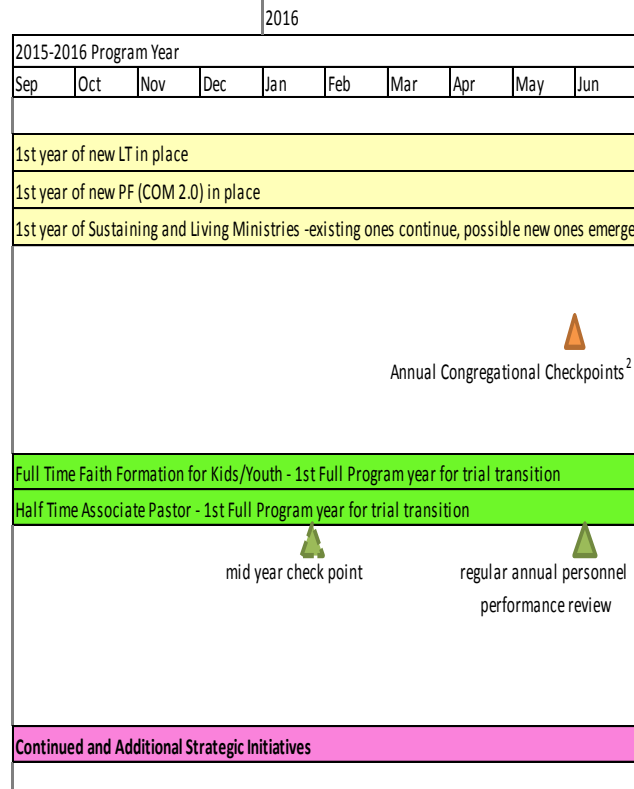
Alternative Worship  
Personal Gifts Discernment - Unleashing  
Better Signage  
Additional Strategic Initiatives

### Color Coded Key

Personnel and Ministry Team Activities  
Strategic Initiatives & New Ministries  
Congregational Votes and Checkpoints  
Initial 4 Month Trial Period  
Continued 3-year Trial Period



<sup>1</sup>Initial Congregational Checkpoint - includes initial assessment of ministry team model, separate and distinct from individual performance evaluations, in addition to assesment of how LT, PF (COM 2.0) and Sustaining & Living Ministries are going.



<sup>2</sup>Annual Congregational Checkpoint - includes annual assessment of ministry team model, separate and distinct from individual performance evaluations, in addition to assesment of how LT, PF (COM 2.0) and Sustaining & Living Ministries are going.

2016-17 Program Year

2nd Program year  
2nd Program year  
2nd Program year

2017-18 Program Year

3rd Program year  
3rd Program year  
3rd Program year

2nd Program year  
2nd Program year  
mid annual

3rd Program year  
3rd Program year  
mid annual

FIRST CONGREGATIONAL CHURCH IN WINCHESTER  
CONGREGATIONAL BUDGET MEETING  
FEBRUARY 08, 2015

Call to Order: After worship on Sunday February 08, 2015, members of the Congregation gathered in the Sanctuary. Moderator Penny Sparrow convened the meeting, noting that the meeting was properly noticed, and she declared the presence of a quorum.

Opening Prayer: Julianne Zimmerman led the meeting in an opening prayer.

Penny stated that there was one item of business before the meeting today:

Article I: "To hear and act upon the budget report and the recommendation of the Council on Ministries that the budget be adopted by the congregation and to appropriate the designated sums of money to be expended by the Church's Treasurer for the purposes set forth in that budget."

Penny then turned the floor over to the Treasurer, Elizabeth Cooper.

Elizabeth explained that there are more materials than usual this year. (Exhibits 1, 2 and 3 are attached to these minutes.)

**Exhibit 1** is the traditional budget format that we've seen for many years that is based on our existing commission structure. It lumps personnel expenses in categories like lay staff, clergy. It is the multi-year, multi-column budget with different colors for each year (2012-2015)

**Exhibit 2** is a budget that shows detailed salary and benefits by position and follows the new Sustaining Ministries structure like Worship & Music Arts and Faith Formation. It is a new budget format that is moving toward a functional budget. When a salary can legitimately be associated with one sustaining ministry, that salary is captured under that activity. For example, Kathleen Zagata's salary is under the Health and Wellness Sustaining Ministry category. That doesn't mean this individual isn't involved in other aspects of the church, but that the majority of their effort is expended in a specific area. We will use this budget to talk about 2015 costs and personnel changes and some small changes in budget.

These first two items represent the proposed operating budget that we will be voting on.

**Exhibit 3** is an Endowment Planning sheet that we will not be voting on, but is included for everyone's general information and awareness. It shows the potential reduction in our endowed/restricted funds this year based on some urgent and significant building needs and Lead Pastor search and potential relocation costs. We will not be voting on anything regarding this exhibit.

Elizabeth started by thanking the budget team that worked to set the direction for the budget this year - Judy Arnold, Mike Bailey, Tom Dunn, Anne Hoenicke, David Peretti, Jena Roy, Marlayna Schmidt, Penny Sparrow, and Carol Weir. She especially thanked Carol Weir for checking all the very complex personnel numbers this year and tying up every last bit of every personnel transition that impacted the 2015 budget.

**2014 Operating Results (Exhibit 1):**



FIRST CONGREGATIONAL CHURCH IN WINCHESTER  
CONGREGATIONAL BUDGET MEETING  
FEBRUARY 08, 2015

Let's start with Exhibit 1 and review the operating results for 2014. On the left side of the sheet are the specific categories of income and expense. (Certain line items are included in the base for calculating the annual Outreach allocation, designated as a percent of income of the line items indicated with an OR.)

We had an extremely good year in 2014, it felt comfortable. Almost all pledges were collected. Back pledges came in over estimate. And rental income was above the estimate.

I want to take a brief moment to recap Skip Waterbury's retirement expenses, which were a two year process. In total, we have transferred \$136,994 from our emergency reserve to cover these expenses. In the first year, 2013, the transfer covered Marlayna's salary and benefits while the operating budget covered Skip's salary. In 2014, the year just ending, \$93,510 was used to pay Skip's salary and benefits through October 10, 2014. The net reduction in our restricted funds was lower than the total expended because we received approximately \$48,000 in three anonymous donations from two donors to cover some of those retirement/transition costs. If it hadn't been for these anonymous donations, we would have exhausted our emergency reserve and our memorial reserve. This kind of giving, where individuals see a specific church need and answer it, is a wonderful and valued part of our congregational life about which we don't talk very much. We should. We are extremely fortunate that generous individuals care enough to donate to specific activities when the church is facing major expense.

Looking at expenses for the 2014 year, we had lots of in and out transactions. Judy's unfortunate accident reduced our clergy salary line slightly because 60% of her salary and housing was covered by workmen's compensation while she was out of work. The staff [not ordained] salary line increased because of coverage by Jena Roy and because we increased the hours for the Church School Director to add a few more weeks in August, and increase his hours from 20 to 22 in September. We also increased the Music Minister hours by 2 hours on an experimental basis in September to cover the Jazz Vespers. Other than that, expenses were pretty normal. The largest under expenditures were in the Innovation Fund and the Church in Transition fund – we had anticipated search costs for 2014 but it looks like they will be needed in 2015 not 2014.

We ended with a surplus of over \$29,000 which will be transferred to the emergency reserve, which at a current balance of \$11K desperately needs it.

**2014 To 2015 Operating Budget Comparison (Traditional Format – Exhibit 1).**

Next, Elizabeth compared the 2014 and 2015 budgets. The outreach allocation remains at 14.2% of the relevant income streams. The endowment contribution increased by about \$15,000 and now makes up 24% of our revenue. There is no planned additional draw from our restricted funds this year for the operating budget (as there has been in the past two years for retirement expenses).

Pledge revenues are expected to fall slightly, about \$7K. Our pledge base went from 143 pledging units in 2014 to 124 in 2015. That we have a decrease of only \$7,000 in pledge

FIRST CONGREGATIONAL CHURCH IN WINCHESTER  
CONGREGATIONAL BUDGET MEETING  
FEBRUARY 08, 2015

revenue after that loss of pledging units is an indicator of the continuing extraordinary generosity of those who are pledging. This is also something we don't talk about much, but we should. Nonetheless, we need to be aware that the pledge base is diminishing and has been for quite a while.

**2015 Proposed Operating Budget (New Format – Exhibit 2).**

Elizabeth then asked everyone to turn to the new budget format – Exhibit 2. This budget has been reorganized to reflect the new “Sustaining Ministry” model rather than the former commission model. Some activities have found a new home.

At the very top of the sheet on the right hand side are the assumptions that contributed to this budget

- Lead Pastor costs remain the same (as that is the best that we know at this time),
- Associate Pastor hours reduce to 30 hours in May and again to 25 hours in September,
- Music Minister hours remain at current 22 then increase to 25 in September,
- Minister of Faith Formation Children and Youth increased to 28 hours in January and 40 hours in September,
- Health Minister receives an equity increase as of January based on the salary study conducted by Personnel, and
- staff salaries increase 1.5% in September except the Health Minister (who already received an increase in Jan).

Also displayed on this budget sheet for the first time are the exact costs of each position in the church (salary, housing, benefits, etc.) as requested by the ministry team and agreed to by Personnel and the Council on Ministries. The budgeted costs reflect the staffing model proposed by the transition team.

In this new budget format, clergy (ordained) salaries are listed separately (as their own category). Because they partake in so many church activities, it's a bit clearer to have their salaries reported separately (rather than listed under one or more of the sustaining ministries). If we were to embrace the concept of a full functional budget, all staff salaries would be allocated based on their effort. The remainder of the categories of personnel expenses (travel, professional expenses, fica, sabbatical reserves, contingency) are also pulled out separately in this first group in the new format. We could allocate those across individual salaries also, but then the expense gets really hard to track.

The remaining sections of the new format of the budget start to align the budget with the Sustaining Ministries in functional categories.

**Worship.** In the worship category are captured all music expenses, worship and congregational life, deacons and piano and organ maintenance (moved out of facilities).

**Christian Faith Formation** includes appropriate salaries, and the traditional budget for church school/faith formation, youth/faith formation and adult Christian education/faith formation. It also includes a category that has been moved into this grouping, membership and life development [Clerk's Note: The new name of the membership ministry will be Social &

FIRST CONGREGATIONAL CHURCH IN WINCHESTER  
CONGREGATIONAL BUDGET MEETING  
FEBRUARY 08, 2015

Fellowship]. A new category (or an old one revived) is a separate budget for the library, funded by taking \$100 from Church School/Faith Formation and \$100 from Adult Faith Formation. We haven't had a library budget for years. The library was supposed to request funds from the church school and adult ed, but that makes for a very awkward situation for our librarian. While it's a very minor amount, it is a step forward.

**Health and Wellness** is pretty much the same.

**Mission and Outreach** expenditures are broken out with more detail than in prior years. Every year, the church sends a portion of the outreach budget as a contribution to the UCC's Our Church's Wider Mission (OCWM). We haven't reported that amount as a separate line item before in the overall operating budget, but we are showing it now [Clerk's Note: It was reported in the Outreach Treasurer's report each year in the Annual Report, but not explicitly in the operating budget format of the church]. Of the total Outreach allocation of \$97K for 2015, \$41K will be given to OCWM and approximately \$56K will be distributed under the direct control of the Mission & Outreach ministry. They have a new grant procedure in place that will facilitate this process and ensure that the allocated funds are fully disbursed.

**Facilities** The traditional facilities costs are broken out into two areas: Business/Office Expenses and Building Maintenance costs.

**Strategic Initiatives** We have combined the Church in Transition fund and the Innovation fund from 2014 into a "Strategic Initiatives" budget line for 2015. The intent is that this line item replaces the Innovation Fund, which was a good idea but it was hard to operationalize. The costs associated with the lead pastor transition, such as search and moving expense, have been moved off-budget to restricted funds consistent with historical precedence and the non-annually recurring nature of the expense. This Strategic Initiatives fund is intended to be used by the Leadership Team to fund those activities that arise during the year which require and deserve quick funding. They may be one-time activities; they may be start-up funds for a major activity that is included as a recurring cost in the next year budget. This is an extension, and hopefully a permanent one, of the initial concept of the Innovation Fund – that there needs to be a specific source of funding in the operating budget for programmatic flexibility and new projects. Until the Leadership Team is formed, any requests for funding from this area will be decided upon by COM. Funding requests should be funneled through the COM planning team.

**Endowed and Restricted Funds (Exhibit 3)**

Elizabeth then asked everyone to turn their attention to the third exhibit, a 2015 endowed and restricted funds planning sheet. There are a number of extraordinary expense projects anticipated this year, enough so that it felt prudent to put together a planning document.

**Endowed and Restricted Funds 2014 Recap**

First, there is a brief summary of the major expenses incurred against the restricted and endowed funds for this past year. The large expenses were 1.) the regular endowment draw to support the operating budget (\$104,890 General + \$60,890 Jenks = \$165,780 total). [Clerk's

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note: There is a 3-year rolling average, 5% draw down spending cap rule] and 2.) the draw for Skip's retirement package (\$93,510).

Elizabeth noted that there are always small ins and outs in the restricted funds every year, and the full detail on the spending from these funds is found in the treasurer's annual report, a fascinating document all by itself. One thing Elizabeth wanted to note – there are a number of donations in this area that go unrecognized unless you read the treasurer's report in detail, so let's recognize them today. In 2014, \$2,319 was given to Just Peace, \$694 for Wear Red for a Bed (Mass Coalition for the Homeless), \$8,483 for an Easter offering to Winchester Got Lunch and \$6,971 for the 2013 Christmas offering for disaster relief. That's a total of \$18,467, a generosity that extends beyond the operating budget and is sent directly to recipients, to organizations outside the church in addition to outreach grants. Last year, there was over \$9,000 donated to the garden fund. We don't talk about all of these generous donations that much. We should.

**Endowed and Restricted Funds 2015 Planning (Exhibit 3)**

Elizabeth then moved on to the 2015 projected expense.

First you'll see that there's the usual draw on the endowment for operating funds based on the set formula, with set amounts. Then, for the remainder of the projected expenses, a range of estimated expenses is shown, from low to high.

**Search.** Costs for seeking and placing a new lead pastor are estimated. These are just estimates, but they do include the possibility of a loan amount, if necessary, for a down payment on a home in Winchester.

**Building Repairs.** We anticipate the need for a number of building projects in 2015, two of them quite large: the sanctuary ceiling repair and the steeple repair. Funds are available to cover even the high end of the costs here. You will be hearing shortly from facilities requesting authorization for the first of these projects. Two smaller projects complete the list of expected building expenses.

**Organ.** The other major category is possible maintenance and modernization of the organ. We believe that the costs are likely to be at least the high estimate listed here of \$100K. There are no special endowed or restricted funds explicitly designated to cover organ expenses, nor funds with a sufficient balance to cover this amount, so funds may need to be raised specifically for that purpose.

Elizabeth concluded her remarks and turned the floor back to Penny Sparrow, Moderator.

Penny asked for a motion

**To adopt the proposed budget as reported and to appropriate the designated sums of money to be expended by or at the direction of the Church's Treasurer for the purposes set forth in that budget.**

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The motion was moved and seconded.

Penny then opened the floor for questions and discussions, reminding everyone to use the microphone so that all can hear the question.

Meg Trueb asked whether the expenses for Pastor Housing assistance were one-time or ongoing. Elizabeth responded that the costs shown in the estimate are based on a 20% down payment on a \$800K house – this would be in the form of a loan to help with the down payment. The annual total compensation package for a pastor is composed of salary and housing allowance, split between the two as they designate it.

Dick Sayre asked a question about a point of order. He asked for clarification that we are not voting on anything regarding the endowment planning sheet exhibit. Penny confirmed that this was in fact the case; the vote is about the operating budget only.

Penny asked for any further discussion or questions.

Carol Weir rose to speak, to recognize and thank Elizabeth Cooper for the many hours she put into preparing, not 1, but 2 budgets, not once but several times as revisions were made at each step of the process. She also made such a clear and informative presentation of the material that was so helpful to all of us. Applause ensued.

There being no further questions or discussion, Penny then called for the vote. The motion passed unanimously.

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EXHIBIT

1

2015 Budget Worksheet			OutR		2012 Budget	2012 Actual	2013 Budget	2013 Actual	2014 Budget	2014 Actual	2015 Budget	Change from 2014 Budget
			Base									
		Surplus (Deficit)			0	23,582	0	-9,479	0	29,516	0	
<b>Income</b>												
1050	Pledge Receipts	OR			\$ 470,250	464,761	\$496,369	477,608	\$ 499,406	495,184	\$ 492,000	\$ (7,406)
1100	General Endowment Transfer	OR			97,000	97,000	97,200	97,200	104,890	104,890	115,350	10,460
1200	Jenks Endowment Transfer				58,000	58,000	58,000	58,000	60,890	60,890	65,940	5,050
1250	Rental Income	OR			26,600	32,390	36,700	39,868	38,000	40,959	42,000	4,000
1300	Back Pledges				5,000	1,910	2,000	143	15,000	24,253	2,400	(12,600)
1350	Cash Collections	OR			9,800	11,234	10,000	12,256	10,000	10,983	10,000	-
1400	Unrestricted Gifts	OR			5,000	1,000	1,000	1,000	12,900	13,907	2,000	(10,900)
1401	Non-Pledged Gifts	OR			30,000	49,792	35,931	25,081	25,000	24,385	24,000	(1,000)
1500	Interest / Miscellaneous				2,000	342	600	133	200	(143)	63	(137)
1705	Transfer from Emergency Reserve Fund				0	0	48,000	43,484	93,510	93,510	0	(93,510)
B1>Z9	Transfer from Other Reserve Funds							0		0		-
	<b>Income totals</b>				<b>703,650</b>	<b>716,429</b>	<b>785,800</b>	<b>754,773</b>	<b>859,796</b>	<b>868,817</b>	<b>753,753</b>	<b>(106,043)</b>
MEMO	Total endowment transfers				155,000	155,000	155,200	155,200	165,780	165,780	181,290	
	percentage of Total Income				22.0%	21.6%	19.8%	20.6%	19.3%	19.1%	24.1%	
					2012	2013	2014	3 year total	3 year average	5% rule	2015	Per Quarter
					2,026,223	2,406,152	104,890	6,921,067	2,307,022	115,351	115,350	28,837.50
					1,197,859	1,356,860	60,890	3,956,313	1,318,771	65,939	65,940	16,485.00
					3,224,082	3,763,012	165,780	10,877,380	3,625,793	181,290	181,290	45,322.50
<b>Expenditures</b>												
	Personnel				186,011	185,510	234,320	48,310	255,834	244,552	151,433	(104,401)
3100	Clergy including retired pastor*				109,996	109,496	110,306	108,014	144,781	136,977	82,438	(62,343)
3110	Housing Allowance including retired pastor*				76,014	76,014	76,014	78,764	111,053	107,575	68,995	(42,058)
3105	Transition cost						48,000	43,484	0	0	0	-
3120	Clergy pension & insurance including retired pastor*				59,036	59,222	59,014	54,199	71,247	79,181	52,260	(18,987)
3200	Office Staff				49,573	43,094	50,214	43,947	51,385	45,365	52,148	763
3220	Office Staff pension & insurance				5,343	5,458	5,460	5,768	5,730	5,845	6,154	424
3300	Sexton regular hours				27,023	26,255	27,332	26,994	27,961	31,987	28,801	840
3320	Sexton pension & insurance				0	0	0	0	0	0	0	-
3400	Lay staff				81,037	86,187	90,142	90,459	94,010	100,156	122,774	28,764
3420	Lay staff pension & insurance				4,435	4,440	4,450	4,499	4,500	4,604	11,101	6,601
3500	Independent contractors				13,432	12,899	13,435	14,363	11,535	9,993	13,860	2,325
3600	Travel				800	653	800	1,413	1,200	929	1,200	-
3610	Professional expenses				2,800	1,509	2,800	1,355	2,800	1,590	2,000	(800)
3620	Sabbatical				2,000	2,000	2,000	2,000	2,000	2,000	2,000	-
3630	Church FICA				25,703	22,947	27,043	22,700	32,795	33,068	27,685	(5,110)
3640	Personnel contingency (& Bonus)				2,000	1,766	2,000	1,250	2,000	3,821	2,000	-
	* Commitment to retired pastor ends 10/15/2014											-
	<b>Personnel totals</b>			65%	<b>459,193</b>	<b>451,940</b>	<b>519,010</b>	<b>499,209</b>	<b>562,997</b>	<b>563,091</b>	<b>473,416</b>	<b>(89,581)</b>

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2015 Budget Worksheet			OutR		2012	2012		2013	2013		2014	2014		2015	Change from
			Base		Budget	Actual		Budget	Actual		Budget	Actual		Budget	2014 Budget
Facilities															-
4000	Copier rent & maintenance				2,500	3,472		3,500	3,319		3,500	3,691		3,500	-
4010	Postage				2,800	2,505		2,500	2,429		2,500	2,589		2,500	-
4100	Office Expense				11,549	11,942		11,884	11,880		11,900	12,116		11,128	(772)
4120	Telephone				4,200	4,452		4,400	3,952		4,400	4,262		4,400	-
4125	Electricity				10,300	10,162		10,300	11,221		11,681	11,323		11,681	-
4130	Water & gas				3,400	2,949		3,400	3,374		3,400	3,351		3,400	-
4140	Interior Maintenance				16,000	18,116		16,500	22,977		17,500	18,594		17,500	-
4141	Exterior Maintenance				8,000	14,521		9,000	6,553		9,000	10,987		9,000	-
414_	Capital Reserve				2,000	2,000		2,000	2,000		2,000	2,000		2,000	-
4145	Rubbish removal				2,200	2,125		2,200	2,080		2,200	2,135		2,200	-
4150	Sexton supplies				2,750	3,112		3,000	2,832		3,000	2,776		3,000	-
4155	Snow removal				5,000	1,625		5,000	6,250		5,750	4,210		5,750	-
4160	Insurance				32,000	27,690		32,000	32,474		32,750	32,944		32,750	-
4170	Pianos & organ maintenance				900	1,075		1,100	2,325		1,200	375		1,200	-
4200	Fuel				22,000	19,123		22,000	22,288		22,400	26,091		22,400	-
Facilities total				18%	125,599	124,869		128,784	135,954		133,181	137,442		132,409	(772)
															-
Outreach Commission				%	13.2%	12.8%		14.2%	14.7%		14.2%	14.5%		14.2%	0
					638,650	656,177		677,200	653,013		690,196	690,308		685,350	(4,846)
Outreach Commission Totals				12%	84,302	84,302		96,100	96,100		98,006	100,280		97,320	(686)
Congregational Life															-
5500	Music				3,740	3,677		3,800	3,423		3,800	3,213		3,800	-
5600	Diaconate				1,760	1,612		2,000	1,419		2,000	1,704		1,800	(200)
5625	Worship & Congregational Life				1,200	1,723		1,500	1,820		1,500	1,886		1,500	-
5630	Innovation							6,000	1,717		10,000	5,136		-	(10,000)
	Church in Transition										19,706	3,052		15,000	(4,706)
Congregational Life Totals					6,700	7,012		13,300	8,379		37,006	14,991		22,100	(14,906)
Other Commissions															-
5700	Membership Life & Development				2,500	2,092		2,600	1,918		2,600	2,150		2,600	-
5750	Health Ministries				2,150	1,960		2,350	1,494		2,350	1,184		2,350	-
Other Ministries total					4,650	4,052		4,950	3,412		4,950	3,333		4,950	-
Education Commission															-
5800	Church School				6,200	3,318		6,200	4,605		6,200	4,094		6,200	-
5825	Adult Education				750	752		800	185		800	554		800	-
5850	Youth Programs				6,800	7,244		7,200	7,001		7,200	6,159		7,200	-
Education Commission totals					13,750	11,314		14,200	11,791		14,200	10,806		14,200	-
MAUCC Per Capita															-
5900	MAUCC Dues				9,456	9,358		9,456	9,407		9,456	9,358		9,358	(98)
															-
Expense totals					703,650	692,847		785,800	764,252		859,796	839,302		753,753	(106,043)
Percent increase over prior year								13.4%			12.5%			-10.2%	
					b/a	b/a		b/a	b/a		b/a	b/a		b/a	
Income over (under) expenses					0	23,582		(0)	(9,479)		(0)	29,516		0	

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2015 Budget Worksheet			OutR	2015 Budget	Detailed staff Costs						
			Base								
	Surplus (Deficit)			0	Assumptions:						
<b>Income</b>					Senior Pastor costs remain the same						
1050	Pledge Receipts	OR		\$ 492,000	Associate Pastor reduces to 30 hours May 1, 25 September 1						
1100	General Endowm	OR		115,350	Music Minister Remains at 22 hours increases to 25 September 1						
1200	Jenks Endowment Transfer			65,940	Minister Faith Formation Increases to 28 hours January 1, 40 September						
1250	Rental Income	OR		42,000	Health Minister receives equity increase January 1						
1300	Back Pledges			2,400	Staff salaries increase September 1, 2015 at 1.5% except for Health Minister						
1350	Cash Collections	OR		10,000							
1400	Unrestricted Gifts	OR		2,000							
1401	Non-Pledged Gift	OR		24,000							
1500	Interest / Miscellaneous			63							
1705	Transfer from Emergency Reserve F			0							
B1>Z9	Transfer from Other Reserve Funds										
	<b>Income totals</b>			<b>753,753</b>							
MEMO	Total endowment transfers			181,290							
	percentage of Total Income			24.1%							
<b>Expenditures</b>											
<b>Ministerial Salaries and Benefits</b>											
<b>Clergy</b>					Associate Pastor						
					Lead Pastor						
3100	Clergy			82,438							
3110	Housing			68,995							
3120	Clergy Pension & Ins.			52,260							
	Total Clergy			<b>203,694</b>							
<b>Other personnel costs</b>											
3600	Travel			1,200							
3610	Professional Expenses			2,000							
3620	Sabbatical			2,000							
3640	Personnel Contingency			2,000							
3620	Church FICA			27,685							
	Total Other Personnel			<b>34,885</b>							
<b>Worship excluding clergy salary</b>											
3400	Lay Staff Music			51,522	Music Minister						
					Organist						
3420	Lay Staff Music Pension and Insura			4,971							
3500	Independent Contractors Music			9,300							
5500	Music Materials			3,800							
4170	Piano and Organ Maintenance			1,200							
5626	Worship & Congregational Life			1,500							
5625	Deacons			1,800							
	Total Worship		10%	<b>74,093</b>							
<b>Christian Faith Formation</b>											
3400	Lay Staff Faith Formation			35,547	Minister Faith Formation						
					Nursery Supervisor						
3420	Lay Staff Pension and Insurance			1,132							
3500	Independent Contractors Nursery			1,440							
5800	Church School			6,100	Child care help	\$10/hour 2 helpers					
5825	Adult Education			700							
5700	Membership Life & Dev			2,600							
	Library			200							
5850	Youth Activities			7,200							
	Total Faith Formation		7%	<b>54,920</b>							



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[illegible]

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2015 Endowed and Restricted Funds Planning Sheet						
Category	Activity	2014 Major Activity	2015 Projected Major Activity		Potential Funding Source	Balance Available
			Low	High		
Operating Support						
	General Endowment Operating Support	\$ 104,890	\$115,330	\$ 115,330	General Endowment	5%, 3 yr rolling average
	Jenks Endowment Operating Support	\$ 60,890	\$ 65,930	\$ 65,930	Jenks Endowment	
Search Expense						
	Search Recruiting Costs		\$ 1,000	\$ 5,000	Memorial Reserve	\$ 31,181
	Pastor Relocation Expense		\$ 1,000	\$ 15,000	Memorial Reserve	
	Pastor Housing Assistance		\$ -	\$ 160,000	General Endowment, Loan	
Building Expense						
	Sanctuary Ceiling Repairs		\$ 30,000	\$ 60,000	Palmer, Steeple Maint.	\$77,720, \$63,418
	Steeple Repairs		\$ 10,000	\$ 50,000	Palmer, Steeple Maint.	\$77,720, \$63,418
	Slate roof repairs		\$ 5,000	\$ 10,000	Prudential	\$ 9,079
	Architectural Drawings		\$ 7,000	\$ 7,000	Operating, Poduska	\$ 9,304
	Signage		\$ 7,500	\$ 15,000	Memorial Gifts	\$ 55,386
Other						
	Organ Maintenance & Modernization		\$ 30,000	\$ 100,000	fund raiser	
	Senior Pastor Retirement Package	\$ 93,510			Emergency Reserve	\$ 11,674
	Additional multiple small distributions	\$ 37,867				
	Contributed to Endowed/Restricted	\$ 43,196				
	Total Withdraw	\$ 253,961	\$272,760	\$ 603,260		

**Minutes of Special Congregational Meeting**  
**Sunday, April 12, 2015**  
**11:10 am – 11:25 am**

This Special Congregational Meeting was held on Sunday, April 12 , 2015 immediately after worship in the sanctuary. Penny Sparrow encouraged all staying to move forward and sit near the front. She reminded those present that though we are glad to have non-members among us, only official members of the congregation may participate in the vote.

As Moderator, Penny Sparrow called the meeting to order at 11:10 a.m. She stated that she had examined the warrant and the return of the service of the warrant and declared that the meeting had been properly noticed and that a quorum was present.

Penny then explained that our clerk, Anne Hoenicke, was unable to be with us, and in her absence, the Head Deacon and Interim Lead Pastor have appointed as acting co-clerks, Taylor Tresselt and Laura Bailey, who will share the responsibility. She gave them thanks for stepping in.

Penny then led the congregation in an opening prayer. *“Let us pray. God of grace and love, bless us, we pray, with your Spirit’s presence and guidance today as we work together on putting in place the Leadership Team. We ask that your grace, your wisdom, your love, be with us in all we share together in this meeting, in Jesus’ name. Amen.”*

Penny stated that there was only one item of business before the congregation: to affirm the lay members nominated by the Nominating Committee for membership in the Leadership Team. She explained that the congregation had a handout with a brief summary of the task and membership of the Leadership Team (Attachment A to these minutes).

She then summarized the handout, stating ‘The Leadership Team is the strategic decision making body of the church with primary responsibility for ensuring the achievement of the purpose/mission and overall outcomes for ministry. The Leadership Team consists of 13 members – 8 lay and 5 professional: The Lay members are: Moderator, Clerk (who has voice not vote), and six “at large” church members each serving 3 year terms (a total of 7 voting lay members). The professional members are: Lead Pastor, Associate Pastor, Minister of Music & Arts, Minister of Health & Wellness, and Minister of Christian Faith Formation Children and Youth. In keeping with Congregational tradition, Ministry Team members have “voice not vote.”’

Penny then stated that the task of the meeting was to affirm the six “at large” voting lay members of the Leadership Team proposed by the Nominating Committee. She explained that the term for “at large” members of the Leadership team is 3 years, with the possibility of re-election to serve no more than 2 consecutive terms. In the initial years of the Leadership Team, it is anticipated that the term of some of the team will be less than 3 years, instituting a rolling start time so that 2 of 6 people join the Leadership Team each year (much as the deacons currently do by having 3 of 9 join the diaconate each time).

She told the congregation that in addition to the information about the Leadership Team, on the reverse of the document was an outline of the characteristics that were sought by the Nominating Committee as they considered whom to put forward. The committee feels that the group chosen embodies these

characteristics and also represents a good mix of representation as recommended at the bottom of that page.

Penny remarked that the persons nominated may not be known to everyone present, so she asked the nominees to each stand when she mentioned them by name. She stated that they each contribute to our church in many ways, which she would not enumerate. In alphabetical order, she called:

Bruce Alexander, who might be recognized from singing in the choir and playing in the bell choir; David DuBard, who may have been seen most recently in his role as a parent of church school children; Marsha Lamson, who may be known to many who help plan special events; Elizabeth Page, who might also be recognized from the choir; Dina Pradel, who can sometimes be seen helping with Stepping Stones, and, like David, is a parent of church school children; and Dick Sayre who will have been seen by anyone attending the men's group.

Penny then stated that on the same piece of paper was a motion. She called on Taylor Tresselt, Head Deacon and member of the Nominating Committee, to read the motion. Taylor stated the motion clearly, "Motion: That the congregation of First Congregational Church affirm Bruce Alexander, David DuBard, Marsha Lamson, Elizabeth Page, Dina Pradel, and Dick Sayre as members of the Leadership Team, for initial terms not exceeding 3 years."

Paul Rahmeier seconded the motion.

Penny then stated that the discussion would begin. She asked that those whose names were before us for the Leadership Team leave the room during the discussion, so that discussion could be free and full. The nominees departed the Sanctuary. She then asked that anyone who wished to speak raise their hand so she could bring the microphone to them, allowing the discussion to be orderly and audible.

Carol Weir asked who was on the Nominating Committee. Penny answered that the Nominating Committee consisted of the Interim Lead Pastor - Marlayna Schmidt, the Associate Pastor - Judy Arnold, the Moderator - Penny Sparrow, the Clerk - Anne Hoenicke, a Deacon - Taylor Tresselt, and one "at large" member - Bruce Lauterwasser.

Rob Skinner asked about whether any thought was given to extending the term of the Leadership Team members to beyond three years. Penny answered that the at-large members could be re-elected for one additional term - they could serve for up to 2 consecutive terms.

Walter Ogier asked about the composition of the leadership team, specifically the rationale for having the Moderator, Clerk and Treasurer on or not on the Leadership Team. Taylor answered that it was adopted from the model on how the Council on Ministries was led. He stated that there are many different models that were discussed throughout the Transition Team deliberations. There was a question of whether the Clerk or the Treasurer or the Head of the Finance Commission should be part of it. It was eventually decided that the Clerk should have voice but not vote, and that individuals such as the Treasurer, the Finance Commission head, and others would be brought in for specific discussions, but would not be permanent members.

Kris Montgomery asked how often the Leadership Team would meet. Penny answered that they would meet about once a month.

Laura Bailey then asked how the new leaders would be elected. Penny answered that it would be a similar process with the Nominating Committee, with one “at large” person called each time.

Rev. Judy Arnold asked if the Nominating Committee would be accepting self-nominations and nominations from members of the congregation for the Leadership Team in the future. Penny answered, yes, absolutely.

There were no further questions. Penny then declared the room ready for a vote. The motion passed. There was one abstention and no opposition. The motion was carried and the new “at large” members were officially elected to the Leadership Team.

Penny then called the new members to come back to the Sanctuary. The congregation applauded the newly elected “at large” members of the Leadership Team as they re-entered. Penny informed the newly elected members that they had been elected, which they could probably have determined from the applause. She then stated the benediction, “*May God bless you in your new task.*” and thanked them for their willingness to serve.

The meeting was then adjourned.

Presiding: Moderator, Penny Sparrow

Recording: Laura Bailey and Taylor Tresselt, Acting Co-Clerks.

## **Attachment A - Handout**

### **The Leadership Team**

The Leadership Team is the strategic decision making body of the church with primary responsibility for ensuring the achievement of the purpose/mission and overall outcomes for ministry.

The Leadership Team consists of **13 members** – **8 lay** and 5 professional: The Lay members are: Moderator, Clerk (who has voice not vote), and **six** “at large” church members each serving 3 year terms (a total of 7 voting lay members). The professional members are: Lead Pastor, Associate Pastor, Minister of Music & Arts, Minister of Health & Wellness, and Minister of Christian Faith Formation. In keeping with Congregational tradition, Ministry Team members have “voice not vote.”

The term for at large members of the Leadership team is 3 years, with the possibility of re-election to serve no more than 2 consecutive terms. In the initial years of the Leadership Team, we anticipate that the term of some of the team will be less than 3 years so that we can institute a rolling start time so that 2 of 6 people join the Leadership Team each year (much as the deacons currently do by having 3 of 9 join the diaconate each time).

Motion: That the congregation of First Congregational Church affirm

Bruce Alexander

David DuBard

Marsha Lamson

Elizabeth Page

Dina Pradel

Dick Sayre

as members of the Leadership Team, for initial terms not exceeding 3 years.

### **Characteristics of those serving on the Leadership Team**

- willing and able to make this responsibility a very high priority
- thoughtful
- prayerful/seeks God’s guidance in the process
- consistently articulates purpose and core values
- good at listening and open to considering other’s opinions, flexible and curious
- team player
- trusted and respected by the congregation
- frames and describes problems and challenges accurately
- committed to the future of FCCW as a part of Christ's church
- positive attitude
- integrity and respect for others
- ability to be absolutely confidential
- asks good questions; comfortable with questioning/probing deeper

- represent the best interests of the church, not their own personal preferences or agenda.
- active congregant, i.e. who attends worship regularly, is involved in small groups or committees and who pledges.
- sees serving on the Leadership Team as a calling and a spiritual and leadership growth opportunity
- prepared to think innovatively and "outside the box"
- able to engage thoughtfully in a dialog that includes many different perspectives
- able to speak fearlessly when needed
- willing and able to take well-considered risks when it is helpful and strategic to do so
- able to create an environment that empowers leadership within the congregation.

### **Representation on committee**

- a "good mix" of ages
- a "good mix" of men and women
- a "good mix" of the theological perspectives in the congregation
- a "good mix" of folks who have knowledge of many different facets of church life and ministries.
- a "mix" of people relatively new to the church and those who have been participating for many years