

## **FIRST CONGREGATIONAL CHURCH STAFF**

The Rev. William Burhans, Lead Pastor

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

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

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

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

Mr. Jeffrey Mead, Organist

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

Ms. Sarah Marino, Office Manager

Mr. Tyler Campbell, Assistant Sexton

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

## **FIRST CONGREGATIONAL CHURCH OFFICERS**

Penny Sparrow, Moderator

Margaret McIndoe, Clerk

Bruce Lauterwasser, Treasurer

Keith Russell, Assistant Treasurer

Anne Hoenicke, Membership Registrar & Archivist

William McCarter, Historian

Leslie French, Librarian

Bruce Alexander, Church Auditor

Rebecca Beltz, Church Auditor

Edward Lamson, Church Auditor

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## AGENDA AND WARRANT

177<sup>th</sup> Annual meeting                      11:30am                      May 7<sup>th</sup> 2017

"Then Your Light Will Burst Forth."

### Order of Meeting

11:30

- Grace/Opening Prayer
- Light lunch
- Slide show and presentation
- Table topic: Ripley chapel / Fisk organ project
- Moderator's Opening Remarks
  - Establishment of Quorum
  - Call to Order
  - Approval of Minutes of Congregational Meetings since last Annual Meeting
- Hymn
- Covenant
- In Memoriam

### Articles of Business

12:30

- I. Receive reports and place on file.
- II. Thanks for service in love and elections
- III. The future of the Ripley chapel / Fisk organ project
- IV. Transition update and continuance of transition structure and bylaw suspension
- V. Hear and act on any special gifts and bequests

- Closing Hymn
- Benediction

1:30

## AGENDA AND WARRANT

### FIRST CONGREGATIONAL CHURCH IN WINCHESTER NOTICE OF 177<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 7<sup>th</sup>, following the morning worship service, to act on the following matters:

- ARTICLE I: To receive and place on file the reports of the Ministry Team, the Treasurer, the Clerk, the Leadership Team, the Purpose Forum and the Chairpersons of the Sustaining and Living Ministries of the Church and any other written and oral reports which the Church may vote to receive
- ARTICLE II: To elect Officers willing to serve for the upcoming year, to affirm new members of the Leadership Team, to thank all those who served on a Team/Committee/Ministry in the past year, and to acknowledge all who will Serve in Love on all ministries as they conduct the affairs of the Church for the 2017-2018 program year
- ARTICLE III: To hear and act upon the options for the Ripley Chapel / Fisk organ project
- ARTICLE IV: To hear and act upon the recommendation of the Leadership Team that the Church continue for the third year of a three-year trial period, with the new governance structure as described in the recommendations report of the Transition Team dated January 2015; and that the relevant sections of the current Bylaws continue to be suspended for the duration of the trial period
- ARTICLE V: To hear and act upon reports of special gifts and bequests, if any, to the Church since the last Annual Meeting
- ARTICLE VI: 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 12<sup>th</sup>, 2017

\_\_\_\_\_  
Penelope J. Sparrow  
Moderator

## CALL TO ANNUAL MEETING

The 177<sup>th</sup> Annual Meeting of The First Congregational Church in Winchester, Massachusetts, United Church of Christ is called on Sunday, May 7<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: THIS LITTLE LIGHT OF MINE Tune: LATTIMER

- |   |   |
|---|---|
| 1. This little light of mine.<br>This little light of mine<br>I'm going to let it shine<br>This little light of mine<br>I'm going to let it shine<br>This little light of mine<br>I'm going to let it shine<br>Let it shine, let it shine, let it shine | 2. All around the town<br>We're going to let it shine<br>All around the town<br>We're going to let it shine<br>All around the town<br>We're going to let it shine<br>Let it shine, let it shine, let it shine |
| 3. Ev'ry where we go<br>We're going to let it shine<br>Ev'ry where we go<br>We're going to let it shine<br>Ev'ry where we go<br>We're going to let it shine<br>Let it shine, let it shine, let it shine   |   |

# REPORT OF THE CLERK: CHURCH MEMBERSHIP STATISTICS FOR 2016

## SUMMARY

Total Membership End of December 2015	422	
Total Received into Membership 2016	+29	
Confirmation		+10*
Letter of Transfer		+10
Confession of Faith		+
Reaffirmation of Faith		+ 9
Reactivated from Inactive		+
Total Released from Membership 2016	-/+	- 33
By Letter of Transfer		-2
Withdrawn By Request		-2
Moved to Inactive		-21
By Death		-8
Net Change	-/+	-4
Total Membership End of December 2016	418	

## RECEIVED INTO MEMBERSHIP 2016 - Total New Members Received (10\*+19)

### By Confirmation (10)

\*These members were confirmed in 2015 but were mistakenly omitted from the 2015 Annual Report, so they are reported this year:

1. Julia Gallop
2. Hannah Rose Lauterwasser
3. Gabriella Fernando McKinley
4. Jordan Miranda
5. Justin David Miranda
6. Stephen Morris
7. Saramarie Wynne Puzzanghera
8. Katherine Skinner
9. Margaret Royes Splaine
10. Kathryn "Katy" Marie Turner

### Adult New Members (19)

1. Rev. William "Will" McReynolds Burhans
2. Leigh Sayward (DuPuy) Carlisle
3. Jonathon Mason Carlisle
4. Elizabeth "Liz" Wyke (Nelson) Copeland
5. Andrew "Andy" David Copeland
6. Michelle (Slysh) Crawford
7. Richard "Rich" Thomas Crawford
8. Elizabeth "Betsy" (Carey) Goodell
9. Rev. Jonathan Carey Goodell
10. Margaret "Maggie" (Scott) Keeler
11. Benjamin Daniel Keeler
12. Patricia Eileen Brady-Kuchma
13. Daniel "Dan" Alexander Kuchma
14. Rev. Jessica A. McArdle
15. Benjamin "Ben" Allan Pulaski
16. Jennifer L. "Jennie" Ryan
17. Jason Ryan
18. Andrew Wood Sansom
19. Petra Ingrid (Jansen) Sansom

# REPORT OF THE CLERK: CHURCH MEMBERSHIP STATISTICS FOR 2016

## RELEASED FROM MEMBERSHIP 2016 - Total Released from Membership (33 )

<p><b><u>By Letter of Transfer Out (2)</u></b> Daphne (Flickinger) Bradford Robin Marie Donovan</p> <p><b><u>Withdrawn By Request (2)</u></b> Ron Tuccelli Patricia MacInnis Tuccelli</p> <p><b><u>Moved to Inactive (21)</u></b></p> <ol style="list-style-type: none"> <li>1. Joseph Robert Bianco</li> <li>2. Lawrence "Larry" Francis Borges</li> <li>3. Susan (Heldrich) Borges</li> <li>4. Marilyn Rose Capek</li> <li>5. Thomas "Tom" George Cauchon</li> <li>6. Patricia "Patti" Ann Cauchon</li> </ol>	<ol style="list-style-type: none"> <li>7. Michael Heisler Clare,</li> <li>8. Julia Rhiannon Dowden,</li> <li>9. Shannon T. Frate,</li> <li>10. Teresa Galli</li> <li>11. Abigail Heisler</li> <li>12. John Johnian</li> <li>13. Jamie Lynn King</li> <li>14. Virginia "Ginny" Laats</li> <li>15. Katherine "Katie" Huxtable (Hood) Ragosa</li> <li>16. Kathryn Irene Scholl</li> <li>17. Deborah "Debbie" T. Simpson,</li> <li>18. Doris May Taber</li> <li>19. Lester "Les" R. Taber</li> <li>20. Carla Marie (Turner) Tardif</li> <li>21. Nicole Trakimas</li> </ol>
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## **By Death** (8 active members)

<p><b><u>Members, Former Members, and Inactive Members</u></b></p> <p>Mary Elizabeth (Rupp) Barger (m) Edna P. Dayton (m) Olive A. (MacLeod) Lagergren(i) Ann Thompson Miller (fm) Stephen "Steve" Arthur Moore (m) Christopher Downer Richter (fm) Jennifer "Jena" Jean Roy (m) John Porter Sawyer Jr.(m) Ralph W. Stone Jr. (m) Elaine Valende (m) Marilyn Aiken Drake White (m)</p> <p>m - member, fm - former member, i - inactive member</p>	<p><b><u>Extended Church Family</u></b></p> <p>Mario Alfano Robyn Collins, Jody Collins Skinner's sister Betty (Lipe) Davis, mother of Leigh Kelliher Michael Fahy, cousin of Deidre Giblin Nina T. McCall, Maryann's mother John Pemberton III, father of Nanci Church Suzanne Moore (Tourtellot) Shelton Thomas Smith, husband of Robin Smith, father of Emily and Christopher Marion Sonichsen, Ken Orth's sister</p>
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## **BAPTISMS 2016 (9)**

<ol style="list-style-type: none"> <li>1. Melina Lucia DeSousa</li> <li>2. Anara Ziada Madrid Kolb</li> <li>3. Alexander Hudson Kuchma</li> <li>4. Mark Everest Kuchma</li> <li>5. Aaliyah Marie Olivier</li> <li>6. Reagan O'Neil</li> <li>7. James Ethan Richter</li> <li>8. Henry Michael Sandak</li> <li>9. Benjamin Sawyer Shannon</li> </ol>
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## REPORT OF THE MINISTERIAL TEAM

Annual Report from the Lead Pastor (on behalf of the Ministry Team)

Our Ministry Team has been working hard together over the 2016-2017 program year supporting First Congregational Church in Winchester in twin movements to go deeper in its spiritual life and reach further out beyond its walls into the wider community. Weekly team meetings opening with devotional and worship times as well as regular personal check-ins, conversations, brainstorming and problem solving have kept us well-connected and working fruitfully together in a spirit of collegiality and creativity that I value greatly as a team leader. First Congregational Church is blessed to have this configuration of ministry professionals and I am grateful and honored to be serving alongside them.

We have been working to submerge ourselves into deep spiritual territory with all the regular weekly worship services and the traditional special services that mark our liturgical seasons across the year. But this past year we also punctuated these by leading special services and activities that got our church praying together even as we opened opportunities for the wider community to participate. We had three prayer vigils - an interfaith vigil on the Common after the Orlando shootings, a vigil at the time of Rev. Jena Roy's death, and a vigil on the eve of a contentious election. Each of these were discussed and coordinated by the Ministry Team and seemed to offer a sacred space for a critical point in time. We also gathered for silent contemplation throughout the year with Centering Prayer/Meditation during our Summer Tuesdays with Jesus and our Lenten Tuesdays with Jesus. I believe that this movement of deepening silence in our midst is of great importance given the state of our busy, information-overloaded, stressed out culture and it's effect on the personal lives of those praying and the ripple effect on the psychic space beyond us cannot be underestimated. As a community we can quite simply hear God and one another better if we are in the practice of keeping silence together.

However, we also supported our church into praying creatively in other ways with beautiful words, music and even movement this past year. Through Jazz Vespers, an Embodied Prayer evening, an Epiphany Dinner with a parade to the manger, various worship experiences designed specifically for our children and youth and even yoga on Easter morning, we embraced what Kathleen and our Health Ministry promotes among us, that our "spiritual" lives are not some disembodied reality but involve our whole selves, mind-body-spirit.

Worshipping God and praying together this past year, however, also took the shape of significant funerals that we conducted in our community. The grief was profound but also the joy was there as we said goodbye to significant members of our community and commended them to God in praise and prayer. Marilyn White, John Sawyer, Rev. Jena Roy, and Steve Moore, to name the most prominent members, each had beautiful services filled with music that Jane, Jeffrey and the choir lavished on the community. Such times are difficult for a community but they also clearly bind us together in God's spirit in a way that little else can. Laughter and fun, though, is good for community bonding too and it wasn't just serious practices that fed our spiritual lives either. We enjoyed together a Talent Show and potato bar put on by Ben and our youth, a Death over Dinner night (that had a remarkable amount of laughter and lightness!) offered by Rev. Judy and the Faith Exploration Ministry, movie nights out on our lawn offered by Ben and teas, visitations, and flower deliveries for our elders offered by Kathleen and the Health Ministry.

All of this lent to a deepening movement in our midst that was rich and meaningful this past year, however, that is only - at most - half of the story. We cannot



## REPORT OF THE MINISTERIAL TEAM

be faithfully church unless we are moving out beyond our walls to offer the Gospel in the wider community and world. This involved our traditional outreach practices supported and encouraged by our Outreach Ministry like Habitat for Humanity, The Dwelling Place, Outdoor Church, as well as the offerings, collections and financial charitable distributions for organizations in our wider community that are doing critically important work for the common good. Also, this year found us reaching out in expressions of solidarity with the oppressed and promoting social justice, which is another critical arm of any faithful outreach effort for the sake of the Gospel. As your Lead Pastor, I attended a clergy gathering at the State House called Moral Monday, which called for state legislators to pay attention to the most vulnerable people among us as they prepared the state budget. Rev. Judy and I were supported by many in the church to attend a clergy march at Standing Rock Reservation in North Dakota to support the Water Protectors there. I was one of a few clergy who gathered with hundreds of people outside of the JFK Building in Boston to rally for the rights of Farmworkers who had been targeted by ICE and Bruce and Linda Alexander met with our legislator and attended a rally for immigrant rights at the end of March. Also, numerous church members attended the women's march and a group of folks gathered to follow-up with ideas and inspiration around serving the common good at this critical time in our nation's life.

A final activity that brought together education and awareness raising for the sake of the vulnerable among us was the Pack Up Your Sorrows film and conversation that Kathleen and the Health Ministry put on this past year. It was an effort to break the stigma of mental illness and encourage our community and many others to speak openly and freely about the struggle, the pain and even the beauty inherent in mental illness and its' healing. This event also led to an opening of our doors to a regular NAMI meeting that met for 12 weeks over the past year, a wonderful expression of solidarity with those struggling with mental illness themselves or in their families.

Our reaching out to the community this year involved important service work and witness but also we reached out to bring our worshipping, praying community out among the town rather than simply expecting the town to come to us. We hosted 2 movie nights which brought local families to our church to enjoy beautiful evenings on our front lawn, we celebrated our Animal Blessing worship service out on the Common to make it more inviting to the community, we held our Easter Sunrise Service at Wright-Locke Farm again, we offered ashes at the train station on Ash Wednesday and we offered a Jazz Vespers service on the common as well. All of this and much of what is mentioned above was beautifully promoted and communicated by our new Communications Ministry who are largely responsible for all of our press this past year and the welcome that our wider community has received to join us in our church activities.

Most of the Ministry Team is involved in the Communications Ministry and two other pop-up ministries that have involved significant work over this past year; the Signage Group and the Ripley Chapel Fisk Organ Working Group. Both of these initiatives, while they are focused upon internal change within the church building, have the intent to be more welcoming, attentive and attractive to those beyond our walls who might be in need of a church home. Signage is trying to make our building more accessible for new comers and the Ripley Fisk Group is keeping in heart and mind how we can offer worship and prayer in our sacred spaces that might speak to a wider range of people, experiences and even generations.

All of what is mentioned above, is supported and made possible by the hard work of Sarah in the office who coordinates calendars and space usage, promotes all of it on

## REPORT OF THE MINISTERIAL TEAM

various social media platforms, lays out bulletins, programs and other promo materials and so much more! And much gratitude to Brad and Tyler who have faithfully operated behind the scenes to keep our large building beautiful and functional so that all of these ministries and activities and much more can take place within these walls with the lights and heat on! We have felt Brad's absence in the later half of this year but Tyler has stepped up in a remarkable way and serve this church in many ways beyond his original job description.

Needless to say, God has richly blessed our community this past year and we continue to ask for inspiration and guidance for the year ahead as we seek to be faithful followers of Jesus in this world. I feel much gratitude to Judy, Jane, Ben and Kathleen as well as all the faithful volunteer leaders of First Congregational as we continue to listen attentively to the Spirit and one another in order to offer our ministries for the sake of God's reign. Amen.

## REPORT OF THE LEADERSHIP TEAM

### **Year 2 of Its Existence May 2016-May 2017**

Building on the work of our first year as a Leadership Team, we moved forward, constantly learning how to live into our role more effectively. We have become more comfortable with several areas, including: keeping a constant eye on the church's Purpose; not trying to fix problems or challenges we meet, but offering authority and resources to the ministries; learning to trust that, when we don't find clarity or consensus in our group, we will do so with time and prayer; thinking and acting strategically.

We aimed to implement the **leadership principles** adapted from last year's report.

- **Achievement of the mission and overall outcomes** - this is the primary responsibility for LT. For FCCW our mission is enshrined in our Purpose statement: that we are a Christ-centered, nurturing community, growing in faith, serving in love and welcoming all with joy.
  - We get an opportunity to see the outcomes that each ministry recognizes in their work when we look at the annual reports. The LT has specifically asked each ministry to consider these outcomes to encourage increasingly purposeful ministry.

## REPORT OF THE LEADERSHIP TEAM

- **Empowered to create the structure needed to accomplish the mission including creating boards, committees, task forces, action teams, ministries.**
  - As we have passed the half-way mark in our 3-year trial of the new structure, LT is aware of its responsibility in evaluating how it is working. We are creating a path for the congregation to make a decision about the structure subsequent to the trial and to suggest any changes in the bylaws that may be needed.
  - This spring we undertook, with the invaluable help of the deacons, a personal interview with as many congregants as possible, to hear what people have to say about how the new structure is working. The responses to these interviews will inform the work of the LT as it negotiates this final year of transition.
  - Following the announcement of Jena Roy's gift at last year's annual meeting, a Music and Worship Arts working group was commissioned to consider plans for renovation of the Fisk organ and for re-visioning Ripley Chapel.
  - A financial modeling task force was created.
  - The LT authorized the Treasurer to gather a working group to consider the possibility of migrating to a new computer accounting system and to explore the options
- **Empowered to change (including disband) components of the structure that are not functioning effectively to achieve the purpose and mission.**
  - The facilitators of Purpose Forum reported low attendance at their meetings, which meant that key objectives of information sharing, collaboration, administration of the Innovation Fund grant and encouraging new ideas could not be achieved. LT recognized the strong leadership of the facilitators and worked with them to transition the PF to a group that meets three times a year with a focus on communication within the church.
  - The LT has started to make plans to address the need for fellowship events, some of which have been lost this past year due to lack of volunteers to organize the events.
  - Considered and supported the hiring of a 6-month consultant for facilities which could lead to further staff changes, in part so that the volunteer chair of the Facilities Ministry does not have an overwhelming job.
  - Recently the Leadership Team decided to modify slightly the way it operates. We agreed together that the expectation would be that all the lay members of the group and one ordained minister would attend meetings and that the attendance of other members of the Ministry Team would be optional. For example, they may choose to attend when a topic of particular relevance to them was to be discussed. The ordained minister would be expected to represent the Ministry Team. The goal of this change was to make the

## REPORT OF THE LEADERSHIP TEAM

meetings more effective by having somewhat fewer people there and to limit the time commitments for the Ministry Team - time that takes away from their ministry time.

- **See the relationships between parts and the whole.**
  - As we had begun to do last year, LT considered the whole and looked for places where the parts might need support or re-thinking in order to contribute fully.
  - The LT was presented with strategic decisions regarding finances and how disparate demands and visions fitted together. In particular, we were warned of significant repairs to our steeple that would be required in the next year or two, since maintenance of the steeple has lagged. We had to consider the potential for a capital campaign to support this and how this would tie in with seeking additional funds for the organ and Ripley chapel projects.
- **'Get on the balcony' and 'Empower individual groups to act independently'.**
- **Strategic, long term decisions** are developed by the Leadership Team;
  - We needed constant reminders to 'keep strategic', since it is always easy to slip into operational decision-making. But operational decisions are delegated to the appropriate Ministries, Purpose Forum, Ministers, and Officers. The good news is that we began to feel that we had a better understanding of what constituted being strategic and were more comfortable handing things back to 'the people'.
  - The operational groups within the church grew in understanding of their own authority and responsibility
  - The LT asked our Treasurer to prepare a balanced budget as a priority but agreed to support one with a very small deficit when that seemed prudent.
- **Develop necessary church policies** so that day-to-day operations can run smoothly and effectively. Ensure that administrative systems and functions are in place and are being accomplished including personnel, financial and facilities management.
  - The LT reaffirmed that the Treasurer and officers of the church are authorized to expend funds on the basis of the prior year's budget and then brought this to the congregation for a vote.
- **Delegate the day-to-day operations** of the church to appropriate bodies, check-in to ensure they are functioning well.
  - As one of the leaders of the Facilities Ministry had to withdraw from a very significant role in leading the group and in doing much on-the-ground management, it was noted that the maintenance of the facility had become increasingly overwhelming. In an effort both to support the work and to provide some insight into how we could re-think the management of the facility, a Facilities Consultant was hired for a 6-month period. The salary is funded through the Van Aken fund.

## REPORT OF THE LEADERSHIP TEAM

- The leadership team played its part in **setting strategic direction, identifying adaptive change and developing and empowering leaders.**
  - LT has started to address the question of how to manage our building most effectively.
  - A major consideration for the LT this year has been to follow through with Jena Roy's vision for Ripley Chapel, as evidenced by her significant gift to the church at last year's annual meeting
  - A Music and Worship Arts group was therefore formed to consider the possibilities.
  - Some other significant gifts towards this vision enabled the LT to authorize the renovation of the organ in the spring of 2017, with the congregation approving this in a vote in January.
  - Meanwhile LT was kept informed of the work of the Music and Worship Arts group as they developed plans for Ripley chapel with an architect.
  - In March LT took a strategic look at where this project was headed and decided that further work with the architect should be put on hold as the magnitude of the project was assessed and the congregation involved in this decision.
- Step forward and **take risks when it is helpful and strategic to do so**
  - We began to think about 'moving outward not just 'facing outward and the Ministry Team planned the Easter sunrise service at Wright-Locke Farm, instead of in the Reno garden.
  - Also with the aim of moving outward, LT started to explore some new ideas that would offer the congregation opportunities to "serve in love".
  - The next year will require that we set a path towards making a decision as a congregation about whether to make permanent our new, and still evolving, structure. In order to evaluate the new organizational structure, the LT, with the help of the Diaconate, embarked on a series of personal interviews with as many of the congregation as we could include.
- **Develop and empower leaders.**
  - Through a Nominating Committee subgroup, we identified and called two new members of the Leadership Team to be affirmed by the congregation at the Annual Meeting.
  - Executed, for the first time, a newly developed Lead Pastor Evaluation Process
- **Develop the necessary church policies** so that day-to-day operations run smoothly and effectively. Ensure that administrative systems and functions are in place and are being accomplished including personnel, financial and facilities management.

## REPORT OF THE LEADERSHIP TEAM

- The LT authorized the division of the Clerk position into 2 parts. The 2 parts to be "Clerk-Recording Officer" and "Membership Registrar and Archivist."
  - The LT recruited a new church clerk and elected her to serve as interim Clerk-Recording Officer until the Annual Church Meeting where she will be nominated to serve the full term. Our previous clerk to continue in the role of Membership Registrar and Archivist.
  - The LT provided strategic guidance toward the development of the 2017 church budget and subsequently reviewed the proposed budget and recommended it to the congregation for approval. The 2017 budget is a deficit budget, but with a very much smaller deficit than the 2016 budget
  - The LT continues to work towards a sustainable balanced budget. A financial model has been developed and will be used to inform this process.
- **Regulate Distress**
    - The creation of the financial modeling task force was designed to address concerns in the congregation that we are living beyond our means, especially in the context of a 2016 budget with a significant deficit. They have developed a flexible 10-year financial modeling program they plan to present to the congregation.
    - When the Bean Supper did not take place, the Leadership Team addressed the question of what fellowship events could and should be offered and how such decisions are made.
- **Consistently articulate purpose and core values**
    - The Purpose of the church - that we be a Christ-centered, nurturing community, growing in faith, serving in love and welcoming all with joy - has become central to discussion and planning in many areas of ministry.
    - As a Team we always try to line up our discussion and decision-making with the Purpose of the congregation. We are working to articulate this to the entire congregation. In addition to the monthly updates on the work of the LT in the Spire, we shared with the Purpose Forum some insight into our work and sought their input into what LT is doing and how to communicate it better to the congregation. We know we still need to do a better job at this communication.
    - A theme emerged from the Annual Reports of May 2016 prepared by the sustaining and living ministries. The theme is "Breaking Down Walls/Barriers.", which is based on Ephesians 2:14. "For Christ is our peace, who has made two one and destroyed the barrier, the dividing wall that separates us". Each group in the church was encouraged to develop programs, goals and desired outcomes within the context of this overall theme.

## REPORT OF THE LEADERSHIP TEAM

It is a constant challenge and responsibility to live into our task of leadership, but we are also excited to be able to share in the work of building up this community at a time that feels full of God's opportunity. We were so encouraged by the success of the pledge campaign - with grateful thanks to our Financial Resources Ministry - since it seems to signal a new positive and exciting chapter in the life of First Congregational Church. We are indeed blessed to have received from the congregation a Purpose that guides us repeatedly: *we are a Christ-centered, nurturing community, growing in faith, serving in love and welcoming all with joy.*

The Leadership Team - Bruce Alexander, Judy Arnold (associate pastor), Will Burhans (lead pastor), Kim Farina, Margaret McIndoe, Elizabeth Page, Dina Pradel, Ben Pulaski, Jane Ring Frank, Dick Sayre, Penny Sparrow, Taylor Tresselt, Kathleen Zagata,

## REPORT OF THE DIACONATE

The Diaconate team 2016-2017..

Third year: Teresa Cader, Maria Fernando (Head), Wendy Procops

Second year: Andy Gallop, Bob Lord, Jennifer Wilson

First Year: Mike Bailey, David Carpini, Christine Tresselt

This year's Diaconate spent a good amount of time on how to bring our purpose and support of First Congregational Church of Winchester to better fit the many ways our church has transitioned in the past few years, to what it is today....

Deacon manual updated...

This will serve as a more meaningful/current resource for Deacons; better represents how the Diaconate supports the FCCW congregation today... Spearheaded by Andy Gallop

Gluten free communion..

We are pleased to welcome all to participate in Sunday Communion, especially those concerned with any gluten sensitivity.

Sanctuary bulletin boxes dedicated in memory of Mary Brinks, First Congregational Church of Winchester's first woman Deacon...

Gone are the plastic file holders that held the service bulletins (that would unhinge once in a while!) and on the doors to our sanctuary are permanent, beautiful, welcoming wood crafted holders that blend in with the rich history/spirituality of our place of worship. And it these holders are a better fit for the current format of the service bulletins. Much gratitude to Wendy in her persistence in getting this done.

## REPORT OF THE DIACONATE

Continued Celebration of Service Breakfast...

This year approximately 40 attended the breakfast. Carolyn Starrett, founder of Sustainable Winchester, spoke of the local programs (current and in the making) and ways we can be more gentle to Christ's gift of our earth.

Participated/supported special services such as Health Ministry's Lenten healing service and home visits; the vigils for Jena, the election, memorial services; Jazz Vespers. There was Deaconate presence to welcome/comfort all those who came to pray.

The Deacon Purpose/Animus was formally adopted- "The Deaconate tends to the ritual life of the church and are anchor participants/representative presence for the larger community of FCCW". In my opinion, this has been the most poignant accomplishment this past year. This has helped us focus on how the Deaconate serves/supports FCCW and dovetails in all its ministries as our church is today. Much gratitude to our pastor Will in the formation of the updated Deaconate purpose.

Supported the Leadership Team's promise to survey the congregation post-transition. We interviewed over 40 congregants on a one-on-one basis. This will help our LT better plan on how to support our congregation grow spiritually in a more meaningful way.

**Deacons funds, Skilling's/Mason's fund...**

A subgroup of the deacons collaborated with Treasurer Bruce Lauterwasser and Anne Hoenicke to streamline administration of some special purpose funds, which were established many years ago pursuant to bequests of certain church members and traditionally overseen by the diaconate. The process changes will help ensure consistency and timeliness of annual disbursements to the beneficiaries, who are today the Massachusetts Conference of the United Church of Christ and Our Church's Wider Mission.

**One of our goals, looking forward...**

The Deaconate fall retreat will include a more robust orientation of being a Deacon at FCCW as well as mindful self reflection. Our goal is to be better poised to support the future direction of our re-formed congregation.

Spiritually yours,  
Maria Fernando



## REPORT OF THE MUSIC & WORSHIP ARTS MINISTRY

*"I sing because You sing.  
I smile because You smile.  
Because You play on the flute,  
I have become Your flute.  
You play in the depths of my heart.  
You are mine, I am Yours."*

Sri Chinmoy, Indian spiritual teacher (1931-2007)

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

The music and worship arts ministry at FCC is a multi-faceted program, under the direction of Jane Ring Frank, Minister of Music and Worship Arts. It includes a large number of volunteers, both instrumental and vocal. The program supports the Senior Choir (Thursday night rehearsals and Sunday morning worship); the Carilloneers (Monday night rehearsals and periodic participation on Sunday mornings); Jazz Vespers (an experimental initiative, 6 times per program year); Jazz Singers (weekly Thursday night rehearsals and participation in each Jazz Vespers service). The ensembles are also regularly invited to participate in worship services that celebrate life events: for instance, Ordinations, Installations, Weddings and Memorial Services. Additionally, the Senior Choir presents larger choral/instrumental works within the context of worship, at least two times per program year, an endeavor that includes additional rehearsals, commitment of time and organization.

### QUESTIONS/ASSESSMENT/OUTCOMES

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

### PROGRAM PARTICIPANTS

- Senior Choir: @ 20 - 30 singers, including one weekly rehearsal and worship service.
- Carilloneers: @ 10 - 12 participants, including one weekly rehearsal and occasional ringing in worship.
- Jazz Vespers: @ 4-6 instrumentalists (including, piano, bass, drums, trombone, electric guitar, trumpet, flute, etc...).
- Jazz Singers: @ 10-12 singers (all volunteer effort), including weekly rehearsal.

## **REPORT OF THE MUSIC & WORSHIP ARTS MINISTRY**

- Lessons & Carols, December 24, 2016: 4 string players, organ, soloists, chorus, 7 Lay Readers, including youth and children, Ministerial Team.
- Other special services for holidays (Cantata Sunday, Palm Sunday, Maundy Thursday, Easter, Christmas Eve, etc...). Includes a large number of volunteers and professionals.
- Renovation of the Fisk Organ, February - March, 2017. Included @ 10 volunteers to host Fisk workers and to oversee the project.
- Special services as needed (Blessing of the Animals, Memorial Services, weddings, etc...). Numbers of volunteers vary with each request.
- The addition of special music, shared during the Offertory, each week in worship. This special music allowed the congregation to hear prayerful music offered by members who may not have other outlets to express their talents (@ 20 people).

### **2. What event or objective were you most proud of?**

I am continuously amazed by the constancy of the Senior Choir, Carilloneers, and instrumentalists. Their volunteerism is nothing short of miraculous, with weekly rehearsals and worship. They give tirelessly to the church, and often, the music program is not the only recipient of their giving. Their currency is precious time and formidable talents - all to enhance the worship experience for others. They show one another respect, kindness and gentleness. They model faithfulness and a strong devotion to a loving God.

### **3. How do you feel the major projects you accomplished in 2016 moved the needle on various aspects of the mission statement?**

The music program, by and large, continues to thrive. Participation in each of the ensembles has been enthusiastic and committed. Attendance at rehearsals and worship services is energized. For an almost exclusively amateur/volunteer program, I am continually awed by the program's high level of performance, and the laudable volunteerism and generosity amongst the program's participants. I believe that participation in the music program is a genuine way to connect with the larger church and the wider community.

Jazz Vespers, is nearing the end of a three-year experimental initiative in support of the Mission Statement. The vespers is not only an avenue for "growing our faith," but a true opportunity to "welcome all with joy." We have had a joyful but **small** congregation. This year, we added a short, inspiring message, delivered by Reverend Will or Reverend Judy. During the upcoming months, we will have an opportunity to honestly review the Jazz Vespers and its success in deepening our Mission Statement.

Marketing to the community (resulting in increased town presence) has been successful in a number of ways: Marsha Lamson and Liz Sayre have successfully connected with the local newspapers, procuring photos, small articles and mentions on a regular basis; Nancy Kneiss has designed new flyers and website and lawn banners, which are colorful, clear and eye-catching. And the website re-design is clean, clear and welcoming.

## REPORT OF THE MUSIC & WORSHIP ARTS MINISTRY

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

- Last year, the Jazz Vespers singers sang as a part of Midnight Madness in Winchester. We were unable to do so this year, and we lost a strong opportunity to connect with the wider community. It is our hope to participate this coming December.
- While we are hoping to hold the April 22, 2017 Jazz Vespers on the Winchester Town Common (and have received permission to do so), I wish that we had been able to move into the community, outside our own sanctuary, sooner. Weather depending, this service, like the Blessing of the Animals, should alert our larger community that vibrant, music-filled, spirit-led worship is happening at our church. This is a continued part of the Jazz Vespers experiment.

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

- I am working to present Carol Barnett's *The World Beloved: a Bluegrass Mass* for our Senior Choir and instrumentalists. With the help of bass player, Sven Larson, who toured for many years with a professional bluegrass band, I intend to assemble a large instrumental ensemble to bring this work to life in the Spring of 2018. It is a classical mass, with modern choral sophistication, touching poetry and traditional bluegrass instrumentation fused into an exhilarating sacred musical experience. It provides a wonderful opportunity to invite the larger Winchester (and surrounds) community.
- I also hope to recruit new members to the music program. We are seeing the normal retirement and aging of some of our most faithful members. It is time to reach out to interested congregants with hidden talents!

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

- The organ has been successfully renovated! This was a big undertaking, and many thanks are owed to Bruce Alexander and Jeffrey Mead, who skillfully and thoughtfully led the Fisk team to a successful renovation. The organ sounds magnificent, and Jeffrey is certainly relishing the opportunity to discover the instrumental all over again. The renovation demands maintenance, and the music program looks to the Music and Worship Arts Group for leadership in raising the funds to properly and respectfully maintain the instrument over time. The organ is certainly a part of "growing our faith," but it also represents a critical piece of our history and ongoing commitment to blended worship styles.

### **7. If the church had a theme for the year, what would your ministry like it to be?**

I currently do not have any suggestions. The Ministry Team meets at the end of each program year, for an extended planning session (2017-18). Out of that brainstorming, we often are inspired to propose themes, prayers, new worship styles, etc...And the music program enthusiastically supports the larger work of the Leadership Team, the Deacons and the Ministry Team. We look forward to themes emerging in the coming months.

## **REPORT OF THE HEALTH MINISTRY**

Health Ministry: encourages members to live the connection between faith and wellness - mind, body, spirit- in ministry to self and others. This is in concert with the FCC mission: to be a Christ-centered, nurturing community, growing in faith, serving in love, welcoming all with joy.

Gratitude goes to the Health Ministry members who shared their time and talents: Christine Atkins, Pam Budner, Nanci Barker Church, Stephen Haggett, Branda Wilhoite, Frank Willwerth, Janice Wilson and Anna Campbell our international minister of health. Also thanks goes to Caring Network Coordinators, Susan Rozmanith and Maria Fernando; Flower Committee Members, Laura Bailey, Lurie Roby, Margy McIndoe and Beverly Stone; Advent Women's Gathering Committee, Deb Johnston, Christine Tresselt and Wendy Procops and Friends of Health Ministry Carrie Ehrbar, Becky Parkhill and Leslie French.

Our Annual HM Retreat is planned this year for May 10th. We will review the previous year, plan for the fall and discuss how we might live out our mission in new and relevant ways.

In response to the Leadership Team's question regarding a church wide theme for the coming year, we suggest "Called to Serve in a Secular World."

Respectfully submitted for the HM Committee,  
Kathleen Zagata, Health Minister

Program Year May 2016-April 2017

### **Deepen Faith:**

Health Ministry Church School Chapel Service  
Advent Women's Gathering: What do you Thirst for this Advent?  
Advent Service of Light  
Health Ministry Lenten Healing Service including the scriptures of Mary Magdalene  
Advent and Lenten Visitation

### **Welcome All:**

Breaking Silence about Mental Illness:  
Community screening of "Pack Up Your Sorrows-the documentary."  
Hosted a NAMI Family to Family 12 week education program for those supporting a loved one with mental illness.  
Two Sunday Worship Services with a mental health theme  
Updated library resources on mental illness and discussion at Ruth group and the monthly men's group.

### **Serve with Love and Nurture:**

Partnered with the Out Reach Committee we obtained needed pediatric and adult vitamins/medicines for Anna Campbell's mission trip to Nicaragua.  
Hosted our annual Spring Fellowship Tea honoring our Elders. Very pleased that The Sounds of Grace joined us for song.  
Caring Network organized member teams to serve 18 meals.  
Our Flower Committee prepared and/or delivered 48 flowers arrangements after Sunday morning worship.  
Health Ministry Coffee Hours introduced the Lenten 40 Challenge and gently coached 26 members who adopted a health habit as a Lenten practice.

## REPORT OF THE HEALTH MINISTRY

Stepping out as an exemplar on Health Ministry- What you may not have heard.

- At the UCC Super Saturday Conference on Oct 16th Stephen Haggett and Kathleen Zagata presented a morning workshop entitled Health Ministry: Keeping Beat to the Rhythms of Life.
- Dismantling Stigma and Discrimination, an article outlining our mental health initiative written by Kathleen Zagata appeared in The Bridge, NAMI Newsletter vol. 33/no.3 11/2016.
- Email blast invitations were sent to church members to join Kathleen Zagata at community programs that promote “Health Justice” opening us to new connections and mind-body-spirit healing experience.
  - Two examples:  
Racial Healing through Embodied Wisdom featuring Afro Flow Yoga held 9/30 and 10/2/16 at FCC- Cambridge.
- Sunday worship telecast interview from the Annual Mother’s Day Walk sponsored by the Louise D. Brown Peace Institute.

Health Ministry Wish List:

- Seeking new members for the Flower Committee to further extend our reach.
- The commitment is once a month for three hours working in teams of two.
- Open invitation to join the Health Ministry Committee.
- Seeking a High School Youth for the 2017-18 program year.
- Help host our Advent Women’s Gathering. Contact Deb Johnston.

## REPORT OF THE MISSION & OUTREACH MINISTRY

The Outreach commission has had a mixed year in terms of successes and disappointments. We, as a congregation, are very giving in monetary terms. We gave out \$33,500 in grants to the community. For our special offerings we collected the following: Just Peace \$720 (special envelopes were not in the pews, therefore most of the offering was allocated to the regular offering); Christmas offering for World Hope International \$3,965; Easter offering for MIRA \$3,958.

The congregation continues to support the Christmas Giving tree. We were able to support 20 girls from Germaine Lawrence, 20 girls and 20 boys from Council for Social Concern and 50 pairs of socks for Lawrence Transitional Learning Center. We also strongly support the Outdoor Church making sandwiches and delivering them to Cambridge. We continue to support the Dwelling Place making meals and serving them.

The commission is at a crossroads as to finding ways to engage our community with more opportunities to serve. We unfortunately have been disappointed in the lack of volunteers for some events and had to cancel our once-a-year dinner preparation and serving to the LTLC. Our linen drive for Mission of Deeds only saw 14 items donated.

## **REPORT OF THE OUTREACH MINISTRY**

Our hopes and dreams are to engage our community in other ways to serve our neighbors. We are hoping to grow our ministry with more members, the start of a Social Justice group, and the launch of an adult mission group to develop a relationship with another community.

Respectfully submitted by Jody Collins Skinner, chair

## **REPORT OF THE WELCOMING MINISTRY**

Members: Laura Bailey, Fred Greene, Lynne Rahmeier, Jenn Richter, Connie Rosenberger, Liz Sayre, Jenny Splaine, Christine Tresselt

1. Projects: Sending a welcoming note with a book to newly baptized children. This year, we've extended the welcoming aspect by sending a note from the minister and a representative of Welcoming on the one-year anniversary of the baptism. We've also researched and found a different book which better represents our theology.

We have changed the name of the group of members who agree to accompany new members during their first year or so, from "Shepherds" to "Friends at First".

We prepared two seasonal trifolds - Advent and Lent - to inform church-attendees of upcoming events.

2. We believe that the church members are more aware of the importance of being welcoming. We requested that the deacons in charge of relating to Lifetime Deacons encourage them to attend early during the Christmastime and Easter time services to greet long-time members who might attend only at those times. We want to welcome them back into a reinvigorated church community.

3. We were slightly disappointed that the scheduling around new membership Sunday had a different result than we originally planned. The projected luncheon changed to cake and punch directly following the church service because we were into the Advent season of heavy activities. And the second membership time planned for the Spring didn't have enough candidates to feel right for the event. We'll schedule a time in early November for 2017.

4. Goals: Continue to monitor the placement of Welcome/Prayer cards, check that the sanctuary looks welcoming, that the trifolds are on the coffee table each Sunday, continue to have Welcoming members assigned a specific task with a second Welcoming member as assistant. We will move forward with requesting and implementing the placement of benches outdoors in the front of the sanctuary, to encourage townspeople to sit there for conversations.

5. We'd like to have two new members - one to replace Fred Greene, who is retiring from the group, and one to help with the regular activities of the group.

## REPORT OF THE PERSONNEL MINISTRY

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

- We continued to support the Lead Pastor during his second year at FCCW; the Personnel Ministry provided historical knowledge, where applicable, and supported the second year of recommendations made by the Transition Team that was subsequently voted on and adopted church-wide
- The job descriptions of the staff were revised, updated and put in the same format
- The Ministry revised the role of the Office Assistant. There was a need for additional cleaning hours due to heavier use of the church facility and a decrease in needs for office help due to the hiring of a bookkeeper. The Personnel Ministry worked with Facilities, the Assistant Sexton, the Office Manager and the Office Assistant to come up with a solution that was agreeable to all. The new role consists of 3 hours supporting the Office Manager and 3 hours which supports the Assistant Sexton, with focused attention on cleaning the kitchen.
- To offer support for staff development, Personnel requested and received an increase professional development budget which gives more access for training to the Associate Pastor, Faith Formation Minister, Health Minister, Minister of Music and Worship Arts and the Office Manager
- The Personnel Ministry offered support to the Leadership Team and the Facilities Ministry as they planned and subsequently hired a Building Manager for a 6-month contract to assess the needs of our facility
- Conducted annual reviews of the staff; a member of the Personnel Ministry worked with the Leadership Team to provide a review of the Lead Pastor
- The Ministry supported the Sexton while he is out on medical leave
- The Personnel Ministry ensured that all staff were accurately covered under the worker's compensation plan offered through the church's insurance policy
- The group met monthly to discuss the needs and well-being of the staff and came up with solutions to meet those needs
- A member of the Personnel began working with the Faith Formation Minister to create and tailor a Safe Church Policy for FCCW; it is a work in progress that will be presented to the wider church for review and adoption
- The Personnel Ministry supported the MRC's created for the Ministry Team

All of this work was done with the help of the Personnel Ministry, the wonderful staff, various folks from other church ministries within FCCW and the congregation.

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

The Personnel Ministry was very proud of advocating on behalf of the staff, for an increased professional development budget. In years past, there wasn't enough money for the entire staff to take part in additional trainings, or forums, so what budget did exist was graciously allotted by the staff amongst themselves. Now, they will each have an annual opportunity for professional development.

## **REPORT OF THE PERSONNEL MINISTRY**

**How do you feel the major projects you accomplished in 2016 moved the needle on various aspects of the mission statement?**

The focus of the Personnel Ministry has always been to support a nurturing community for the staff, to serve with love and compassion as we are tasked with hiring and performing annual reviews, and welcome all new staff with joy. We've understood that roles and needs change and are able to support the staff in a fluid and supported way.

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

We wished we had been able to revise the annual review process, possibly introducing a 360 degree approach that would provide a more amplified voice for the staff. We also would have liked to communicate better with the congregation about the amazing jobs of each staff member. Many of us don't get to hear what rich roles they each contribute to our church life. We would've liked to highlight a different staff member in the Spire each month, that gives insight and answers to question like, "I didn't know they also did that! Wow!"

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

We are looking forward to facilitating the adoption of a rich Safe Church Policy for FCCW. It would need the insight and advice of the various ministries, the Ministry Team, as well as the congregation to keep our youth and elders safe while in our buildings, on mission trips, field trips and service projects in the community. Another goal is evaluating the role of a building manager, considering the feedback of the new 6-month contractor who is analyzing our current staffing and facility. We'd look towards how the Sexton/Assistant Sexton position can grow, in a financially feasible way, to support our building and the Facilities Ministry.

**If the church had a theme for the year, what would your ministry like it to be?**

Empowerment: we want to encourage our staff in ways that allow them to pursue their passions.

Prayerfully submitted by the Personnel Ministry

## **REPORT OF THE FACILITIES MINISTRY**

2016-2017 Facilities Ministry Annual Report

This has been a relatively quiet year for Facilities, but we have significant concerns about the work that we face in the near future as we adjust to a modified approach to managing the needs of our building and grounds.

First, some of the more significant accomplishments:

- Railings up the Sanctuary Chancel steps were selected and installed with some angst over what might have been a significant change to the existing design. The end result has proven to be a delightful and yet unobtrusive enhancement thanks to the support of many people including Maria Fernando, Kellee Fiske, Steve Cole, Jane Ring Frank, and many others.



## REPORT OF THE FACILITIES MINISTRY

- We have been able to rent office spaces for virtually the entire third floor. Most recently, The Metropolitan Boston Association of the UCC is now located in two office rooms. This happy change brings an important church function under our roof, joining the Winchester Foundation for Educational Excellence, Ken Orth's counseling service, and the Winchester School of Chinese Culture, now fully occupying that floor during the week. Each of these organizations pays the church a modest rent and provides the wider community with valuable support. NOTE: none of that income comes back to Facilities to pay for maintenance, except through supporting the overall church budget.
- The annual contract with the NCNS nursery school has been updated. Their rent increases each year for the next several years.
- The lawn sprinkler system, including the pump system that supplies the water from the pond, has been turned over to Clipco. They have done enough repairs to make the system work reliably for the first time in several years with the result that the front lawn and surrounding gardens are being watered properly. Unfortunately we lost three decorative trees in the intervening time.
- We hire professionals to have annual repairs done to the slate roofs. There continue to be concerns over the occasional loose tiles so we pursue these regularly and find occasional pieces on the ground. These seem to fall during snow and ice conditions and not when the children are out there.
- The hot water heater for the front section of the church (mostly the NCNS nursery school) was replaced.
- We finally disposed of the very old and tired rug in the Henry Room and replaced it with a nice but used one donated by a generous church family.
- The construction of the apartment building replacing the old medical building next door is run by Mike Manzo. He and his partners have kept us informed and tried hard to consider any concerns we might have. At our request, they have reduced the height of the new stone retaining wall and have done a careful job of cleaning out the scrub trees and shrubs on our property boundary.

We have been stymied on several projects, perhaps by our reluctance to take them on given our current budget and the many competing interests of the church family. Among these projects:

- The upper part of the church steeple is in dire need of repair. We were about to undertake that this past summer when two situations interfered: T-Mobil decided to upgrade their equipment in the steeple and that took a lot longer than expected. Remember that they virtually own the tower, having paid the church for a 40-year lease. In addition, after we contracted with a steeple painting company, it was discovered that the old paint contains lead. This suddenly increased the estimated cost from \$50,000 to approximately \$250,000. That increase, coupled with our extreme disappointment with the lack of response by the steeple company has caused us to hold off until we can properly plan and fund the project, particularly in the light of the two major capital projects already underway for the Organ maintenance and redesign of Ripley Chapel. We did consider applying for a grant from the Massachusetts Historical Commission. This is not hard to do, but the maximum we might obtain would be \$50,000 and

## REPORT OF THE FACILITIES MINISTRY

we would then be restricted in the future as a landmark structure. For the moment, the steeple work is on hold, but the deferred maintenance will cause further deterioration due to leaks and rotting wood.

- A problem connected to the steeple project is repairing the steeple clock so that all four faces of the clock will function. Some temporary repairs are being pursued but a full repair will need to be coupled with the steeple work.
- The second floor bathrooms are worn and tired. We have obtained a \$42,000 proposal to refurbish them, but have not felt comfortable spending that amount of money when other projects are in the offing.
- The parking gate and the associated church security system has been a difficult system to manage, given its age and very limited local support resources. Bradley has been keeping the system afloat, but we may need to consider installing a new system at some point in the near future.
- An extensive list of proposed maintenance projects has been provided to the Leadership Team for their consideration and recommendations.

### Current Projects

- We intend to make appropriate modifications to the church drinking water supply. Currently, due to an improper plumbing connection, it gets contaminated with sediment whenever the fire sprinkler system is tested (annually). This is expected to require an entirely new connection to the Winchester water supply and will be disruptive, so we will undertake that project over the summer. The water has been tested and is safe for human consumption. This problem does not affect the water service in the nursery school rooms and the two bathrooms on that level.
- A major servicing of our fire sprinkler system will be performed by mid-year. This should take place every 5 years or so and due to the age of our building this one will be costly. Funds for doing this will be drawn from one of the special facility funds we have for these kinds of extraordinary expenses. Competitive bids are being sought for this work.
- Negotiations are underway with the Winchester School of Chinese Culture for the fall of 2017 to accommodate the church's new middle school after school program. Everything possible is being done to continue to support the Chinese School while allowing for the expansion of a church program.
- The Facilities Ministry is supporting the efforts of the Signage Committee, which is improving the signs inside and outside the church. There will be some painting completed prior to the installation of the new signs.
- Documentation of our extensive and complex utilities continues.

### Personnel changes

- After many years (a lifetime?) of supporting our church, most especially as our Sexton since 1995, Bradley Ross has become disabled sufficiently to prevent him from doing physical maintenance. He continues to care and provide guidance to us for which we are extremely grateful. Please keep Bradley in your prayers.
- We have been delighted to have several new members join the Facilities Ministry this past year, bringing new interests and skills to the group. Although the Facilities Ministry continues to be well-supported by many members, the search for someone to assume the chairmanship has been elusive. At the same time we are reconsidering the way we manage building maintenance.

## REPORT OF THE FACILITIES MINISTRY

- Tyler Campbell has become our mainstay Sexton, a vital member of our church staff, and has really jumped in, especially with Bradley out. The buildings are getting a lot of use, given all the groups now housed here, especially those with many children, and we have to ensure we have sufficient maintenance support. We are particularly happy that the Sunday School program has increased in size, but this puts pressure on space allocation and maintenance. Fortunately Ben Pulaski and Michelle Stewart are working this issue on our behalf, so we think we have the right people and priorities involved.
- In Bradley's absence, we also have hired a professional facilities manager, Ed Banzy, on a ¼ time basis to identify the many technical or skilled maintenance projects and assist Facilities with hiring/overseeing any necessary professional help. This is an experiment, but may turn out to be an effective way to properly supervise the maintenance and care of our 160 year old facility.

Members: Bruce Alexander, John Fiske, Bradley Ross, Deb DePeter, Rick Forzese, Steve Cole, Tom Church, Michelle Stewart, Andrew Sansom, Shannon Gilmore, Doug Taylor, Will Burhans, Ben Pulaski

## REPORT OF THE COMMUNICATIONS TEAM

### **Who are we?**

Will Burhans, Nancy Kneiss, Marsha Lamson, Sarah Marino, Ben Pulaski, Jane Ring Frank, Susan Rozmanith, Liz Sayre, Kathleen Zagata

**Can you make a list of the projects you did this year, and how many people were involved?**

#### **Press Releases and ads (2-4 people)**

Over 30 (!) press appearances in the Winchester Star and the Daily Times Chronicle for events such as: Pack Up Your Sorrows, Blessing of the Animals, Advent and Easter services, Tree Lighting Welcome, Jazz Vespers services, and Will & Judy's trip to Standing Rock.

#### **Website Revamp (5-8 people)**

Completed an overhaul of the website to include new layout and structural organization, and new content and imagery.

#### **Website Updates and Content Maintenance (2-3 people)**

Updated content regularly to reflect upcoming events or seasons. Uploaded and maintained podcasts of sermons and other events. Added seasonal Advent and Lent pages featuring event descriptions and dates. Maintained church calendar.

## **REPORT OF COMMUNICATIONS TEAM**

### **Social Media Presence (1 person)**

Posted events and information regularly to the church's Facebook page and monitored activity.

Posted events on Patch and neighborhood web sites.

### **Weekly Email Communications (1 person)**

Produced weekly emails featuring upcoming events and worship service information. Maintained and refined library of email templates.

### **Spire Newsletter (1-2 people)**

Produced 11 issues. Converted to a fully digital newsletter, with linked content posted to new website. Mailed about 20 print copies per month to those without email.

### **Banners (2 people)**

Produced front lawn signage for: Summer Worship, Boston Pride Parade, Back-to-School "All are Welcome," Christmas Eve Services, Tree Lighting Welcome, Easter Services, and multi-lingual "We're Glad You're Our Neighbor."

### **Sidewalk Signs (2 people)**

Produced three interchangeable A-style sidewalk signs for Blessing of the Animals and Bagels & Bunnies.

### **Flyers (2-3 people)**

Created flyers for Jazz Vespers, Talent Show, Blessing of the Animals, and Easter Services

### **Photography (2 people)**

Hired and coordinated with a professional photographer for Hanging of the Greens, Blessing of the Animals, and Easter service

### **Lobby Monitor (1 person)**

Created and regularly updated a looping slideshow with imagery and current event information in high-traffic area

### **Worship Bulletin Redesign (3 people)**

Redesigned and produced two new bulletin styles (labyrinth design and Advent star)

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

Website revamp. It was a huge undertaking but well worth it! The website is one of our most essential tools in reaching out to the community and to potential visitors.

### **How do you feel the major projects you accomplished in 2016-17 moved the needle on various aspects of the mission statement?**

## REPORT OF COMMUNICATIONS TEAM

Now in its second year of existence, the Communications team continues to focus primarily on the “Welcoming all with joy” aspect of our purpose statement, by addressing these questions:

- How can we increase our presence in the community?
- How can we communicate more effectively, both within the church and to the world beyond our walls?
- How can we make our information as accessible as possible to those unfamiliar with the church?

We “welcomed all with joy” by increasing our community presence through publicity efforts, numerous mentions in the press, and timely content updates to the website. We aimed to “create a nurturing community” within our church through regular email communication of weekly news and through the Spire newsletter. The new website reorganized our information to be more accessible to both those within the church and to newcomers, in the hopes of creating a nurturing community and welcoming all with joy.

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

Nothing. We did a lot!

**What are your hopes and dreams for the coming year? List 2-3 goals.**

1. Continued appearances in the press: It fosters overall “good karma” in the community. This past year we had a combination of interviews/articles (ie. “free press”) and paid ads for specific events (Advent, etc.) that seemed to work well.
2. Website analytics. Now that the new website has been up for several months, its a good opportunity to dig deeper into how visitors are engaging with the site to determine how we can continue to refine its accessibility.

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

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

**If your church had a theme for the year, what would your ministry like to be?**

Reaching outwards!

## REPORT OF THE DWELLING PLACE TEAM

The Dwelling Place is a soup kitchen at the United Methodist Church in Woburn that is supported by a collaboration of area churches and civic and community groups. These groups prepare and serve free hot dinners for individuals and families in need. Meals are offered on Monday, Wednesday, and Saturday of each week. In 2016, 3,471 meals were served, a substantial increase over the 2015 total of 2,987.

In 2016, our First Congregational Church Dwelling Place Ministry coordinated the preparation and serving of dinner on the third Saturday of each month. Approximately 65 people--individuals, couples, families, friends, and a Girl Scout troop--served in 2016.

The mission of The Dwelling Place is to provide free hot dinners in a welcoming place to anyone in need of a good meal. By providing opportunities for our members and folks in the Winchester community to prepare and serve these meals, FCC's Dwelling Place Ministry has helped our church live into its mission of serving in love and welcoming all with joy.

In 2017, the goal of FCC Dwelling Place Ministry is to continue to encourage participation in serving at The Dwelling Place.

Linda Alexander  
Lisa Loughlin

## REPORT OF THE RENO GARDEN COMMITTEE

Our Reno Garden continues to offer beauty and comfort to members of our church as well as to the Winchester community. Informal visits include labyrinth walks as well as fresh air opportunities for quiet meditation, lunch breaks and reading. More formal activities included summer Sunday Services, after-church coffee hours and Placement Ceremonies and a baptism in August.

Financed by the Reno Garden Fund the care of our Garden is overseen by the Reno Garden Committee with the help of the Facilities Ministry and a professional landscape service. Contributions to the Fund have come from dedications of benches and trees, the purchase of memorial bricks in the Memorial Path and from direct gifts to the Reno Garden Fund.

This spring three names will be added to the granite bench in remembrance of three members of FCC whose ashes are or will be interred in the Garden. Last fall the elm tree was dedicated. There currently remain three trees available for dedication.

Because of severe drought last year and inconsistent functioning of the irrigation system many of the plants and trees suffered tremendously. Our goal this spring is to work in concert with Facilities to remedy the irrigation issues, work with the landscape company to replace many plantings that have died off and generally refresh and renew the Garden as it enters its 6th year. We planted 100 white daffodil varieties last fall and look forward to seeing them bloom this spring.

This past year we said good-bye to the Garden's favorite feline visitor, Tess. We miss her regal presence.

Respectfully submitted, Pamela Budner for the Reno Garden Committee

Maryann McCall- Taylor, Cathy Crabtree, Robin Delurey



# REPORT OF THE FAITH FORMATION MINISTRY

## CHILDREN & YOUTH

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

- a. Stepping Stones 45 (avg) children and 15 adults (ongoing)
- b. Middle School Sunday School, 25 (avg) students and 3 adults(ongoing)
- c. High School Sunday School 4 (avg) students and 4 adults(ongoing)
- d. Forum 15 (avg) students and 2 adults
- e. Confirmation Class 12 students and 3 adults
- f. Movie Night 50 people
- g. Chapel Service 50 students
- h. Back to School Event (Boda Borg) 40 Students
- i. Third Grade Bibles 8 Students
- j. Youth Progressive Supper 40 Students, 20 adults
- k. Christmas Pageant 50 students
- l. Ski Trip 25 students, 8 adults
- m. High School Mission Trip 14 students 3 adults
- n. Bagels and Bunnies 10 students, 50+ children
- o. Easter Pancake Breakfast 15 students, 5 adults and the whole congregation
- p. Middle School Mission Trip 10 students, 2 adults
- q. Talent Show 20 students 100 people

2. What event or objective were you most proud of?

The middle school mission trip was a huge risk that paid off. With it being our first year, we were not sure how it would work. Everyone who attended had a great time

3. How do you feel the major projects accomplished in 2016 moved the needle on various aspects of the mission statement?

GROWING IN FAITH-We have had a very successful middle school Sunday school class where we average between 20-25 each week. Our Stepping Stones class continues to be successful because of the wonderful volunteers.

SERVING IN LOVE-Two wonderful mission trips where we served others. We also participated in the outdoor church by being both walkers and sandwich makers.

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

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

We wanted to offer once a month an opportunity to do a family fun night for the church. Though we did have one during Epiphany, it was not monthly like we had planned.

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

We would like to tighten up our high school Sunday school class by offering it just a couple times a month and encouraging more participation from them in the service.



## **REPORT OF FAITH FORMATION MINISTRY**

We would also like to expand our chapel services in order to do them on a regular basis. The two this year were very successful and give us hope for continued success in the future.

We are also going to start an after school program once a week for our middle school class. There is a huge opportunity for this age group and we want to tap into it.

6. What theme would we want for this upcoming year  
"Giving Back"

### **FAITH FORMATION MINISTRY:**

#### **ADULT FAITH EXPLORATION MINISTRY**

Q1:

Being Mortal video presentation  
50 attendees

Death Over Dinner - Dinner event and discussion of issues related to final wishes  
70 attendees

Q2:

We were proud of the Death Over Dinner event. We did extensive prep work, a full rehearsal dinner, and review of all the "homework" materials. We had pre-packaged material that worked well. We felt we did a good job of communicating the event, arranging the seating, arranging the menu, and facilitating the discussions.

Q3:

Our sessions had the most impact on "growing in faith" and "welcoming all with joy." At all our events and ministry meetings, we focused on subjects that would emphasize exploration of faith and spirituality. Both the Gawande and Death Over Dinner naturally lent themselves to this. Because they were both large, social events, they also helped "welcome all," even several non-members of our congregation.

Q4:

Our interest in "Bible Basics" has been incorporated into other church programs. We'd also planned run events around civility and helping bridge political differences within the community and even the country. We're currently discussing that for the upcoming year, but were unable to include it in this year's programming. Also, we wanted to offer the congregation opportunities to learn more about Islam. We hope to do that as well in the next year.

## **REPORT OF FAITH FORMATION MINISTRY**

Q5:

We'd like to do something on civility this year, as well as Islam and other faiths.

Q6:

We struggle to pin down a specific mission. With that in mind, we plan a mini-retreat this spring to hopefully come to a consensus.

Q7:

Not sure we have agreement here.

## **CHURCH LIBRARIAN**

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

The projects in the library are ongoing and slow-moving. They involve cleaning, organizing, and updating. The main project continues to be the weeding out of old, out-of-date, and never borrowed books. It takes 5-10 minutes to undo each discarded book's cataloging, which makes for a long process. An unexpected bump occurred in December when all the children's library books in the church school alcove on the 2nd floor (over 300) had to be moved out. These had been placed there in the past to allow more room in the main library. Two of us have been sorting and selecting those with religious/character-building themes and boxing the others for discarding. The saved books will remain on carts until shelf space opens up after we get back to our original weeding job.

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

It has been rewarding to provide a constantly changing display of library books in the lobby, each relevant to the season of the church or some other important topic. Only a small number have been borrowed, and the question is whether or not the display is even noticed.

**How do you feel the major projects you accomplished in 2016 moved the needle on various aspects of the mission statement?**

One purpose of the church library is to make resources available for growth of faith. New in the library is a set of DVDs on the Old Testament and several new books. By continuing the weeding process and making relevant books more accessible through displays, it is easier for people to choose materials to aid them on their personal faith journeys.

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

I had hoped to get further along in the weeding and updating process, but it is slow and time-consuming.

## **REPORT OF FAITH FORMATION MINISTRY**

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

My goals for the coming year are to locate as many missing books as possible, complete the weeding process, match the shelves with the shelf list, and begin sorting the books into categories, which will require a new cataloging system.

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

Perhaps the Church needs to make a decision about how relevant it would like the library to be - meaning in what direction should the library go. With declining borrowing and less overall interest, what is the future of the library? Is there a desire to really revive it, or is status quo the way to go?

## **REPORT OF THE BETTER SIGNAGE AND WAYFINDING TEAM**

For more than two years, the Better Signage and Wayfinding Team has worked diligently to address the need for easier wayfinding around our church. We began by polling different members of the community, both congregants and larger-community users, about their needs and wishes with regard to movement around the building. These suggestions, in conjunction with accessibility concerns, were evaluated, and the team created a scope of activities to meet our goals. With the help of a professional wayfinding and signage designer, we believe we have finalized appropriate solutions to the needs of the community, with consideration for the dignity and history of our church. The following are the Team's accomplishments and near-final activities:

- Placement of Parking/Handicapped Access signs at strategic locations on the perimeters of the church property - November 2016
- Replacement of exterior signage at the two Office doors, Chidley Hall door, and Ripley Chapel door - March 2017
- Placement of a Wall Map in the Office Lobby and placement, at strategic locations, of laminated Hand-held Maps to help people navigate to their destination - April 2017
- Numbering of rooms throughout the building and placement of holders that allow a room's purpose or occupants to be changed as necessary over time - April/May 2017
- Purchase of stand-alone sign holders to be used by everyone in the community to direct people to special events - Summer 2017

We hope these enhancements will make our church more welcoming and accessible to long-time members, newcomers, and community users in coming years.

Many thanks to the dedicated team that has given careful consideration to every step of this process, and always with respect for all in our wider community.

Respectfully,

The Better Signage and Wayfinding Team

Anne Hoenicke, Kathleen Zagata, Keith Russell, Will Burhans, Nancy Kneiss, Andrew Sansom, and Alex Rohall

## REPORT OF THE TREASURER

From a personal perspective 2016 was a year of learning for me: understanding the church's financial data base, attempting to understand various accounting practices and terminology, bringing on board a new bookkeeper, dealing with the ebbs and flows of cash into and out of our checking account (attempting to keep the flows greater than the ebbs), and last but not least, coming to appreciate the amazing knowledge and capability that Sarah Marino, our Office Manager, brings to her job. I could not have done the work of Treasurer without Sarah's able assistance and guidance.

From the church's perspective 2016 continued a positive trend into calmer financial waters that started with an unplanned deficit of over \$29,000 in 2015, improved to a planned deficit of around \$16,000 in 2016, and projects into 2017 with a planned deficit of less than \$2,000. Detail for 2016 appears in the accompanying chart.

Our invested funds did well in 2016, increasing from \$4.96M at the end of 2015 to \$5.05M at the end of 2016, after a net outflow of \$258,000 during the year. The status of our invested funds is shown in the accompanying charts. Particularly noteworthy among the outflows from the investment portfolio were expenditures for the new chancel railings in the sanctuary (about \$8,000 from the Palmer Special Needs Fund) and for design and fabrication work on new signs which will be posted throughout the church starting in the spring of 2017 (about \$10,000 from the Memorial Gifts Fund).

As we move into 2017 there are a number of planned improvements that have been budgeted or will draw upon our reservoir of funds. These include: completion of the signage effort, painting of a number of rooms and other areas of the church, increased communications both internally and to the wider community regarding church ministries and activities, two mission trips (one for our high school youth and a new event for our middle school youth), and the hiring of a nursery supervisor beginning in the summer of 2017. In connection with this last item, I would like to thank the three high school seniors who have staffed our nursery this past year. Katie Skinner, Gabby Fernando-McKinley, and Hannah Lauterwasser have done a great job providing a safe and welcoming environment for our youngest members.

Finally, I want to express my deep appreciation to the Leadership Team and to the congregation for allowing me to serve as your church treasurer. It has been, and continues to be an interesting and gratifying experience, allowing me to be both connected to, and in service to, the church that has meant so much to my family and to me over the years. With your blessing, I hope to be able to fill this role for several more years to come.

- Operating Budget vs. Actual Receipts and Disbursements - 2016
- Report on Endowed Funds - 2016
- Report on Changes in Restricted and Reserve Funds - 2016
- Expenditures from Restricted and Reserve Funds - 2016

## REPORT OF THE TREASURER

2016 Ledger to Budget Status			OutR	2016	2016	Delta	Percent
	FINAL		Base	Budget	Actual		of Budget
<b>Income</b>							
1050	Pledge Receipts	OR		\$ 501,500	\$ 504,586	\$ 3,086	100.6%
1100	General Endowment Transfer	OR		121,800	121,800	0	100.0%
1200	Jenks Endowment Transfer			68,600	68,600	0	100.0%
1250	Rental Income	OR		44,000	46,339	2,339	105.3%
1300	Back Pledges			2,400	640	-1,760	26.7%
1350	Cash Collections	OR		12,000	12,210	210	101.8%
1400	Unrestricted Gifts	OR		2,000	1,000	-1,000	50.0%
1401	Non-Pledged Gifts	OR		26,000	29,711	3,711	114.3%
1500	Interest / Miscellaneous			63	-264	-327	-418.9%
1705	Transfer from Emergency Reserve Fund			16,395	16,395	0	100.0%
		<b>Income totals</b>		<b>794,758</b>	<b>801,018</b>	<b>6,260</b>	<b>100.8%</b>
<b>Expenditures</b>							
<b>Ministerial Salaries and Benefits</b>							
<b>Clergy</b>							
3100	Lead Pastor Salary			50,610	50,250	360	99.3%
3105	Associate Pastor Salary			14,419	14,252	167	98.8%
3110	Housing Allowance Lead Pastor			64,000	64,000	0	100.0%
3115	Associate Pastor Housing			33,396	33,396	0	100.0%
3120	Clergy Pension & Ins.			55,279	55,648	-369	100.7%
	Total Clergy			<b>217,704</b>	<b>217,546</b>	<b>158</b>	<b>99.9%</b>
<b>Other personnel costs</b>							
3600	Travel			1,200	1,326	-126	110.5%
3610	Pastor Professional Expenses			5,500	4,726	774	85.9%
3620	Sabbatical			2,000	2,000	0	100.0%
3630	Church FICA			31,413	31,269	144	99.5%
3640	Personnel Contingency			2,000	1,981	19	99.0%
	Total Other Personnel			<b>42,113</b>	<b>41,301</b>	<b>812</b>	<b>98.1%</b>
<b>Worship excluding clergy salary</b>							
3400	Music Minister Salary			39,186	39,186	0	100.0%
3401	Organist			16,252	16,252	0	100.0%
3421	Music Minister Pension and Insurance			5,486	7,268	-1,782	132.5%
3500	Independent Contractors Music			14,000	14,355	-355	102.5%
4170	Piano and Organ Maintenance			1,200	500	700	41.7%
5500	Music Materials			2,400	2,060	340	85.8%
5600	Deacons			1,800	2,492	-692	138.5%
5625	Worship & Congregational Life			1,500	3,051	-1,551	203.4%
	Total Worship			<b>81,824</b>	<b>85,165</b>	<b>(3,341)</b>	<b>104.1%</b>

## REPORT OF THE TREASURER

<b>Christian Faith Formation</b>					
3402	Minister of Faith Formation	44,578	44,578	0	100.0%
3422	Faith Formation Pension and Insurance	12,511	12,480	31	99.8%
3501	Independent Contractors Nursery	1,700	1,948	-248	114.6%
3503	Nursery Supervisor	2,970	948	2,022	31.9%
5700	Welcoming	2,600	2,482	118	95.5%
5800	Church School	6,100	6,864	-764	112.5%
5825	Adult Education	700	792	-92	113.1%
5830	Library	200	88	112	43.8%
5850	Youth Activities	7,200	11,615	-4,415	161.3%
	<b>Total Faith Formation</b>	<b>78,559</b>	<b>81,795</b>	<b>(3,236)</b>	<b>104.1%</b>
<b>Health and Wellness</b>					
3404	Minister of Health & Wellness	35,882	35,763	119	99.7%
3420	Health Minister Pension & Insurance	5,023	5,630	-607	112.1%
5750	Health Ministry	2,350	1,933	417	82.3%
	<b>Total Health and Wellness</b>	<b>43,255</b>	<b>43,326</b>	<b>(71)</b>	<b>100.2%</b>
<b>Mission and Service</b>					
5100	General Outreach Appropriation	45,000	43,889	1,111	97.5%
5101	OCWM contribution	45,000	36,117	8,883	80.3%
	<b>Total Mission and Service</b>	<b>90,000</b>	<b>80,006</b>	<b>9,994</b>	<b>88.9%</b>
<b>Business Office</b>					
3200	Office Staff	60,353	46,562	13,791	77.1%
3420	Office Staff Pension and Insurance	6,189	5,776	413	93.3%
3502	Independent Contractors Office	3,120	8,612	-5,492	276.0%
4000	Copier rent & maintenance	3,500	4,104	-604	117.3%
4010	Postage	2,500	2,484	16	99.4%
4100	Office Expense	11,264	14,539	-3,275	129.1%
4120	Telephone	4,400	3,153	1,247	71.7%
5900	MAUCC Dues	0	8,883	-8,883	#DIV/0!
	<b>Total Business Office</b>	<b>91,326</b>	<b>94,113</b>	<b>(2,787)</b>	<b>103.1%</b>
<b>Facility Maintenance</b>					
3300	Sexton	40,977	42,063	-1,086	102.7%
4125	Electricity	16,000	17,213	-1,213	107.6%
4130	Water & gas	3,400	6,217	-2,817	182.8%
4140	Interior Maintenance	6,500	12,863	-6,363	197.9%
4141	Exterior Maintenance	9,000	7,989	1,011	88.8%
4142	Capital Reserve	2,000	2,000	0	100.0%
4145	Rubbish removal	2,200	2,150	50	97.7%
4150	Sexton supplies	3,000	3,577	-577	119.2%
4155	Snow removal	5,750	5,270	480	91.7%
4160	Insurance	32,750	40,179	-7,429	122.7%
4200	Fuel	22,400	17,545	4,855	78.3%
	<b>Total Facilities</b>	<b>143,977</b>	<b>157,066</b>	<b>(13,089)</b>	<b>109.1%</b>
<b>Strategic Initiatives</b>					
5630	Strategic Initiatives	6,000	1,876	6,000	31.3%
	<b>Total Strategic Initiatives</b>	<b>6,000</b>	<b>1,876</b>	<b>4,124</b>	<b>31.3%</b>
	<b>Expense totals</b>	<b>794,758</b>	<b>802,194</b>	<b>(7,436)</b>	<b>100.9%</b>

## REPORT OF THE TREASURER

Report on Endowed Funds										Total Funds		Restricted Funds			
										Before year end distributions:		4,712,200		4,181,362	
										2016 Activity					
										4,971,796.63					
										589,376					
										Total Invested					
										Restricted Spending					
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# REPORT OF THE TREASURER

2016 Report on Changes in Restricted and Reserve Funds	2015				2016				2016			
	Final Balance 12/31/2015				Transfer from Restricted Endowment				Gifts and Fund additions			
									less: Fund Expenditures (disbursements)			
										balance before "income" distribution	Average eligible balance	2.70% Add 2016 Investment Income
CHIDLEY SCHOLARSHIP B1	income, no gain/loss	5,907			583.87				9,457.50	-2,967	1,470	39.73
MEMORIAL GIFTS B2	income, no gain/loss	57,261				550.00			10,833.00	46,978	52,119	1,408.62
PASTOR'S SPECIAL NEEDS B3	income, no gain/loss	2,947			923.10	250.00			4,147.00	-27	1,460	39.47
PALMER SPECIAL NEEDS B5	income, no gain/loss	37,922			7,530.35				11,549.00	33,903	35,913	970.61
PRUDENTIAL B6	income, no gain/loss	11,827			2,768.11				5,939.00	8,656	10,241	276.79
STEEPLE LIGHTING. B7	income, no gain/loss	3,513								3,513	3,513	94.94
WALLACE MUSIC C0	income, no gain/loss	1,353			797.18					2,150	1,751	47.33
FLOWER FUND C3	income, no gain/loss	(199)				1,117.19			1,011.00	-93	-146	-3.94
NIEDRINGHAUS FLOWERS C4	income, no gain/loss	1,264			100.91					1,365	1,315	35.53
NIEDRINGHAUS LILIES C5	income, no gain/loss	2,049			100.91				75.00	2,075	2,062	55.72
EBERLE FORUM / REDMOND YOUTH C6	income, no gain/loss	15,210			567.12	150.00			4,382.91	11,545	13,377	361.55
PERETTI MISSION TRIP FUND	income, no gain/loss	0			0.00	10,000.00			0.00	10,000	0	0.00
PASTOR & DEACONS FUND C9	income, no gain/loss	31,754			3,007.64	921.00			357.92	35,324	33,539	906.46
PODUSKA D0	income, no gain/loss	10,940			1,388.20				5,001.63	8,247	9,594	259.29
DIRECTED GIFTS D1	income, no gain/loss	22,920				5,397.00			4,427.00	23,890	23,405	632.57
LIBRARY FUND D2	income, no gain/loss	3,953								3,953	3,953	106.82
OUTREACH ACTIVITIES D3	income, no gain/loss	437								437	437	11.81
PENTECOST D6	income, no gain/loss	1,365								1,365	1,365	36.89
JENKS SCHOLARSHIP E0	income, no gain/loss	(7,715)								-7,715	-7,715	0.00
SENIOR HOUSING E1	income, no gain/loss	19,481							19,481.15	0	0	0.00
JENKS OUTREACH F4	income, no gain/loss	69,431							36,933.00	32,498	50,965	1,377.42
IRWIN MEMORIAL G7	income, no gain/loss	11,567								11,567	11,567	312.63
STEEPLE MAINTENANCE G6	income, no gain/loss	75,213			10,101.59					85,314	80,263	2,169.28
CAPITAL CAMPAIGN E3	income, no gain/loss	802							801.62	0	0	0.00
YOUTH PILGRIMAGE H0	income, no gain/loss	5,016				3,987.50			6,396.32	2,607	3,812	103.02
VAN AKEN PRUDENTIAL	income, no gain/loss	14,037			6,502.78					20,539	17,288	467.24
MUSIC EXPENDABLE	income, no gain/loss	2,290			478.88				1,618.75	4,878	3,584	96.87
RENO GARDEN	income, no gain/loss	67,499				2,400.00			2,000.46	67,898	67,698	1,830
<b>SUBTOTAL - Restricted Spending Funds</b>		488,042			34,851	28,501			124,412.26	407,902	422,830	11,636
KENDALL LOAN FUND F5	income, no gain/loss	33,842								33,842	33,842	914.66
MEMORIAL RESERVE FUND F6	income, no gain/loss	13,271							1,588.60	11,683	12,477	358.68
CAPITAL RESERVE FUND H1	income, no gain/loss	13,182				19,959.14				33,141	23,161	625.98
EMERGENCY RESERVE G0	income, no gain/loss	41,829				31,933.00			45,520.00	28,242	35,035	1,130.51
SABBATICAL RESERVE F7	income, no gain/loss	7,242				2,000.00				9,242	8,242	195.72
DESIGNATION PENDING	no distribution	0								0	0	0
<b>SUBTOTAL - Reserve Funds</b>		109,366			0	53,892			47,108.60	116,150	112,758	3,226
CHRISTMAS & EASTER D4	passthru - no income or gain/loss	11,968			0.00	4,512.00			9,693.00	6,787	9,378	0.00
		589,376			34,851	86,905			181,214	530,838	544,965	14,862
												545,700



## REPORT OF THE TREASURER

EXPENDITURES FROM RESTRICTED AND RESERVE FUNDS - 2016			
Fund	Amount	Uses	
Chidley Scholarship Fund	\$9,457.50	Scholarship support for 2 seminarians	
Eberle / Redmond Forum Fun	\$4,382.91	Paint and furniture for Forum Room	
Emergency Reserve Fund	\$45,520.00	Cover 2015 (unplanned) and 2016 (planned) deficits	
Flower Fund	\$1,011.00	Flowers for worship services; Xmas wreaths	
Jenks Outreach Fund	\$5,000.00	Special grants (Jane's Myanmar trip; Council of Social Concern)	
Memorial Gifts Fund	\$10,833.00	Design & fabrication work for church signage project	
Memorial Reserve Fund	\$1,588.60	Pastor moving in expenses	
Music Expendable Fund	\$1,618.75	Cantata musicians	
Niedringhaus Lilies Fund	\$75.00	Easter centerpiece	
Palmer Special Needs Fund	\$11,549.00	New chancel railing; church cleaning	
Pastor & Deacons Fund	\$357.92	various expenditures	
Pastor's Special Needs Fund	\$4,147.00	confidential distributions by Pastor for those in need	
Poduska Fund	\$5,001.63	new computers; Pastor's installation luncheon; Annual Meeting	
Prudential Fund	\$5,939.00	tree removal; office AC; roof de-icer repair	
Reno Garden Fund	\$2,000.46	bench engraving; garden maintenance & planting	
Youth Pilgrimage	\$6,396.32	support J2A Pilgrimage and Philadelphia mission trip	
Closed Funds			
Capital Campaign Fund	\$801.62	leftover funds moved to Capital Reserve Fund	
Senior Housing Fund	\$19,481.15	leftover funds moved to Jenks Endowment Fund	
Transfers			
Jenks Outreach Fund	\$31,933.00	move "carry over" portion of fund to Emergency Reserve	

## REPORT OF THE FINANCIAL RESOURCES MINISTRY

### *Members:*

Tom Roche (chair), Mike Bailey, Becca Beltz, Doug Clarke, Jennifer Wilson

The Financial Resources Ministry's goals for 2017 are:

- Successful lead the annual Stewardship (pledge) Campaign and provide follow up with contributors if needed.
- Raise awareness of the importance of Stewardship program's and educate members on how pledge income contributes to church's mission and outreach.
- Meet regularly to discuss financial resource priorities and develop and plan goals
- Act as good stewards of the church's investment accounts
- Seek new committee members who can contribute knowledge and effort to our committee objectives.

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).

### **2017 Stewardship Campaign**

Our 2017 Stewardship Campaign (i.e. God's Grace at Work!) began on October 29<sup>th</sup> and ran for four weeks until Pledge Sunday, November 13, 2016. This was one week shorter than previous years. We set a 5% increase in our stewardship goal to \$525,000 and were able to achieve it by February 2017. The total pledged amount for 2017 is \$528,000 as of this date. Our campaign saw 19 new pledges, which included both new members and members who had previously given through weekly cash contributions.

Our church was blessed with great generosity in giving through the Stewardship Campaign this year: 50 givers (44% of all givers) increased their pledges compared to 2016. Pledges included:

- 132 total pledges (53% of approximately 239 member households), up from 126 pledges in 2016.
- Average pledge: \$4,004 (\$4,015 in 2016)
- Median pledge: \$2,000 (\$2,158 in 2015)
- Pledge range: \$100 to \$40,000

## REPORT OF THE FINANCIAL RESOURCES MINISTRY

The following table describes the number and amount of 2017 pledges that increased, stayed the same, decreased, or were new/returning compared to 2016.

Pledge Category	Pledge Number	Amount Pledged	% of Total
Increase	50	\$264,498	50%
Same	50	\$208,655	39.5%
Decrease	13	\$27,720	5.3%
New/Returning	19	\$27,660	5.2%
<b>Total</b>	<b>132</b>	<b>\$528,533</b>	<b>100%</b>

### Invested Funds

	12/31/16	12/31/15	12/31/14	12/31/13	12/31/12	12/31/11	12/31/10
Value	\$5,048,943	\$4,959,729	\$5,203,229	\$5,131,422	\$4,535,968	\$4,066,829	\$4,230,694
Return	+7.1%	+0.3%	+5.3%	+17.7%	+12.8%	-1.4%	+12.3%

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 rose by +1.8% in 2016, the result of the +7.1% return on the portfolio offset by the budgeted \$190,400 drawdown to support the church’s operating budget and the realized \$17,600 budget deficit. Unrestricted funds comprise about 74% of the portfolio balance above, and are expected to provide \$188,600 for the 2017 operating budget (representing a 5% drawdown of the trailing 3-year average of these Unrestricted funds) plus an additional \$2,000 for the projected 2017 budget deficit.

In 2016, equity markets produced healthy returns (S&P 500 Index Fund +11.9%, Mid-Cap Index Fund +11.2%, Explorer Fund/Small Caps +12.3%, and Total International Stock Index +4.7%), most of which were generated in the last seven weeks of the year post the November elections. The election results surprised the markets and were

## REPORT OF THE FINANCIAL RESOURCES MINISTRY

quickly deemed to be business-friendly, with promises of reduced corporate taxes, reduced regulatory burdens, and big infrastructure spending. Bond market returns were positive yet tempered (Total Bond Market Index +2.6%) as interest rates appeared to bottom out with a likelihood of small but steady interest rate hikes from here. Overall, the portfolio's allocation generated a +7.1% investment return, slightly in excess of the 5% drawdown practice in place. Portfolio weights at yearend 2016 were 66% equities, 31% fixed income, and 3% cash, precisely unchanged from yearend 2015 weights and in-line with our long-term target weightings. At end April 2017, the portfolio balance was \$5.3 million, after posting a +6.1% gain so far in 2017.

Equity markets continue to hit new all-time highs in early 2017, indicating optimism about economic improvement and possible corporate tax relief, though perhaps with some complacency about rising geopolitical tensions in North Korea, Syria, and Russia. The financial markets also remain immune to rising public awareness of social justice threats such as access to healthcare, environmental protections, and immigration policies. Expectations for future portfolio returns should remain tempered, perhaps in synch with our 5% drawdown policy over the course of the cycle.

# APPENDICES

**Minutes of 176<sup>th</sup> Annual Meeting**  
**Sunday May 01, 2016 11:30 am – 1:30 pm**  
**Theme: New Beginnings**

The Annual Meeting was held on Sunday May 1<sup>st</sup> immediately after worship in Chidley Hall. Rev Will Burhans welcomed all to the congregation's 176<sup>th</sup> Annual Meeting and his first at First Congregational Church in Winchester (FCCW). He started the meeting with a prayer and grace. Upstairs in the Tucker room, the kids had lunch and a presentation by Mad Science of Boston featuring two stations - Dry Ice Capades and Slippery Science (goop, ooze and slime!). The adults had a light lunch pre-plated at their tables.

During the meal, Dina Pradel and Rev Will (Leadership Team members) narrated a slide show that highlighted the many ways that the church was a Christ-centered congregation, growing in faith, serving in love, nurturing, and welcoming all with joy throughout the past year. At the conclusion of the presentation, tables were invited to discuss among themselves the following questions:

"How do we "SERVE IN LOVE"? How is God calling us to work for GOOD in our community? What CRIES for help and justice are you hearing in our world? What DREAMS do you have for how we might "serve in love"? Let's brainstorm together about what we should do in the upcoming year/s with our Outreach energy and dollars.

1. What do you see as the most pressing problem facing our world today to which the church should be responding?
2. What do you see as the most pressing problem facing Winchester/Massachusetts?

Consider some of these ideas that surfaced at Outreach's 11th hour discussion on March 13, 2016. Give us your response to these ideas. At the end please provide your additional ideas.

3. Develop an on-going relationship and exchange with Pilgrim Church in Dorchester, a church that has some wonderful ministries to the homeless.
4. Continue a relationship with the Philadelphia Project that serves the poor of Germantown, PA, which our youth group initiated during their recent Spring Break mission trip.
5. Take an adult mission trip to the sanctuary missions on the U.S.-Mexico border to offer water and care to migrants in the desert.
6. Take a mission trip to a third world community (Haiti, Guatamala, Africa?) and develop an on-going relationship and exchange with the people there.
7. Double down on our commitment to Habitat for Humanity and offer more money and more labor for their local efforts.
8. Offer a grant and volunteer time to the Jenks Center for their work to expand services to the elderly of Winchester.
9. Offer a free weekly or monthly meal, similar to the Dwelling Place, but here in our own large, lovely, and under-used kitchen and hall.
10. Get serious about our Christian call to environmental stewardship by considering a project like solar panels for the church or a stewardship garden on our land.
11. What are some other ideas? What are your dreams for what we could do? What is your sense of how God could be calling us?"

**Minutes of 176<sup>th</sup> Annual Meeting**  
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When the table discussions concluded, one person at each table rose to report out to the full group, choosing one item to highlight from their group's discussion. A repeated theme of doing something local and sustainable with a long term, multi-year commitment came from most of the tables. There was a desire to focus on those organizations we already have relationships, to cultivate those relationships further and develop them with all ages of the congregation engaged in the relationship. The paper surveys were also collected and the full results will be compiled by the leadership team.

Penny then welcomed all to the 176<sup>th</sup> annual meeting of this church! She thanked everyone for engaging in the discussions at their tables. She thanked Dina Pradel and Lead Pastor Will, two members of the Leadership Team, for putting together the presentation and the discussion materials. Penny thanked Dick Sayre, also a member of the Leadership Team, for facilitating the feedback session.

Penny noted that there are two monitors for viewing, and asked attendees to turn their chairs toward them - she hoped all would be able to see one of them easily. She invited everyone to continue to eat and drink as the meeting proceeds.

Penny thanked those who helped to make this discussion, the lunch and the formal meeting possible. Thank you to our willing discussion facilitators at each table. Thank you to those who helped with room set-up and those who will do clean-up. Thank you to Marsha Lamson and her helpers who organized the lunch. Thank you to those who have helped with assembling the annual reports, and of course thanks to all the chairs of our various ministries who have prepared written reports. Thanks to Ben Pulaski and his helpers who are supervising our children and have organized great activities for them. Thanks to Bradley Ross and Tyler Campbell for preparing the space and, with the help of Ben and Rick Forzese, getting the projection system working. And to Sarah Marino our office manager who has been the hand behind getting the annual report out. Thanks to John Crabtree for the projection. Will and Marsha worked with me to plan the whole event, and Anne Hoenicke provided many useful specifics. Finally, thank you to Karen Swyers for painting our wonderful mural here, reminding us of our Purpose. Wow!

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 microphone 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 Sparrow declared that the meeting had been properly noticed, 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, she declared that there was a quorum present and called the meeting 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 which can be found in the Appendices of the Annual Report which was available online prior to this meeting. There have been three meetings:

1. The 175<sup>th</sup> Annual Meeting held May 3<sup>rd</sup>, 2015.

**Minutes of 176<sup>th</sup> Annual Meeting**  
**Sunday May 01, 2016 11:30 am – 1:30 pm**  
**Theme: New Beginnings**

2. The Special Congregational Meeting held June 28<sup>th</sup>, 2015 when we voted to call Reverend William McReynolds Burhans as our new Lead Pastor.
3. The Special Congregational Budget Meeting held Feb 7<sup>th</sup>, 2016.

Penny asked if there were any corrections to the minutes of any of the meetings. There being none, she declared the minutes approved as distributed and they will be placed on file.

Penny then took a moment to welcome our new pastor Rev Will and to thank the search committee - we wouldn't be where we are today without the work of the Search Committee. The two chairs, Liz Sayre and Rob Skinner led the group skillfully and carefully. Other members of the group were Andrew Beltz, Dan Burke, Kim Farina, Fred Greene, Elizabeth Page, David Peretti, and Gabi Wankowicz. Penny noted that, as Moderator, she served part-time and ad hoc. We see, with joy, the result of their work, in the presence of Will. Many of us were also able to enjoy the wonderful celebration lunch that Liz spearheaded three weeks ago following Will's Installation. At this point the committee has fully discharged its duties. You worked long and hard for more than a year and we are very grateful. (applause).

Penny asked those who were able to stand for the singing of the Opening Hymn. Please refer to one of the screens for the words and music.

Penny asked that all remain standing while Linda Alexander, one of the Purpose Forum facilitators, led the group in our covenant.

***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.*

Penny asked all to please remain standing while two more members of the Leadership Team, Elizabeth Page and Kathleen Zagata, our Minister for Health and Wellness, read for us the names of those who passed away in 2015, including members, former members and our extended church family.

<i>Members, Former Members, and Inactive Members</i>	<i>Extended Church Family</i>
Richard Bannister (m)	Joyce A. Edwards - former office secretary
Charles "Chas" Roger Burr (m)	Susanne Martin - friend of Carol Johnson, Judy Arnold and Autumn Hendrickson
Grace M. (Henderson) Edwards (m)	Robert Paul Morris - husband of Eileen Morris
Norman Siegfried Fieleke, Life Deacon (fm)	Christopher O'Keefe - friend of Carol Johnson and Judy Arnold
Jane (Dawes) McClennan (m)	
Mary Neff (Russell) Osgood (m)	
Esther "Terry" (Boghossian) Seferian (m)	
Ann Marie (Telfer) Strout (m)	
m – member, fm – former member, i – inactive member	



**Minutes of 176<sup>th</sup> Annual Meeting**  
**Sunday May 01, 2016 11:30 am – 1:30 pm**  
**Theme: New Beginnings**

Penny then proceeded to the articles of business, and exercising the prerogative of the chair, she brought forward Article 4 for consideration first. She explained that Jane has an important role in this item and, she has to leave the meeting in just a few minutes due to a prior commitment.

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

Penny called on Jane Ring Frank, Minister of Worship Arts, to make some remarks. Penny explained that Jena had intended to be here to speak but she wasn't feeling well enough to attend.

Jane explained that Jena Roy has given the church a gift of \$100,000. Jena has been contemplating her own mortality as she has faced cancer for the past several years and she feels inspired to give a gift now. Jena's vision, hopes and aspirations are for the gift to be used for a music and worship arts fund. She envisions blending the traditional and the new, both a restoration of the organ in the sanctuary and renovations to Ripley Chapel that will allow for flexible worship space, a sacred space for children and youth. Ideas include repurposing some of the elements that exist and adding flexible furniture/chairs. Jena presented this to the Leadership Team and asked to present this gift and vision to this Annual Meeting. The next steps are to form a working group, communicate about the gift and vision, and allow for ample opportunity for input. We met with David Torrey, the architect who worked with us on our capital campaign and who has master drawings of this building already, and he can provide us with options for Ripley. Jane hoped that the church shares Jena's vision to honor the past and move into the future and expressed unbounded gratitude to Jena for this gift.

Moderator Penny then asked for any comments or questions.

Question: What is the total amount of funding needed to complete the organ and Ripley changes?

Response: For the organ, the estimate we received in 2013 was at least \$125,000 to restore the organ. Inflation in costs since the estimate are to be expected. Additional funds would be needed to establish a maintenance fund to avoid the kind of crisis repair that is needed when not enough is spent on maintenance annually [current situation]. If we restore this organ it could make it to the 70-90 year mark, not the current 40-50 year mark.

For the rest, a pie in the sky estimate is 200-300K, but we don't really know yet.

Penny asked if there were any other questions or comments. There being none she asked if there was a motion to:

Move that the congregation acknowledge with gratitude the unrestricted gift of \$100,000 from Jena Roy. As it is Jena's hope that this gift will be used to seed an investment in music and worship arts, it is further moved that the gift be placed in the church's investment portfolio until such time as a plan for its use is developed, presented, and approved by the congregation.

**Minutes of 176<sup>th</sup> Annual Meeting**  
**Sunday May 01, 2016 11:30 am – 1:30 pm**  
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The motion was so moved and seconded and a vote was taken. The vote was unanimous.

Penny then returned to the remaining articles in order

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

Penny explained that Article 1 is to receive reports and place them on file. The written Annual Report was published online a week ago, and paper copies were available mid-week, with some paper copies here today for those who preferred not to use an online version. In addition, the slide show that preceded the discussions gave a visual summary of some of the themes that emerged in the reports from the ministries.

It was moved, seconded and voted unanimously that the reports of the Ministerial Team, the Treasurer, the Clerk, the Leadership Team, the Purpose Forum and the Chairpersons of the various Ministries and Committees of the Church, having been received, be accepted and place on file.

Article II To elect Officers willing to serve for the upcoming year, to affirm new members of the Leadership Team, to thank all those who served on a Team/Committee/Ministry (sustaining or living) in the past year, and to acknowledge all who will Serve in Love on all ministries as they conduct the affairs of the Church for the 2016-2017 program year

We start with thanks for service in love. Penny called on Head Deacon, Lisa Loughlin, to make some remarks about serving in love for the past year and in the year to come. Lisa said:

- ⇒ We are grateful to all those who have served in love in so many ways – working on Ministries, supporting the music, teaching our children, loving those in special need of it, preparing meetings and activities and in many other ways. In this past year, too, the Settled Search Committee completed their work and we are all very grateful for their work over more than a year. We rejoice that we have our new Lead Pastor, Will, sharing in this meeting today. We are not going to go through the list of those who have served in detail this year but we encourage all who have served in any way, big or small, to come to the Deacons' breakfast 2 weeks from today where we will be able to take time to honor the many gifts of service, in God's work, of this community of faith.
- ⇒ We are grateful for those stepping forward to serve in the coming year, in all the many ways that make such a difference to our community and to our shared ministry.
- ⇒ The diaconate plays a spiritual role in our church and faith. We are grateful for the commitment of three members of our church - Christine Tresselt, Mike Bailey, & David Carpini - who have agreed to take on this very special responsibility. The new Head Deacon will be Maria Fernando.

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**Theme: New Beginnings**

Penny then turned to the business under Article II of the election of officers to serve for one year term, but with the auditors to serve for a 3 year term. All of these officers have been asked if they are willing to serve for this upcoming term and all have offered to do so. There are two changes since last year. The first is that we now have auditors who have offered to serve. The other is that Bruce Lauterwasser offered to take over from Elizabeth Cooper as Treasurer and was appointed temporarily by the Leadership Team in March. We are grateful to Bruce for accepting a call to this position.

Penny stated that she wanted to take this opportunity to record a big thank you to Elizabeth for her work as Treasurer since 2012. She has worked tirelessly on our behalf, often doing many extra hours a week to cover bookkeeping duties, that were in addition to the tasks we have learned to expect from the Treasurer which include

- ⇒ constant communication with the Council on Ministries, and, more recently with the Leadership Team, to facilitate wise decision-making
- ⇒ budget preparation, for which she brought together many different parties within the church so that the proposed budget could be found by consensus and then she worked behind the scenes to make the numbers work
- ⇒ being unceasingly helpful, when new needs for finance emerged, in finding appropriate sources of funding outside the budget
- ⇒ in worrying on our behalf when pledges came in late and the current account was low
- ⇒ in asking the big and sometimes difficult questions about our financial decisions

We have all become used to her amazingly thoughtful and thorough presentations of the budget each year, as she helped us all to understand what decisions were made and why they were made that way. Elizabeth, we thank you.

The room stood in applause in thanks for Elizabeth Cooper's service as Treasurer.

Penny then asked for a vote on the officers for next year.

It was moved, seconded and voted unanimously that the following officers be elected to serve for a one year term, with the exception that the auditors be elected for a three-year term:

Moderator	Penny Sparrow
Treasurer	Bruce Lauterwasser
Assistant Treasurer	Keith Russell
Historian	Bill McCarter
Librarian	Leslie French
Clerk	Anne Hoenicke
Auditors	Ted Lamson, Lead
	Becca Beltz
	Bruce Alexander

Penny then turned to the affirmation of two new members of the Leadership Team to serve for a 3 year term. The Leadership Team began its work a year ago. The composition of the Leadership Team is set up so that each year two of the lay members rotate off the Team. This year David DuBard and Marsha Lamson are finishing their 1-year start-up period terms. We are very grateful for their invaluable contributions to this first year of operation. They have both

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been instrumental in helping the Leadership Team find its feet. Marsha and David, we thank you. The nominating committee for the Leadership Team invited Kim Farina and Taylor Tresselt to consider serving on the Leadership Team and both accepted.

It was moved, seconded and voted unanimously that the congregation of First Congregational Church affirm Kim Farina and Taylor Tresselt to be members of the Leadership Team, for a term of 3 years.

Article III: To hear and act upon the recommendation of the Leadership Team that the Church continue for a second year of a three-year trial period, with the new governance structure as described in the recommendations report of the Transition Team dated January 2015; and that the relevant sections of the current Bylaws continue to be suspended for the duration of the trial period.

Turning to Article III, Penny called on Bruce Alexander, from the Leadership Team, to give an update on the transition.

Bruce reminder those assembled that the congregation had voted last year to suspend certain sections of the bylaws in order to implement the new governance structure and allow a three-year trial period. Last year's vote was: "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. "

He recapped the 7 reasons given as to why we made these organizational changes:

1. To more fully focus on our **Purpose**
2. More **flexible** leadership, ministers and ministries
3. To address **strategic challenges** (Leadership Team)
4. Capture our **creativity and collaboration** potential in an **inclusive** venue (Purpose Forum)
5. Better support our **youth program** ( a Minister of Faith Formation)
6. **Simplify** and facilitate our ministries' work.
7. **Evaluate** our efforts each spring.

Bruce then gave a qualitative assessment of the year 1 transition experience  
Leadership Team (LT)

- Being "Strategic" is not easy. Many operational issues required attention early in the year.
- A number of authority questions required investigation that used to rest with COM, especially fund spending authority.
- The LT sought to delegate to others wherever possible to stay strategic in its focus. One example: the Purpose Forum has full control of the Strategic Initiative budget.
- The LT has tried to stay connected to what is going on and to listen for feedback on the new structure. E.g.: Not sure who is "in charge".

Leadership Team (LT) – unfinished business

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- A comprehensive evaluation of the transition trial period.
- A financial model (multi-year) to support the pursuit of sustainable budgeting and major capital projects.
- Better communication of the LT work to enable the whole congregation to have better understanding and access.
- Engage with the congregation to discern how to make the new structure work better than it is.
- Stay focused on our Purpose – “How does the task/issue at hand support our Purpose?”

**Purpose Forum (PF)**

- PF meetings format evolved as the facilitators learned from each meeting.
- Some great initiatives came out of PF (Town Day and Community Supper)
- Uncertainty when a person should go to PF versus LT versus a ministry for a decision on a matter. [It is always right to start with PF.]
- Willingness to reexamine our usual activities and reframe them to be more welcoming and outward facing
- Attendance averaged 19 of whom 7 were staff/facilitators/LT representatives

**Purpose Forum (PF) – unfinished business**

- PF and LT need to improve communications, especially to close the loop when a decision is made.
- Improve the website for internal and outward facing communication.
- Develop a centralized PR function
- Participation has been weak. Better communication and scheduling of meetings is needed to enhance participation.
- Continue to strengthen the support of volunteers; be a more nurturing community.
- Continue to encourage the use of strategic initiatives funds

Bruce then stated that it is the Leadership Team’s recommendation to continue the trial period for year 2.

- Year 1 had a number of start up activities that limited our ability to germinate the vision of the new structure
- We should continue to “evolve as experience dictates”.
- A year from now we should have a goal of assessing the trend of our successes and what needs to be completed at the end of the three year trial.

Bruce noted that at the start of year 3 we should start working on what changes to our By-laws will be required to fully implement the new governance. Penny then

Penny then explained that a motion and vote on Article III will occur next. As Bruce has reminded this group, on January 25th of 2015 the congregation voted to embark on a 3-year trial of a new governance structure and to suspend various sections of the bylaws to allow for that change. It was with the understanding that the suspension of the bylaws would be renewed annually up to two times by a two-thirds vote of the congregation present and voting. The Leadership Team recommends that the trial period continue for year 2.

It was moved, seconded and voted unanimously:

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That the new governance structure, voted in 2015 for a 3-year trial period and implemented for its first year for the 2015-2016 program year, continue in place for a second year 2016-2017, and evolve as experience dictates. And that the suspension of sections VI, VII and XI of the bylaws, begun in 2015-16, continue for a second year 2016-2017.

And, further, that the suspension of sections VI, VII and XI of the bylaws, begun in 2015-16, continue for a second year 2016-2017

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

Penny declared there was no other business to be brought before the meeting. Penny asked that people please provide feedback on the forms provided and help with clean up if they can.

Lynne Rahmeier led those assembled in the closing hymn – Morning Has Broken.

Judy then gave the Benediction.



## Script and Selected Photos from Narrated Slide Show

### ALL THE PEOPLE

**WE ARE A CHRIST-CENTERED, NURTURING COMMUNITY, GROWING IN FAITH, SERVING IN LOVE, AND WELCOMING ALL WITH JOY!**

#### **Will:** How did we “Grow in Faith” this past year?

**Dina:** We called a new Lead Pastor in Reverend Will Burhans and opened ourselves to his leadership; listening carefully and diligently to his and Rev. Judy’s weekly sermons as well as the testimonies of our brothers and sisters in the community.

**Will:** We experimented with new forms of worship, from the Summer Healing Service to the contemporary Mid-Winter Worship services replete with big screens, guitars, and a blow-torched roaring fire.

**Dina:** We hired full-time Faith Formation Minister in Ben Pulaski and focused on introducing new curricula that “brings Church back” with God at the center.

**Will:** We supported 110 children, from preschoolers to high schoolers, to develop and deepen their faith and their relationship with God.

**Dina:** We learned the practice of Centering Prayer together and gathered each Tuesday during Lent to pray, break bread and listen to the Gospel of Mark.

**Will:** We listened and learned from Rev. Ken Orth who taught us about grief and forgiveness and healing.

**Dina:** We offered ashes and grounds at the train station on Ash Wednesday, prayed through the night on Good Friday and rose with the sun at Wright-Locke Farm on Easter morning.

**Will:** We studied the Bible together on Wednesday nights, on Mid-Winter mornings, and before each worship service during the summer.

**Dina:** We examined our changing faith as we move through life’s transitions, from becoming empty-nesters to preparing for end of life.

**Will:** We understood our growth in faith to be reflected in our giving and we grew the number and amount of pledges to continue the vital ministries of the church.

**Dina:** That is how we GREW IN FAITH this past year!



## Attachments to the Minutes of the Annual Meeting Held 5-1-2016

### Attachment A – Narrated Slide Show



#### **Will:** How did we “Serve in Love” this past year?

**Dina:** Our Children and Youth served in love this year by donating books, making Beads for Life, delivering turkeys to Pilgrim Church, serving inner-city communities in Philadelphia, and more...

**Will:** We served 2,987 meals to people in need through our financial and hands-on support of the Dwelling Place.

**Dina:** We gave over \$43,000 in grants to wonderful organizations doing good in our world like Rosie’s Place, The Children’s Room, Lowell Transitional Living Center, Mission of Deeds and many many more.

**Will:** We made 132 flower deliveries to members and friends in need of comfort, connection and/or celebration.

**Dina:** We made and delivered sandwiches to 75 homeless residents of Boston through the Outdoor Church.

**Will:** We helped complete work on a 10-family condominium in Lawrence through our labor of love with Habitat for Humanity

**Dina:** We shared our abundance with Boston’s Homeless through the Easter offering, with Syrian Refugees through our Just Peace offering, and at Christmas we gave over \$5,000 to support Healthcare Without Walls.



**Attachments to the Minutes of the Annual Meeting Held 5-1-2016**  
**Attachment A – Narrated Slide Show**

**Will:** That is how we SERVED IN LOVE this past year!

**Dina: How did we “Welcome All with Joy” this past year?**

**Will:** We had smiling faces greeting people at the welcome table each Sunday and we designed and provided lovely Welcome Cards so that people could readily connect into our community.

**Dina:** We celebrated and welcomed new members with ceremony and a welcoming meal and folded 10 new families into the activities and ministries of the church.

**Will:** We updated and refreshed our website (more to come soon) and became much more active and “happenin’” on FaceBook.

**Dina:** We provided respite, restrooms and refreshments to hundreds of our neighbors on Town Day.

**Will:** We revamped the Bean Supper into a revitalized and more hip Community Tree Lighting Supper while welcoming 24 new people through a free-ticket initiative.

**Dina:** We hosted over 60 children and their families on the front lawn for bagels, an Easter egg hunt, and a meet-and-greet with the illustrious Easter Bunny.

**Will:** We offered gluten-free and allergy-friendly options at most church events.

**Dina:** We formed a communications team to keep the congregation connected and get the word out about the wonderful activities and ministries in our church.

**Will:** We made a joyful and jazzy noise at our Jazz Vespers services to offer an alternative to the traditional Sunday morning worship experience.

**Dina:** Made connections with other congregations, including offering support to the Islamic Center of Burlington and Temple Shir Tikvah, and celebrating Palm Sunday on the green with other Winchester churches.

**Will:** That is how we WELCOMED ALL WITH JOY this past year!



**Dina: How did we “Nurture Community” this past year?**

**Will:** We worshipped God together – from wiggling giggling nine-month-olds to quiet and gentle 90-year olds – together, every Sunday and then some, with services that uplifted our spirits, made our hearts sing, brought tears to our eyes, challenged us towards faithful living, connected us to one another, and drew us closer to God.

**Dina:** We prayed with each other, argued and forgave one another, visited one another, brought flowers to each other, and fed one another.

## Attachments to the Minutes of the Annual Meeting Held 5-1-2016

### **Attachment A – Narrated Slide Show**

**Will:** We laid hands on each other for healing and gathered at homes for conversation and House Communion.

**Dina:** We laughed and shared stories and cried with one another around tables in Chidley Hall and the Tucker and Henry rooms as we broke bread and drank coffee together.

**Will:** We nurtured our bodies with movement and nourishing food and silence and were reminded of the importance of caring for the “temple of our bodies”.

**Dina:** We maintained, improved, and beautified our building and grounds to ensure a lovely place of sanctuary was offered for our congregation and the wider community.

**Will:** We managed a wonderful plethora of personnel changes this past year, hiring the right people at the right time and growing them in the right roles

**Dina:** We offered whatever we could to keep First Congregational vital: our singing voices, our child whispering skills, or knowledge of Excel and PowerPoint, our baking talents, our can-do attitudes and anything else that was needed, far too many to list...

**Will:** That is how we NURTURED COMMUNITY this past year!

### **ALL THE PEOPLE**

**WE ARE A CHRIST-CENTERED, NURTURING COMMUNITY, GROWING IN FAITH, SERVING IN LOVE, AND WELCOMING ALL WITH JOY!**



FIRST CONGREGATIONAL CHURCH IN WINCHESTER  
SPECIAL CONGREGATIONAL MEETING

Members of First Congregational Church in Winchester, Massachusetts qualified to vote therein, met in the Sanctuary at the Church on Sunday, January 8, 2017 following the morning worship service.

Moderator Penelope J. Sparrow called the meeting to order at 11:15 AM. She announced that proper notice of the meeting had been given and a quorum was present.

Following an opening prayer, Ms. Sparrow asked Bruce Alexander, member of the Music and Worship Arts Project committee, to update the meeting on its activity and present the following articles for action:

ARTICLE I: That the congregation approves the full restoration of the Fisk organ. Further that the congregation agrees to raise funds for the project to include a special fund for the ongoing maintenance of the organ.

ARTICLE II: That the congregation authorizes the funds from the gift of Jena Roy and received by the Church at its 2016 Annual Meeting be used for the purposes of the Fisk Organ and Ripley Chapel Project.

After a question and answer period, the articles were moved and seconded and then unanimously approved.

Ms. Sparrow asked for other such other business as might properly come before the meeting.

There being none, she adjourned the meeting at 11:45AM.

Respectfully submitted  
Margaret T. McIndoe  
Clerk

FIRST CONGREGATIONAL CHURCH IN WINCHESTER  
SPECIAL CONGREGATIONAL MEETING

Members of First Congregational Church in Winchester, Massachusetts qualified to vote therein, met in the Sanctuary at the Church on Sunday, February 5, 2017 following the morning worship service.

Moderator Penelope J. Sparrow called the meeting to order at 11:15 AM. She announced that proper notice of the meeting had been given and a quorum was present.

Rev Judy Arnold led in a prayer.

ARTICLE I: To hear and act upon the budget report and the recommendation of the Leadership Team 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.

Ms. Sparrow asked Bruce Lauterwasser, the church Treasurer, to explain the proposed budget

It was moved and seconded and then unanimously approved 'that the proposed 2017 Operating Budget, recommended by the budget team and endorsed by the Leadership Team, be adopted by the congregation and that the designated sums of money be appropriated to be expended by the Church's Treasurer for the purposes set forth in that budget'.

ARTICLE II: To hear and act upon the recommendation of the Leadership Team to reaffirm the long standing practice of the Church that for the time between January 1 of the calendar year and the date of the vote of the Congregation to approve the fiscal year budget, which is typically sometime within the last two weeks of January or the first two weeks of February, that the Treasurer and officers of the Church are authorized to expend funds on the basis of the prior year's budget.

Bruce Lauterwasser explained why this was needed and the precedent found in the church archives,

It was moved and seconded and then unanimously approved 'that the congregation reaffirm the long standing practice of the Church that for the time between January 1 of the calendar year and the date of the vote of the Congregation to approve the fiscal year budget, which is typically sometime within the last two weeks of January or the first two weeks of February, that the Treasurer and officers of the Church are authorized to expend funds on the basis of the prior year's budget

ARTICLE III: To acknowledge with gratitude the gift of \$10,000 given by David and Gail Peretti to establish the Peretti Mission Trip Fund, the fund to be used to provide financial support each year to help one young member of the church participate in the

annual Youth Mission Trip.

Bruce Lauterwasser gave an introduction to this article.

It was moved and seconded 'that the congregation acknowledge with gratitude the gift of \$10,000 given by David and Gail Peretti to establish the Peretti Mission Trip Fund, the fund to be used to provide financial support each year to help one young member of the church participate in the annual Youth Mission Trip.

A congregant asked if the fund could only support one person , or whether the support could be split among 2 people. Bruce said he thought it was flexible and he could check with David and Gail.

The motion was then approved unanimously.

Ms. Sparrow asked for other such other business as might properly come before the meeting.

Bruce Lauterwasser took the opportunity to give a brief informational overview of the endowed funds.

A congregant expressed thanks to Bruce for his work on the budget.

The meeting adjourned at 12:00 PM.

Respectfully submitted  
Cindy Wankowicz  
Acting Clerk

2017 Budget Worksheet			OutR	2016	2016	2017	Change
2/3/2017			Base	Budget	Actual	Budget	
Surplus (Deficit)				0	-906	0	
<b>Income</b>							
1050	Pledge Receipts	OR		\$ 501,500	\$ 505,617	\$ 515,000	\$ 13,500
1100	General Endowment Tra	OR		121,800	121,800	120,470	\$ (1,330)
1200	Jenks Endowment Transfer			68,600	68,600	68,100	\$ (500)
1250	Rental Income	OR		44,000	46,339	54,000	\$ 10,000
1300	Back Pledges			2,400	640	2,500	\$ 100
1350	Cash Collections	OR		12,000	12,290	12,000	\$ -
1400	Unrestricted Gifts	OR		2,000	1,000	6,000	\$ 4,000
1401	Non-Pledged Gifts	OR		26,000	29,056	22,500	\$ (3,500)
1500	Interest / Miscellaneous			63	-264	0	\$ (63)
1705	Transfer from Emergency Reserve Fund			16,395	16,395	1,722	\$ (14,673)
<b>Income totals</b>				<b>794,758</b>	<b>801,473</b>	<b>802,292</b>	<b>7,534</b>
Total endowment transfers				190,400	181,290	188,570	
percentage of Total Income				24.0%	23.8%	23.5%	
<b>Expenditures</b>							
<b>Ministerial Salaries and Benefits</b>							
<b>Clergy</b>							
3100	Lead Pastor Salary			50,610	50,250	52,305	\$ 1,695
3105	Associate Pastor Salary			14,419	14,252	14,712	\$ 293
3110	Housing Allowance Lead Pastor			64,000	64,000	72,000	\$ 8,000
3115	Associate Pastor Housing			33,396	33,396	33,396	\$ -
3120	Clergy Pension & Ins.			55,279	55,648	58,709	\$ 3,430
Total Clergy				<b>217,704</b>	<b>217,546</b>	<b>231,122</b>	<b>13,418</b>
<b>Other personnel costs</b>							
3600	Travel			1,200	1,326	1,000	\$ (200)
3610	Pastor Professional Expenses					2,000	
3614	Pastor Continuing Education				3,645	1,500	\$ 1,865
3616	Staff Professional Expenses			5,500		3,865	
3620	Sabbatical			2,000	2,000	2,000	\$ -
3630	Church FICA			31,413	31,269	30,412	\$ (1,001)
3640	Personnel Contingency			2,000	1,981	2,000	\$ -
Total Other Personnel				<b>42,113</b>	<b>40,220</b>	<b>42,777</b>	<b>664</b>
<b>Worship excluding clergy salary</b>							
3400	Music Minister Salary			39,186	39,186	39,840	\$ 654
3401	Organist			16,252	16,252	16,622	\$ 370
3421	Music Minister Pension and Insurance			5,486	7,268	5,459	\$ (27)
3500	Independent Contractors Music			14,000	14,355	14,000	\$ -
4170	Piano and Organ Maintenance			1,200	500	650	\$ (550)
5500	Music Materials			2,400	2,060	2,200	\$ (200)
5600	Deacons			1,800	2,492	2,000	\$ 200
5625	Worship & Congregational Life			1,500	3,051	1,500	\$ -
Total Worship				<b>81,824</b>	<b>85,165</b>	<b>82,270</b>	<b>446</b>
<b>Christian Faith Formation</b>							
3402	Minister of Faith Formation			44,578	44,578	45,321	\$ 743
3422	Faith Formation Pension and Insurance			12,511	12,480	13,002	\$ 491
3501	Independent Contractors Nursery			1,700	1,948	780	\$ (920)
3503	Nursery Supervisor			2,970	948	1,823	\$ (1,148)
5700	Welcoming			2,600	2,482	2,400	\$ (200)
5800	Church School			6,100	6,688	6,100	\$ -
5825	Adult Education			700	792	700	\$ -
5830	Library			200	88	150	\$ (50)
5850	Youth Activities			7,200	13,038	5,000	\$ (2,200)
Total Faith Formation				<b>78,559</b>	<b>83,041</b>	<b>75,276</b>	<b>-3,283</b>



<b>Health and Wellness</b>					
3404	Minister of Health & Wellness	35,882	35,763	36,481	\$ 599
3420	Health Minister Pension & Insurance	5,023	5,630	5,107	\$ 84
5750	Health Ministry	2,350	1,933	2,100	\$ (250)
	Total Health and Wellness	<b>43,255</b>	<b>43,326</b>	<b>43,688</b>	<b>433</b>
<b>Mission and Service</b>					
5100	General Outreach Appropriation	45,000	43,889	45,000	\$ -
5101	OCWM contribution	45,000	36,367	36,000	\$ (9,000)
5900	MACUCC Dues	0	8,883	9,185	\$ 9,185
	Total Mission and Service	<b>90,000</b>	<b>89,139</b>	<b>90,185</b>	<b>185</b>
<b>Business Office</b>					
3200	Office Staff	60,353	46,562	44,951	\$ (15,402)
3220	Office Staff Pension and Insurance	6,189	5,776	6,334	\$ 145
3502	Independent Contractors Office	3,120	8,612	18,776	\$ 15,656
4000	Copier rent & maintenance	3,500	4,104	4,000	\$ 500
4010	Postage	2,500	2,484	2,300	\$ (200)
4100	Office Expense	11,264	14,309	12,500	\$ 1,236
4120	Telephone	4,400	3,153	3,150	\$ (1,250)
	Total Business Office	<b>91,326</b>	<b>85,001</b>	<b>92,010</b>	<b>684</b>
<b>Facility Maintenance</b>					
3300	Sexton	40,977	42,063	41,914	\$ 937
4125	Electricity	16,000	17,213	17,000	\$ 1,000
4130	Water & gas	3,400	6,217	3,400	\$ -
4140	Interior Maintenance	6,500	12,863	9,000	\$ 2,500
4141	Exterior Maintenance	9,000	7,989	9,000	\$ -
4142	Capital Reserve	2,000	2,000	2,000	\$ -
4145	Rubbish removal	2,200	2,150	2,150	\$ (50)
4150	Sexton supplies	3,000	3,577	3,100	\$ 100
4155	Snow removal	5,750	5,270	5,000	\$ (750)
4160	Insurance	32,750	40,179	32,000	\$ (750)
4200	Fuel	22,400	17,545	17,500	\$ (4,900)
	Total Facilities	<b>143,977</b>	<b>157,066</b>	<b>142,064</b>	<b>-1,913</b>
<b>Strategic Initiatives</b>					
5630	Strategic Initiatives	6,000	1,876	1,500	\$ (4,500)
5640	Community Communications	0	0	1,400	\$ 1,400
	Total Strategic Initiatives	<b>6,000</b>	<b>1,876</b>	<b>2,900</b>	<b>-3,100</b>
<b>Expense totals</b>		<b>794,758</b>	<b>802,379</b>	<b>802,292</b>	<b>\$ 7,534</b>
Percent increase over prior year				0.9%	
<b>Income over (under) expenses</b>		<b>0</b>	<b>(906)</b>	<b>(0)</b>	