

FIRST CONGREGATIONAL CHURCH STAFF

The Rev. William Burhans, Lead Pastor

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

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

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

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

Mr. Jeffrey Mead, Organist

Ms. Sarah Marino, Office Manager

Mr. Tyler Campbell, Sexton

Mr. William Lewis, Custodian

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

FIRST CONGREGATIONAL CHURCH OFFICERS & VOLUNTEERS

Penny Sparrow, Moderator

Margaret McIndoe, Clerk

Bruce Lauterwasser, Treasurer

Keith Russell, Assistant Treasurer

Anne Hoenicke, Membership Registrar & Archivist

Nancy Kneiss, Communications Design

William McCarter, Historian

Leslie French, Librarian

Rebecca Beltz, Church Auditor

Edward Lamson, Church Auditor

Edward Martin, Church Auditor

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CALL TO ANNUAL MEETING

178th Annual meeting

11:30am

May 6th 2018

I know the plans I have for you," declares the LORD, "plans to prosper you and not to harm you, plans to give you hope and a future." Jeremiah 29:11

Order of Meeting

11:30

Grace/Opening Prayer

Light lunch

Slide show

Ripley chapel working group report

Table topic: 20-20-20 vision

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. End of transition report from the Leadership Team and adoption of new church bylaws
- IV. Hear and act on any special gifts and bequests

- Closing Hymn
- Benediction

1:30

CALL TO ANNUAL MEETING

FIRST CONGREGATIONAL CHURCH IN WINCHESTER

NOTICE OF 178th 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 6th, 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 Membership Registrar, the Leadership Team and the Chairpersons of the Sustaining and Living Ministries of the Church and any other written and oral reports which the Church may vote to receive
- ARTICLE II: To hear and act upon the recommendation of the Leadership Team that the Church adopt the new bylaws as distributed, as developed by the Bylaw Committee, embodying the new governance structure implemented experimentally over the past 3 years.
- ARTICLE III: To hold elections, including of the Officers of the church, 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 2018-2019 program year
- ARTICLE IV: To hear and act upon reports of special gifts and bequests, if any, to the Church since the last Annual Meeting
- ARTICLE V: To transact such other business as may properly come before the meeting

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

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

Winchester, Massachusetts
April 16th, 2018

Penelope J. Sparrow
Moderator

CALL TO ANNUAL MEETING

The 178th Annual Meeting of The First Congregational Church in Winchester, Massachusetts, United Church of Christ is called on Sunday, May 6th 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. Now thank we all our God
with heart and hands and voices,
who wondrous things has done,
in whom his world rejoices;
who from our mothers' arms
has blessed us on our way
with countless gifts of love,
and still is ours today.

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

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

Membership Registrar's Report for Jan 1 to Dec 31, 2017

SUMMARY

Total Membership End of December 2016	418	
Total Received into Membership 2017	+	+17
Confirmation		+11
Letter of Transfer		+2
Confession of Faith		
Reaffirmation of Faith		+3
Reactivated from Inactive		+1
Total Released from Membership 2017	-	-
		27
By Letter of Transfer		-1
Withdrawn By Request		-1
Moved to Inactive		-15
By Death		-10
Net Change	-/+	-10
Total Membership End of December 2017		408

RECEIVED INTO MEMBERSHIP 2017

17 Total New Members Received

<u>By Confirmation</u> <ol style="list-style-type: none"> 1. John "Jack" Parker Carpini 2. Harris "Harry" David Carpini 3. Sophie Catherine Campbell Ehrbar 4. Ethan Louis Kendall 5. Carlina Fernando McKinley 6. Christian Morris 7. Kyle Taylor Roche 8. Elizabeth Pauline Rozmanith 9. Elizabeth "Lizzie" Toohey Splaine 10. Hale Elena Tresselt 11. Zachary Stephen Tucci 	<u>Adult New Members</u> <ol style="list-style-type: none"> 12. Jessica Brand 13. Steve Sandak 14. Kate Sandak 15. Marc C. Thompson (reactivated) 16. Janet Vaughn 17. Jerry Vaughn
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Membership Registrar's Report for Jan 1 to Dec 31, 2017

RELEASED FROM MEMBERSHIP 2017

27 Total Released from Membership

By Letter of Transfer Out (1)

1. Susanne Inglis

Withdrawn By Request (1)

1. Marie Annick Perrot

Moved to Inactive (15)

1. Hillary Louise Carter
2. Debra J. Damren
3. David J. Ekelund, Jr.
4. Kyle Nathaniel Glacken
5. Susan LaViolette
6. Meghan Caroline Leathers
7. Kristen Stowe Leathers

8. Jennifer Lynne McArdle
9. Brian McArdle
10. Alex Ogier
11. Daniel Francis O'Grady
12. Diane Oram
13. Danielle Trakimas
14. Lindsay Marie (King) Wallin
15. Laura Emily (Richter) Wentworth

By Death (10 active members)

Members, Former Members, and Inactive Members

Robert "Bob" Pratt Bigelow - m
 Gail Meredith (Simonds) Crosby - m
 Arthur H. Hall III – fm
 Carol (McKee) Littell - m
 Joyce (Smith) Mills – m
 David Soren Mortensen - m
 Evelyn G. Obbard - fm
 Thomas Raphael - m
 Bradley Campbell Ross – m
 Robert Lawrence Shirley - m
 Robert Arthur White - m
 Nancy (Hendry) Whitman - m

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

Extended Church Family

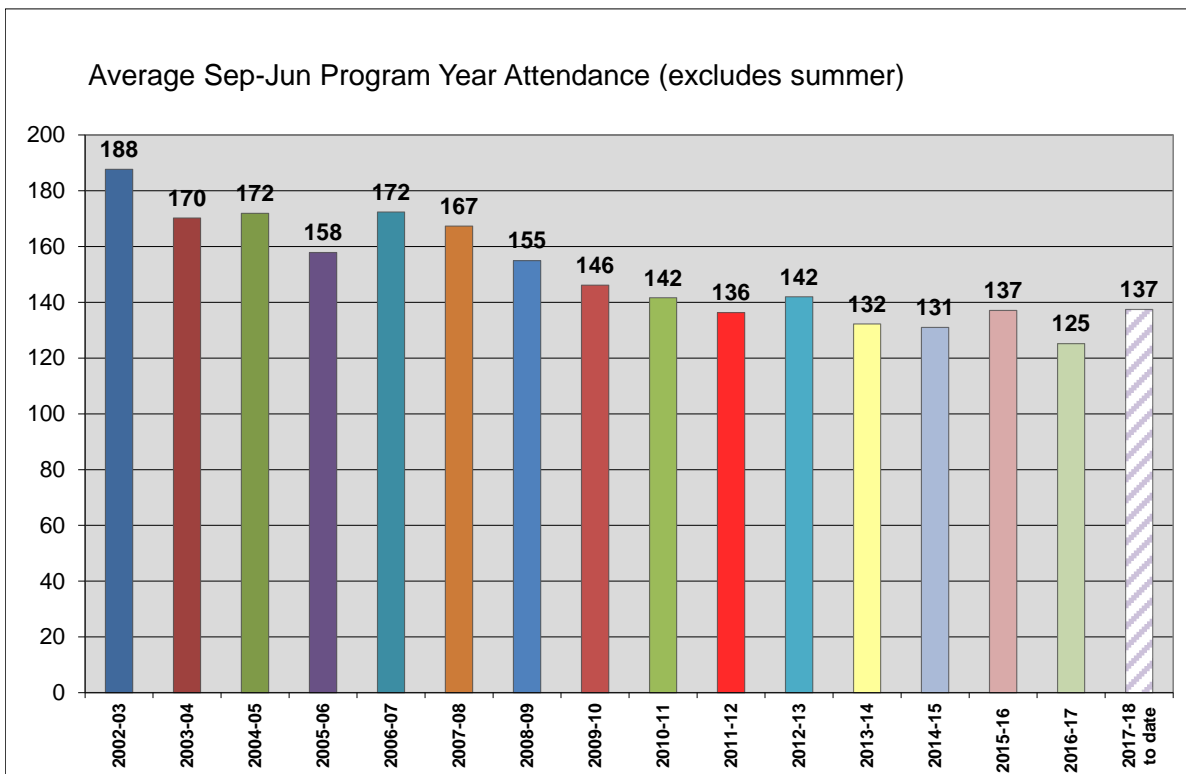
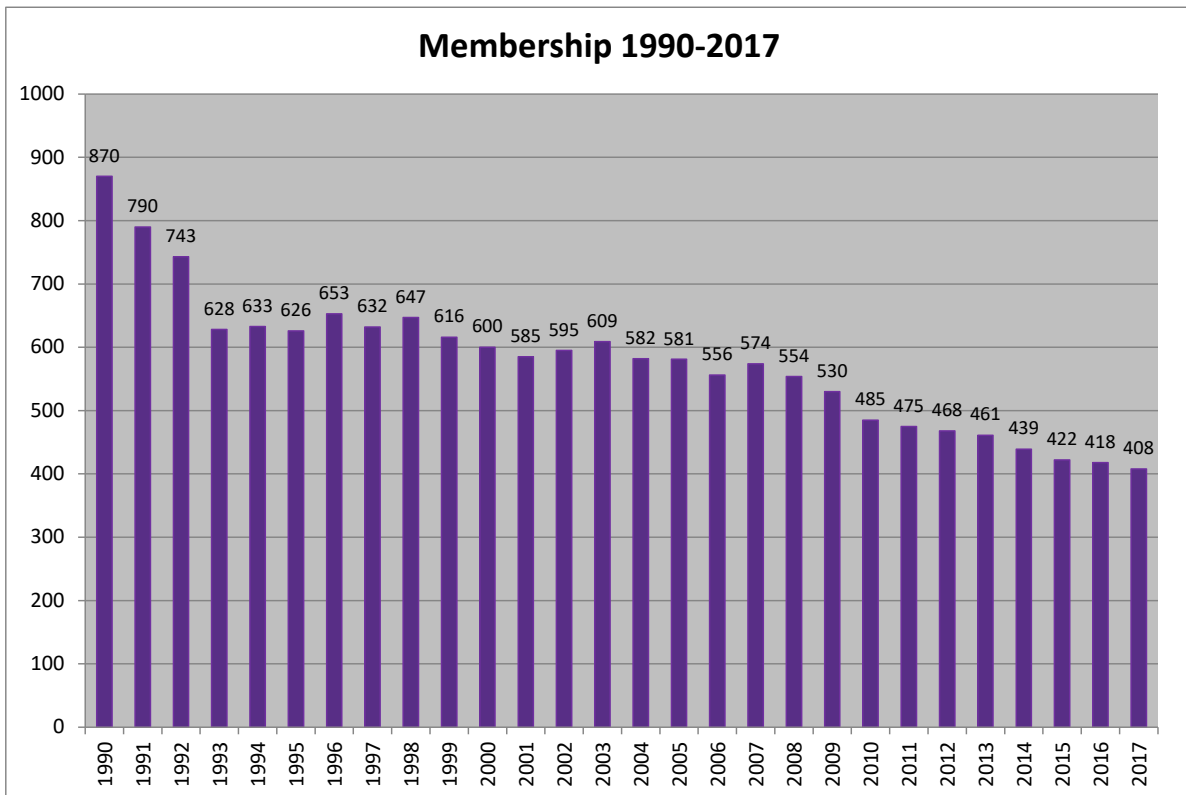
Victoria P. Carbone, mother of Richard Carbone
 Jan Diperna, retired director of NCNS
 Leroy "Red" Hunter, second father of Carol Weir
 John J. Keeley, Sr., father of John Keeley, Jr.
 Chris Lill, brother of Suzy Ramsey
 Walter H. Neth, brother-in-law of Rev. Ken Orth
 Beverly (Eriksen) Pierce
 Duane E. Russell, brother of Keith Russell

BAPTISMS 2017 (7)

1. Edvard Falk Ellingsen
2. Avery Montgomery Lewis
3. Callum James McGuigan
4. Connor Lee McGuigan

5. Avery Judith Nordstrom
6. June Eleanore O'Neill
7. Mabel Charles Penna

Membership Registrar's Report for Jan 1 to Dec 31, 2017



REPORT OF THE MINISTERIAL TEAM

The 2017-2018 program year could be named as a year of rooting in and blossoming out. After many years of transition and a couple of years getting our feet planted together as a reconfigured Ministry Team and congregation, we found ourselves at the 500th anniversary of the Reformation. We focused our fall around a Reformation study and worship that highlighted major Reformation themes. We remembered and reclaimed who we are as a church coming out of the Reformed tradition and we reflected together on how our roots might inspire us towards the future. In the winter we followed up our Reformation focus by digging even deeper with a study lead by Anne Hoenicke and myself on the basics of the Bible called “What is the Bible?” These intellectual pursuits were also coupled with a deeper digging into spiritual practice and prayer with a Silent Retreat in Maine organized by Kathleen Zagata and our Health Ministry team where we studied Centering Prayer and Welcoming Prayer practices and rested together in the silence of God. This was punctuated by what has become an annual Lenten practice of Tuesdays with Jesus that involves both Centering Prayer and listening to community members share their work as it relates to their faith. While the adults were digging into their roots, 12 of our youth also dug in by attending a Confirmation Class jointly led by Rev. Judy, Ben and myself. In the end, 11 of them re-affirmed their faith and joined the church as they came to know more about the history, theology and practices of our church and denomination.

However, rooting in and exploring the sources of our faith was coupled with blossoming out in new and renewed ways. This year also saw First Congregational Church engaged in new ministry initiatives as well as maintaining it’s perennial outreach ministries. One important new outreach initiative begun in this program year was a formal connection that was made through Rev. Judy and the Alexanders with RIM - Refugee Immigrant Ministry - which involved a core group of folks engaged in the Metro North Cluster to support asylum seekers. We also took a special offering for the organization at our Christmas Eve services and Joseph Gordon (a Spanish-speaker participant in our congregation) and myself began occasional visits to detainees in the Suffolk County House of Corrections. Another new ministry was initiated by Jessica and Barry McArdle for our church to become a UCC designated Green Congregation by taking certain cumulative steps to lower our carbon footprint and be more responsible stewards of God’s earth. Both of these new initiatives will offer the congregation exciting opportunities to match passions with skills in “serving the world with love”. These new initiatives were additions to our usual faithful outreach work with Outdoor Church, the Dwelling Place, and other charitable offerings.

The 2017-2018 program year continued an on-going outward trajectory to ensure that people felt welcomed in and that we moved outward into the wider community. This looked like movies on the lawn that Ben Pulaski organized, a Yom HaShoah memorial concert that Jane Ring Frank and I organized and promoted in collaboration with Temple Shir Tikvah, a prayer vigil for the tragedy at the Library, Sunrise service at Wright Locke Farm, hosting of a Vanderbilt

REPORT OF THE MINISTERIAL TEAM

University alternative Spring Break service group, hosting of the Music School on our front porch for Winchester Town Day and much more.

But this blossoming out also required a tending to the health of our inner-community too, so this program year saw some important changes and movements within. A group was formed to revamp our church by-laws here at the end of the 3-year transition period and these will be voted upon at the Annual Meeting. John Montgomery, Julianne Zimmerman and David Peretti have worked hard on the document and have been supported by the ever-dedicated work of Penny Sparrow as our Church Moderator and the Leadership Team. We also purchased and installed a new sound system for our sanctuary and formed an AV Team with Rick Forseze and John Crabtree taking the lead. We now have both audio and visuals of our worship services accessible on the internet and streamed in both the Family and Bike Rooms. Through the hard and dedicated work of Carol and Dave Weir, Liz Sayre, Michelle Stewart, Bruce Alexander, and Ed Banzy (our interim Building Manager) in particular, we have revamped our staffing structure for the care, maintenance and cleaning of our facility, hired a new custodian, and are in process of hiring a Building Manager. This is a critically important step after the death of Brad Ross who for so many years was a faithful caretaking of the building, however it means that we are coming to terms in a significant way with what it actually costs to take care of our beautiful facility. Finally, this program year also saw a fundraising campaign for the renovation of Ripley Chapel and continued hard work on the part of the Ripley Working Group to come up with a plan for the renovations based upon the money raised. The hope is that the actual renovations will take place in the next 6 months and new programming can begin in the 2018-2019 program year.

These are in my mind, as your Lead Pastor, the movements, events and projects, that have marked the past program year in a unique way but are obviously placed within context of the essential practices of weekly worship, seasonal events, prayer, fundraising, fiscal tending, pastoral care, and administration that have involved the hard and dedicated work of SO many church members and staff. I am grateful to be working among such a wonderful group of people and pray that God will continue to lead and inspire us to be a church open to the Spirit, creative in our ministries and committed to the prayer and worship of God for the sake of our world.

Faithfully Submitted,
Rev. Will Burhans, Lead Pastor

Dear Friends

This is the first time I've been asked to write an Annual Report Letter from the Associate Pastor. So, there's about 15 years of pent up material inside me. Which means I'm going to comment on last year - 2017 - as a whole. Rev. Will's letter has reviewed this program year thoroughly. When I look back and set aside Will's content, this is what comes up for me. I have been here as an Associate just shy of 15 years. This is a long time for me, but a brief one compared to some of you. If you pastor in a place long enough you begin to see the cycles in people's lives.

REPORT OF THE MINISTERIAL TEAM

Last year I accompanied some parishioners into the next phase of life (or death). I was privileged to sit with Brad Ross during his last days. For you who don't know, Brad was the sexton here for about 12 years; before that he was a curious figure who could be seen winding clocks and fixing machines. Before that, he was a youth here - attending classes through confirmation. For those of us who did take in Brad's presence, the church still feels off kilter without him.

I was also privileged to join two church members - former youth - in marriage. Alex Wankowicz and Stephanie Mullane met and got to know each other through the youth activities of the church. I was their Youth Minister. We spent almost every Sunday night together until they went off to college - Alex a year ahead of Stephanie. Now they are preparing to move to San Francisco so Stephanie can begin work on a PhD.

Brad, Stephanie and Alex let this church be part of them. And, we included them (and continue to include others like them) in the way many of us defined this church. We now have new people doing the sexton work. We now have a whole new herd of youth some of whom were not even alive when Alex and Stephanie (mostly Alex) tore through these halls. Their names and faces are part of my mental directory as are hundreds of others - those still here and those not. As we began to prepare Ripley Chapel for a new chapter, we pondered over stained glass windows with members' names on them - names I don't recognize at all; we read the list of mothers who lost sons in war and imagined the pain of that honor but couldn't conjure up faces to match the names.

I guess what I've experienced in 2017 is the awareness that as the saying goes: a church is not a building, it's the people inside the building. This year those people are you and me and Will. One hundred years ago they were Robinson Whitten and Louise Boutwell. One hundred years from now they will be other names. This church is a community drawn by the belief that loving God involves caring for others. The names and the faces will change - but the church will stay the same. In 1840 the congregation was gathered, in 2017 Brad, and Stephanie and Alex left us for other places; in 2057 we will still be doing the same things - in new ways, with new faces and new names - but the church eternal goes on.

With love and wonder,
Rev. Judy Arnold

REPORT OF THE LEADERSHIP TEAM

This has been the third year in the life of the Leadership Team. The group naturally changes each year as its lay members shift, but there has been a continuity to its development and growth that has enabled dynamic discussion, honest sharing of ideas, and positive decision making. It has been a year where some very particular organizational matters took up significant time, notably the end of the transition and the preparation of the new bylaws. But the focus on organizational matters did not come at the expense of a focus on mission and strategic thinking. On the contrary, many of the decisions we were required to

REPORT OF THE LEADERSHIP TEAM

make meant taking a serious look at the bigger picture, at how to frame a structure that could continue to be dynamic and vibrant and how to enable the members of our church to engage most effectively in the work towards the Purpose. Consensus was often easy, but there were times when we have had to really listen humbly to each other and support ideas that were not our natural choices. It is a privilege to be a member of this group.

Here are some ways we tried to implement leadership principles.

- Achievement of the mission and overall outcomes - this is the primary responsibility for LT. For FCCW our mission is enshrined in our Purpose statement: that we are a Christ-centered, nurturing community, growing in faith, serving in love and welcoming all with joy.
 - When the ministries were asked to prepare their annual reports for this year, they were encouraged to name the projects they have accomplished in the past year and who was involved. Also to acknowledge what they had not achieved. Along with that came requests to consider where they had sensed God's presence most and to evaluate how their work of the year has aligned with our Purpose.
- Empowered to create the structure needed to accomplish the mission including creating boards, committees, task forces, action teams, [ministries].
 - This has been the final year of our 3-year transition to a new structure. Thus it was the task of the Leadership Team to bring together the various inputs regarding the success of the new structure and determine the path forward to suggest to the congregation.
 - Having decided to recommend implementation of the new structure on a permanent basis, a bylaw committee was called after the 2017 annual meeting, tasked with drafting a new set of church bylaws.
- Empowered to change (including disband) components of the structure that are not functioning effectively to achieve the purpose and mission.
 - The LT continued to develop ways in which various fellowship events that have fallen by the wayside could be supported. Several ministries agreed to take on responsibility for trying to find a leader each year for just one of these.
 - The function of the Purpose Forum continued to evolve as a gathering to support the sustaining and living ministries and to enhance communication and coordination between the ministries. Leadership Team decided that it would not currently operate with a regular meeting time, but be called together as needed by Pastors, the Moderator, the Leadership Team, or the Head Deacon.
- See the relationships between parts and the whole.
 - Leadership Team was in communication with the Ripley Chapel working group to ensure that the progress and decisions were in tune with the overall work of the church.

REPORT OF THE LEADERSHIP TEAM

- Leadership Team considered the overall state of the funds available for the maintenance of the facility and the other likely demands on these funds when it approved the decision to go ahead with the purchase of a new sound system for the sanctuary.
- We were able to support the suggestion from the Spire editor that the Spire be published 4 to 6 times a year rather than monthly as has been the practice (but less in the summer). Since the weekly email has become such a powerful way to communicate, there is less of a need for routine information to be offered in the Spire.
- ‘Get on the balcony’ and ‘Give the work back to the people’
 - Strategic, long term decisions are developed by the Leadership Team;
 - The financial model, developed by a small committee last year, was used as a tool to evaluate the different options that were considered as we tried to balance a proposed 2018 budget.
 - Coming to the end of the 3-year transition, it fell to the LT to consider how effective it had been and to map out a path forward, based on our assessment. We looked at the considerable input we had received from the congregational survey taken last spring, along with our assessment that the new structure, with some appropriate tweaks taken in the last 3 years, is generally working well. We decided to recommend to the congregation that the temporary structure become a permanent one.
 - Delegate the day-to-day operations of the church to appropriate bodies, check-in to ensure they are functioning well.
 - The LT agreed to the extension of the 6-month employment of the consultant supporting the work of maintaining the facility. LT evaluated, in the context of considering the 2018 budget, the restructuring of the maintenance staffing and authorized the hiring of a part-time building manager.
- The leadership team played its part in setting strategic direction, identifying adaptive change and developing and empowering leaders.
 - LT took on the task of considering whether term limits should be instituted for certain leadership roles within the church. In order to keep leadership dynamic and leaders refreshed, LT agreed to introduce limited terms for some positions and to have these embodied in the proposed new bylaws.
 - The roles of Vice Moderator and Vice Treasurer were proposed, to be included in the new bylaws. These roles are to be 1-year transitions to becoming Moderator and Treasurer respectively. It is hoped that they will enable comfortable transitions and the easy transfer of knowledge.
 - There was a strategic change in the preparation of the budget. Instead of looking at the money available and trying to divide it appropriately between the various needs, a ‘bottoms up’ approach was taken. All ministries were asked what funds they would need in order to be effective in doing what they plan to do in 2018.

REPORT OF THE LEADERSHIP TEAM

- LT agreed with the Ripley Chapel working group that a break in the process of developing plans was appropriate after receiving estimates well outside the budget of the project. LT strongly supported the plan to update the congregation on the status of the project.
- Step forward and take risks when it is helpful and strategic to do so
 - Having prepared a 2018 budget based on the input from the ministries, the expenses outweighed the income by a considerable margin. LT spent many hours considering the options and eventually came to the congregation with a proposal to take 6%, instead of the usual 5%, from the endowed funds. Strategically it seemed the right risk to take as we see a growing, vibrant church that needs the fuel to continue to grow and become better able to sustain itself financially year-to-year.
- Develop and empower leaders.
 - Through the Nominating Committee, three new members of the Leadership Team were identified and called, to be affirmed by the annual meeting.
 - We said goodbye to three members of the LT, grateful for their service and seeing them move on to other areas of leadership and service.
 - We believe the suggestion, mentioned earlier, that term limits be introduced for some leadership positions will encourage development of new leaders and empower all leaders.
 - A new auditor was recruited to replace one who withdrew so as to be able to work on other church activities.
 - We worked with the Personnel Ministry to perform a supportive and effective evaluation of the Lead Pastor.
- 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.
 - This year has been a transitional year in the work of facilities maintenance. With the passing of the long time sexton (Brad Ross), it has taken a while for it to become clear what an effective model for proper maintenance of the facility would be. LT has been kept apprised of how things have been working and involved in evaluating the suggested plan for the future and its implications for the overall ministry.
 - The LT asked the bylaw committee to draft bylaws that are simpler, shorter and more flexible than the current ones. The goal has been to make bylaws that do not need to be adjusted as minor changes to procedures and structures are made, while providing the appropriate protections.
 - As part of the process of developing new bylaws, LT decided that, in addition to a slimmer version of the bylaws, an operations manual would be developed for policies and procedures. As work was done on the bylaws, decisions related to this document were deferred until next year when we plan to focus on drafting it.

REPORT OF THE LEADERSHIP TEAM

- After careful evaluation and some amendments, LT heartily endorsed the Safe Church Policy developed by our minister of Christian Faith Formation and the Personnel Ministry.
- Regulate Distress
 - As the church approaches the end of the 3-year transition, the congregation was kept apprised of the process that LT was proposing in order to shift to a permanent structure. In particular, the congregation was offered a draft of the bylaws ahead of an open ‘q and a’ in mid March. Congregants were also invited to offer their concerns, questions or comments in writing. All of these written submissions were carefully considered, many suggestions were implemented, and each person received a detailed response to their input.
 - In creating the 2018 budget with a bigger than usual draw on the endowed funds, the financial model was used to make clear the impact of this decision.
- Consistently articulate purpose and core values
 - The Purpose of the church - that we be a Christ-centered, nurturing community, growing in faith, serving in love and welcoming all with joy - has become central to discussion and planning in many areas of ministry.
 - We are still working to articulate purpose and core values. They are certainly foundational to our discussions, but articulation among ourselves needs work as does articulation in the congregation.

We are part of a congregation that is richly blessed in so many ways. We have a rich history and we are in a place where we are investing towards a rich future. Our congregation is growing, despite national trends in main-line churches that are moving in the opposite direction. Leadership Team is grateful for the opportunity to work to support the many active, effective ways that ministry is happening and to keep the focus on the Purpose chosen by the congregation a few years ago: *we are a Christ-centered, nurturing community, growing in faith, serving in love and welcoming all with joy.*

The Leadership Team - Judy Arnold (associate pastor), Will Burhans (lead pastor), Deirdre Giblin, Patricia Brady, Margaret McIndoe, Dina Pradel, Ben Pulaski, Jane Ring Frank, Dick Sayre, Penny Sparrow, Taylor Tresselt, Peter Woolford, Kathleen Zagata.

REPORT OF THE DIACONATE

Current Deacons:

Third Year: Andy Gallop (Head), Jennifer Wilson, Julianne Zimmerman

Second Year: Mike Bailey, David Carpini, Christine Tresselt

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

Life Deacon Liaison: Bob Lord

Our Projects

Ours is an ongoing project, serving the purpose of “tending to the spiritual life of the church”. Most of our work takes place in the sanctuary, where our objective is to create a welcoming environment that enables congregants to focus on worship. This includes preparing the space, welcoming all by greeting and handing out bulletins, and participating in the service by carrying out our specific duties. We are honored to represent the congregation at baptisms and new member ceremonies. We also support “special” services, such as the Service of Light, the Maundy Thursday Vigil, memorial services, and other important events in the life of the church. Through these efforts, the Deacons have given more than 300 hours of service to our church over the past 12 months.

We had our annual retreat in October, with the Rev. Judy Proctor serving as facilitator. We focused on “rituals” and enhanced our understanding of their meaning, purpose, and significance. We discussed how to incorporate rituals in the context of both our spiritual and everyday lives.

The Deacons hosted 50 congregants at our annual Celebration of Service Breakfast in March. The speaker was Aria Bower, a student at Winchester High School and president of Connect & Commit, a service learning group based in Winchester. Aria shared her perspectives on how we all can connect with and advocate for people in our Winchester community and beyond.

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

Our work comes with the gift of helping to foster and grow the sense of community in our church, and collectively we feel God's presence whenever we serve. A warm interaction while greeting someone at the door, an exchange of a smile, or serving communion to the entire congregation are just some examples. Serving the church in this direct way allows us see God in our congregants and helps us to create spiritual connections among them.

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

The diaconate has used its monthly meetings in part to review and discuss the significance of various spiritual aspects of worship, such as communion, baptism,

REPORT OF THE DIACONATE

the offering, and so on. We would like to continue our work with the ministry team to increase the Diaconate's knowledge about the spiritual practices of our faith community and find ways for the Diaconate to make meaningful contributions to the church's spiritual life. We hope this will serve to deepen our connections with the congregation and improve our understanding of our community's needs, while serving God's call as instruments of His grace.

What did you not get to that you wanted to?

The diaconate had begun to discuss two objectives: 1) how it might offer communion monthly to those unable to attend worship and 2) taking an active role with the confirmands in some sort of sponsor capacity. We look forward to continuing these conversations to determine if the Deacons should develop plans for doing so.

What else should we know about your ministry?

The Leadership Team requested that the Deacons consider being responsible for the management of a couple of church events: the Maundy Thursday Vigil and the biennial Confirmation Breakfast. Because both align well with our purpose, we agreed we would take both under our umbrella beginning this year.

REPORT OF THE MUSIC & WORSHIP ARTS MINISTRY

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

Rabindranath Tagore (1861-1941)

Possessing a power of its own, music 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

REPORT OF THE MUSIC & WORSHIP ARTS MINISTRY

mornings); Jazz Worship (2-3 times per program year); Jazz Singers (as needed for Jazz Worship). The ensembles are also regularly invited to participate in worship services that celebrate life events: Ordinations, Installations, Weddings and Memorial Services. Additionally, the Senior Choir presents larger choral/instrumental works within the context of worship, at least two times per program year, an endeavor that includes additional rehearsals, commitment of time and organization. This year, the music program supported a concert by the Aryaloka String Quartet, honoring Yom HaShoah, Holocaust Remembrance.

QUESTIONS/ASSESSMENT/OUTCOMES

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

PROGRAM PARTICIPANTS

- Senior Choir: @ 35 singers, including one weekly rehearsal and worship service.
 - Carilloneers: @ 10 - 12 participants, including one weekly rehearsal and occasional ringing in worship.
 - Jazz Worship: @ 4-6 instrumentalists (including, piano, bass, drums, trombone, electric guitar, trumpet, flute, saxophone, etc....).
 - Jazz Singers: @ 10-12 singers (all volunteer effort), including occasional rehearsals.
 - Lessons & Carols, December 17, 2017, Bach's Magnificat: string quartet, oboe, 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.
 - Special services as needed (Blessing of the Animals, Memorial Services, weddings, etc...). Numbers of volunteers vary with each request.
 - The addition of special music, shared during the Offertory, in worship (not weekly, but at unique times). This special music allowed the congregation to hear prayerful music offered by members who may not have other outlets to express their talents (@ 10 people).
2. What event or objective did you sense God's presence most evident?
I am continuously respectful of the Senior Choir, Carilloneers, and instrumentalists. Their volunteerism is nothing short of miraculous, with weekly rehearsals and worship. God's presence is vital and flowing with them and through them.

As well, on Sunday, April 8, our church co-sponsored, along with Temple Shir Tikvah, the Aryaloka String Quartet in a Holocaust Remembrance Concert, featuring composers who were imprisoned in the camps. This event was *well-attended*, with nearly 200 people in the audience. Many of

REPORT OF THE MUSIC & WORSHIP ARTS MINISTRY

these attendees were members of Temple Shir Tikvah and guests from the greater Boston area. It provided a perfect opportunity for collaboration with our Jewish sisters and brothers on a project that honored not only the victims of the Holocaust but God's clear voice within the tragedy. The audience was moved by the depth and richness of the music.

1. How do you feel the major projects you accomplished in 2017 aligned with our purpose?

The music program, by and large, continues to thrive. Participation in each of the ensembles has been enthusiastic and committed. Attendance at rehearsals and worship services is energized and participation in the Senior Choir is growing. 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.

Last May, Jazz Vespers completed a three-year experimental initiative in support of the Mission Statement. While the vespers services were an exciting avenue for "growing our faith," and an opportunity to "welcome all with joy," the attendance, although enthusiastic and consistent, was relatively small (@ 75 attendees) and did not attract people from the wider community. As a result, we made a thoughtful and well-reviewed decision to suspend the Saturday Jazz Vespers. In its stead, we offered three Jazz Worship services (on Sunday mornings) during the program year, allowing for the larger congregation to joyfully sing and swing, dance and pray.

Marketing to the community (resulting in increased town presence) has been successful in several 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 continues to be clean, clear and welcoming.

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

- This year, we were unable to participate in Winchester's Midnight Madness; we lost a strong opportunity to connect with the wider community. It is our hope to participate later this year.

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

- I am hoping to present Leonard Bernstein's epic *Mass*, a theatre piece, loosely based on traditional Roman Liturgy. Bernstein combined many different musical styles, from classical traditions, hymn-like chorales, and the modernist avant-garde to pop, jazz, blues, Middle Eastern dances, and rock music - to create one spiritually complex and

REPORT OF THE MUSIC & WORSHIP ARTS MINISTRY

uplifting whole. It provides a wonderful opportunity to invite the larger Winchester (and surrounds) community.

- I also continue to recruit new members to the music program. We are seeing a normal pattern of retirement and aging of some of our most faithful members. Current choir members have been fantastic partners in recruiting and in encouraging fresh participation.
- The organ has been successfully renovated and well-used this past program year. It is our intention to offer a Dedication Celebration Concert on *Sunday, September 30, 2018*. We are in the process of inviting organists from other churches in Winchester to participate in this Winchester “organpalooza!” Not only will this concert attract folks from other congregations and from the wider community, but it will honor the donations made to renovate and maintain this beloved instrument. The organ is certainly a part of “growing our faith,” and it represents a critical piece of our history and ongoing commitment to blended worship styles.

5. What else should we know about your ministry?

- Nothing at this time!

REPORT OF THE FAITH FORMATION MINISTRY CHILDREN & YOUTH

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

Stepping Stones 45 (avg) children and 15 adults (ongoing)
Forum 20 (avg) students and 3 adults
Youth Group Sunday Class 12 youth, 4 adults
Movie Night 50 people
Chapel Service 25 students (Once a month)
Back to School Event (Boda Borg) 40 Students
Youth Progressive Supper 40 Students, 10 adults
Christmas Pageant 50 students
Ski Trip 30 students, 6 adults
High School Mission Trip 14 students 4 adults
Bagels and Bunnies 15 students, 125+ children
Ghost Ranch Trip 13 Students, 3 adults
Vacation Bible School 35 kids, 20 youth
Talent Show 20 students 100 people

REPORT OF THE FAITH FORMATION MINISTRY: CHILDREN & YOUTH

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

It is hard to pinpoint just one event. With our younger students (Stepping Stones), we saw God's presence within our new chapel services. This year, we had them once a month and invited people from the congregation and the ministry team to lead different months. We then went into the sanctuary to participate in Communion with our families. It was very powerful.

For our youth, the mission trip always provides an opportunity for the youth to see God in a way that challenges them with their faith to a whole new level. At the end of the week, the youth have an opportunity to pray one on one with the adults and it is an incredibly moving experience for each of them.

3. How do you feel the major projects you accomplished in 2017 aligned with our purpose?

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

SERVING IN LOVE-Our mission trip to Philly, we served the community by providing sandwiches to the homeless, invited people to church, and helped with an afterschool program. We also participated in the outdoor church by being both walkers and sandwich makers and collected socks during our reverse trick or treat night.

The younger children created blankets for Project Linus, and during the Christmas season, they collected toys and coats for Mission of Deeds.

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 an after school program for the Middle School Students that did not happen. We had little interest this year but will look to trying it again next year.

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

To continue to reach out to the community and let our light shine through more outward events (ex. Movie Nights, Bagels and Bunnies) We are looking at revamping our curriculum for Stepping Stones this coming year.

REPORT OF THE FAITH FORMATION MINISTRY: ADULT FAITH EXPLORATION

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

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

We had 3 major projects this year. While individual members of the Adult Faith Exploration Ministry (AFEM) took the lead on each of our projects, the entire AFEM team was involved in the planning and execution of all our projects. We attempted to hold events in a variety of formats, days of the week and times of day/evening in order to reach more people. We also provided follow-up summaries and resources after each event.

- The Conversation Project in September on a single Sunday evening: this was the conclusion of a 3-part series on death and dying that we started in 2016. (17 participants).
- What is the Bible? (Bible 101) in January/February: a 6-week series led by Anne Hoenicke and Rev. Will Burhans; an introduction to the Bible, in community with other curious novices. (18 participants + 2 leaders - curriculum materials from the Massachusetts Bible Society).
- Civility Workshop in April: Saturday morning interactive discussion and workshop on the topic of civility, using a variety of techniques and practices to model how to have a civil discourse in today's society (estimated participants: 25).

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

1. 2nd Wednesday Bible Study: a long standing and ongoing program to enrich our understanding of the Bible (5-10 participants)
2. Tuesdays with Jesus: a 6-week series during Lent combining Centering Prayer, a light supper and a lay-led speakers' program exploring the intersection of Jesus with our lives (40-70 participants)
3. Reformation Study: a 6-week series in October/November honoring the 500th anniversary of the Reformation (15-20 participants)
4. Several of our members attended Super Saturday in the fall: a MACUCC-sponsored full day of skill building, networking and discussing best practices on a variety of topics in support of not only our ministry's current and future programs, but also each attendee's individual faith development.

REPORT OF THE FAITH FORMATION MINISTRY: ADULT FAITH EXPLORATION

5. Some of our ministry attended a full-day workshop with Mary Luti in connection with our Reformation Study.
6. In February, most of our members participated in a Lenten silent retreat in Maine with other members of our congregation (25) where we explored faith-deepening practices such as Centering Prayer, Welcoming Prayer, embodied prayer and Lectio Divina.
7. We worked on our website to make it current, relevant and inclusive of not only our sponsored programs but other programs within and outside our church that related to faith development.

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

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

3. How do you feel the major projects you accomplished in 2017/2018 aligned with our purpose?

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

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

We had initially hoped to offer a 3-part series on the Abrahamic faith traditions: Judaism, Christianity and Islam, to provide our congregation with a better understanding of each of the faith traditions and an opportunity to explore the differences and commonalities between them. This was an ambitious undertaking which exceeded our bandwidth this year.

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

We do our planning for the next year in late spring, so events for next year have yet to be determined. However, one goal already in the works is to do the 3-part series on the Abrahamic faith traditions.

6. What else should we know about your ministry?

REPORT OF THE FAITH FORMATION MINISTRY: ADULT FAITH EXPLORATION

We are a small but committed group of people who are deeply engaged in our church in many ways beyond this ministry. We bring those gifts and that commitment to each of our meetings and model with each other the same objectives we are seeking with our congregation. And we find that laughter and food always make for a productive and joyful gathering.

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

REPORT OF THE CHURCH LIBRARIAN

The church library is a beautiful room, off the beaten track, full of inspiring stories, ancient and recent histories, biblical studies, health guidance, social awareness, and faith explorations as well as children's books. Updating it remains a work in progress, and progress is slow because of the many tasks involved and the time needed to do them. Weeding of old, unused books has continued as well as checking the accuracy of the card catalogs and shelf list. Attempts have been made to locate unreturned and missing books. Five new Christmas books were purchased using money donated at an earlier book give-away in Chidley Hall (so the costs were not reported in the budget.) An undiscovered leak (now presumably fixed) caused damage to over fifty books, many needing to be discarded anyway, but pulling catalog cards for those is time-consuming. Some needed space was opened up in the library when Anne, our archivist, was able to move a big file to another location. Anne has also been helpful in tedious, behind-the-scenes work. The project most visible to the congregation continues to be the book display table in the lobby. This is a constantly changing display of library books relevant to church seasons, topics the church is exploring, or some other important subject matter. By making these resources available, the church library is helping people grow in faith and aiding them on their personal faith journeys.

There is still much work to do to make the library a vibrant, inviting place that people of all ages will want to visit and borrow books from. My goal is to continue that effort, hopefully with some additional help and ideas. Suggestions are always welcome. It would be great to see circulation increase, especially of children's books. Although perhaps the days of abundant use are over, the library has a fine collection of wonderful books that can inspire us and educate us and call us to be better versions of ourselves, if we only take time to read them.

Leslie French, Church Librarian

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 Jason Ryan. We are grateful to those who assist with various programs: The Advent Women's Gathering Committee: Deb Johnston, Branda Wilhoite and Gretchen Clarke; Caring Network Coordinators: Susan Rozmanith and Maria Fernando; Flower Committee Members, Laura Bailey, Lurie Roby, Margy McIndoe and Beverly Stone; Friends of Health Ministry: Carrie Ehrbar, Becky Parkhill and Leslie French.

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

In collaboration with the HM Committee

Respectfully submitted by Kathleen Zagata, Health Minister

Program Year May 2017-April 2017

Deepen Faith:

Lenten Weekend Retreat on Centering Prayer, Biddeford, Maine -new this year!
Health Ministry Church School Service
Advent Women's Gathering: Finding your Way this Advent Season
Service of Light, Advent service of healing and hope
Health Ministry Lenten Worship, Healing and Visitation Sunday

Welcome All:

"Breaking Silence about Mental Illness" Initiatives:

- -hosted a fall 12 week NAMI Family to Family education program for those supporting a loved one with mental illness.
- -proposed a Sunday Worship Services with a mental health theme
- -hosted the "Let's Talk About It", a Community Conversation about mental health.
- -facilitated the Chain of Love, a paper chain of gratitude and healing for the Winchester Library Staff

Serve with Love and Nurture:

- Advent and Lenten Visitation
- Hosted our Fall Fellowship program, The Nature of Horn Pond: The visual story of a small pond, its flora, wildlife and changing seasons.
- Hosted a Spring Fellowship Gathering, grateful to the Sounds of Grace Choir.
- Health Ministry November Coffee Hours
- CPR course
- hosted the 100th Birthday Garden Party for Polly Keppler, grateful to the
- Sounds of Grace Choir and the Reno Garden Committee.

REPORT OF THE HEALTH MINISTRY

Health Ministry serves across the life span.

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

Our hope for next year is that you will consider joining the Health Ministry Committee. To learn more contact Health Ministry member, Stephen Haggett.

On behalf of the committee,
Kathleen Zagata, Health Minister

REPORT OF THE MISSION & OUTREACH MINISTRY

The Outreach Ministry continues to be blessed with the ability to give out grants to so many deserving organizations. We gave a total of \$40,000.00 to 18 organizations. In September we organized Hurricane buckets to send to the communities that needed help with clean up through Church World Service.

We were also able to support additional organizations through our special offerings. We gave the Just Peace offering of \$3,507.55 to Refugee Immigration Ministry (RIM), Christmas Offering of \$6,011.10 to Hunger Corp in Puerto Rico, and the Easter Offering of \$6,548.00 to Megan's House in Lowell.

We as a congregation are very supportive of the Christmas Giving Tree. This is the 3rd year of using the Sign-up Genius and it has been very successful helping both the organizers and the givers participate. We supported 20 girls from Germaine Lawrence, 20 girls and 20 boys from Council for Social Concern and 100 pairs of socks for the Lowell Transitional Learning Center.

We continue to underwrite a portion of the Youth Mission trips. In addition, this coming summer we are financially supporting an Adult Mission trip to Puerto Rico. We are using \$16,000 from the Jenks Fund to underwrite a portion of the trip for 20 people. It is being planned by Rev Judy Arnold through Hunger Corp. We are very encouraged by the response of people signing up.

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

Habitat for Humanity:

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

REPORT OF THE MISSION & OUTREACH MINISTRY

Outdoor Church:

We make sandwiches and snacks to deliver to the homeless men and women in Cambridge on the 5th Sunday of the month. This has been organized by Lisa Loughlin. We are looking for a new person to take over the responsibility of organizing Outdoor Church for next year.

Dwelling Place Soup Kitchen

The Dwelling Place is a soup kitchen in Woburn Center operating in the United Methodist Church. We as a church are dedicated to cooking and serving the 3rd Saturday of the month. Linda Alexander and Lisa Loughlin are co-coordinators of the Dwelling Place. We are looking for a new person to take over for Linda in September. Lisa will continue to be a co-coordinator.

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

We are also looking for new members to join us on the Outreach Ministry team. After many years of service Cindy Mahoney and Louise Ritenhouse have stepped down and left the Outreach team. We miss them and need to find new people to join us.

Outreach Ministry: Julia Daggett, Annmarie Galli, Betsy Goodell, Vandy French, Lisa Loughlin, Bill McCarter and Rev Judy Arnold

Respectfully submitted by Jody Collins Skinner, chair

REPORT OF THE DWELLING PLACE MINISTRY

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. On Mondays, Wednesdays, and Saturdays, these groups take turns serving free hot dinners for individuals and families in need.

Our First Congregational Church Dwelling Place Ministry prepares and serves dinner on the third Saturday of each month. Approximately 82 FCCW volunteers--individuals, couples, families, friends, and a Girl Scout troop--served in 2017. Our church's volunteers served an average of 23 individuals each third Saturday.

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.

Linda Alexander
Lisa Loughlin

REPORT OF THE WELCOMING MINISTRY

Members of Welcoming Ministry: Will Burhans, Bob Lord, Ben Pulaski, Lynne Rahmeier, Jenn Richter, Liz Sayre, Jenny Splaine, Christine Tresselt, Janet Vaughn

This year we did the following activities

1. Organized coverage for the Farmers' Market Community Connections in September.
2. Provided support for New Members Inquiry Classes and luncheon for new members and their families.
3. Sent baptism books to newly baptized children, along with a welcoming letter to the parents.
4. Supervised process for coffee hour coverage.

The group, recognizing that Welcoming was a Pop-Up Ministry five years or so ago, suggested that perhaps the time had come to stop "popping up". We agreed that we would continue to provide the following functions:

1. Providing a luncheon for new members.
2. Providing connections for Friends at First for the new members.
3. Connecting with parents of baptized babies by sending the baptism book and letter.
4. Finding someone to replace Christine Tresselt as the coordinator of coffee hours.

REPORT OF THE PERSONNEL MINISTRY

The Personnel Ministry is responsible for planning, implementing and reviewing matters relating to FCCW personnel practices and policies including matters concerned with annual performance reviews, salaries, benefits, staff assignments, job descriptions and working conditions. Our ministry, including our Lead Pastor, meet monthly to discuss the needs and well-being of our staff and to come up with possible solutions to meet those needs.

1. List of projects this year:
 - Updated selected job descriptions to more clearly and accurately describe what staff persons do
 - Collaborated with Treasurer to fairly compensate our staff with cost of living and merit raises and with a new Professional Development Account, encouraging personal and professional growth among staff
 - Conducted annual reviews of each staff member and provided, for each staff member, a liaison to PersonnelSupported the Facilities Ministry in creating a new Facilities staffing model; advertised for and interviewed candidates for new Facilities' positions

REPORT OF THE PERSONNEL MINISTRY

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- Conducted an in depth compensation study of one staff member and recommended a salary adjustment
- Recommended a trial period of increased hours to reflect expanded duties for a staff position
- Sponsored a Staff Appreciation luncheon

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

- We open and close our meetings with prayer. Following a difficult discussion or decision, it's good to be reminded that as God's people we are not alone

*Trust in the Lord with all your heart and lean not on your own understanding;
in all your ways submit to him, and he will make your paths straight. Proverbs 3:5*

3. How did you feel the major projects you accomplished aligned with our purpose?

*Our purpose is to be a Christ-centered, nurturing community;
Growing in faith, serving in love, welcoming all with joy.*

Our focus is to support a nurturing community for the staff, to serve with love and compassion, and to welcome all staff with joy.

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

- Expand our Safe Church Policy to include adult safety issues
- Conduct an updated 'salary equity study' thereby ascertaining that our staff continues to be fairly compensated within our means
- Thoroughly review and update, when necessary, the Staff Handbook
- Review and update remaining staff job descriptions

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

- See #4 above

6. What else should we know about your ministry?

We strive to support our Ministry Team and seek to empower our staff in ways that allow them to pursue their passions.

Personnel Ministry :Will Burhans (honorary), Carole Cooke, Janet Hall, Jodie Mullane, Tony McPherson, David Peretti, Michelle Stewart, Liz Sayre

REPORT OF THE FACILITIES MINISTRY

2017-2018 was an extremely busy year for Facilities. For 2018-2019, we are trying to minimize the major building projects while focusing on long-term planning and upgrades of existing systems. Here are the accomplishments for the past year, by category.

1. Fire Sprinkler System:

- Simplex-Grinnell (S-G) completed the sprinkler head replacements, miscellaneous upgrades, reviews and also the 5 year inspection. A number of repairs were needed over the course of the year.
- An incident occurred that resulted in a fire alarm trip due to low pressure in part of the system. An upgrade of the air supply for the dry piping needs to be completed in 2018-2019.

2. Alarm System:

- The building access and burglary system were replaced by systems from American Alarm in August 2017. This required a lot of follow-up work by the Sexton to bring on line and configure appropriately for our operations.
- A Policy and Procedure for the issuance of fobs and their access rights was also created.
- A revision of the current instructions on the access/security system is required.

3. Cleaning:

- A comprehensive cleaning survey and report was prepared by Michelle Stewart and Carol Weir that determined the weekly requirements for the entire building.
- Contract cleaners were hired in October assisted by other staff.
- A 15 hour per week custodian was hired in April to replace the contract cleaners.

4. Electrical:

- A variety of repairs were made over the course of the year.
- Barry & Jessica McArdle presented a proposal from AECOM to upgrade most of the lighting in the church to LED systems. This initiative would be partially subsidized by the MASS Save program and would save significantly on our electrical bill. Facilities Ministry approved the project to proceed. A fundraising initiative was begun on Earth Day, April 22, 2018.

5. Elevator:

- The elevator recently passed inspection and is “good to go” for another year.

REPORT OF THE FACILITIES MINISTRY

- Long term upgrade of the elevator is quickly becoming a priority. We investigated upgrades of the entire system including controls, hydraulics, door operator and call buttons. This is a major overhaul and Facilities & Finance will need to assemble a plan to cover the costs of the upgrade over the next 5 years.

6. Front Stairs & Railings:

- We have received around \$11,000 in donations made in honor/memory of Bradley Ross, our former longtime sexton. After discussion with Bradley's family a plan for railing for the front walkway steps was approved.
- We have received three quotes for the front stair railings.
- Before installing the railings, we need to coordinate the repair of the front steps.

7. Heating System:

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

- Sanctuary heating was addressed. A new thermostat with remote control and monitoring was installed.
- Many, many small repairs have been made to the boiler and various radiators.
- A steam trap survey, supported by the MASS Save program, was completed for every radiator in the building.
- Facilities Ministry will review the results of the survey and consider a repairs and improvements prior to the 2018/2019 heating season. This should save a significant amount of our natural gas costs.

8. Kitchen:

- An inspection report on the kitchen was received from the town last spring with numerous, minor violations. This was in part due to new, more rigorous state rules.
- The kitchen inspection report was addressed with a concerted effort for more than a week. Michele Stewart worked feverishly with a professional cleaner, Bob Frost, and other church volunteers, Linda & Bruce Alexander, Dave Weir, Robin Delurey, Liz Sayre and Jon Lawton to get the kitchen up to acceptable cleanliness levels.
- Robin Delurey completed the "ServSafe" training and is now a certified Food Safety Manager and will be the prime contact on all items related to the kitchen.
- NW Pest made numerous inspections to ensure the rodent issue was under control.

REPORT OF THE FACILITIES MINISTRY

- The kitchen passed the re-inspection. There will be efforts led by Robin to ensure continued compliance with the new rules.

9. Maintenance Planning & Scheduling:

- A "Task Request" form was generated that would need to be completed when asking staff to perform a task that is outside the realm of their normal duties. The forms are available in the office and there is a slot to deposit the completed forms.
- A spread sheet has been started to compile information to create a Facilities Maintenance Calendar that will include annual inspections, tune-ups, routine vendor maintenance and weekly and monthly building maintenance chores.
- An active Project List exists as a Google Document so that Facilities has a "real time" updated list of projects.

10. Outdoor Projects:

- The planter in the Vine Street parking lot needs attention. Doug Taylor did some minor repairs before the winter and decorated the planter over the Holidays, but it continues to get damaged by plows and cars. Our suggestion is to replace the planter with a more permanent solution that would be able to withstand the weather and would be less susceptible to damage.
- Peter Woolford volunteered to remove the two dead trees from the front walk. A donor offered \$1000 to replace the trees and this was accomplished in the fall.
- Tree removal and pruning were performed behind the church by the children's playground.

11. Painting:

- Painting in the lobby, Dix & Vine Street entries, the walls and trim in the Henry Room, two classrooms on the third floor, and Chidley Hall staircase leading to Judy's office has been completed.

12. Personnel:

- Although the Facilities Ministry continues to be well-supported, the search for someone to assume the chair position has been elusive.
- Tyler Campbell became our Sexton, due to Bradley Ross's passing.
- Bill Lewis was recently hired as our part-time custodian to assist in maintaining the building cleanliness.
- We are in the process of interviewing for a part-time Building Manager. Our Building Consultant, Ed Banzy, will transition his responsibilities to that new person in the early part of the coming year.

REPORT OF THE FACILITIES MINISTRY

13. Plumbing:

- A new water line was installed from Dix Street to the church by E.B. Rotondi & Sons. Dig Safe had to be notified and permits pulled for the work.
- A number of plumbing repairs were completed over the year.

14. Roofing:

- There were water leaks in various areas that required repairs
- We hire professionals to have annual repairs done to the slate roofs. Occasional loose slate tiles continue to be a concern.

15. Steeple:

- The lower part of the steeple above the main entrance needs to be painted.
- A Facilities subcommittee would be needed to address the steeple issues. Tom Church investigated four alternative sources other than American Steeple, and will gather additional information and quotes for restoration. This is a major undertaking for the church.
- The steeple was inspected and it was determined that the structure was sound.

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

Facility Ministry Members: Bruce Alexander, Will Burhans, Tom Church, Steve Cole, Robin Delurey, Deb DePeter, John Fiske, Rick Forzese, Ben Pulaski, Andrew Sansom, Michelle Stewart, Doug Taylor,

REPORT OF THE COMMUNICATIONS TEAM

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

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

- **Publicity:** 45 mentions in the press and/or photo features in the Winchester Star and Daily Times Chronicle
- **Facebook:** Maintained timely updates to church page to publicize events and general fun stuff.
- **Created Instagram and Twitter accounts**
- **Website:** Regular updates to event and seasonal content
- **Signage:** Produced or updated 4 lawn banners and 3 sidewalk signs
- **Flyers:** Produced 3 flyers for posting at church and around downtown

REPORT OF COMMUNICATIONS TEAM

- Weekly emails: Designed and produced 52+ emails featuring the upcoming service and events
- Seasonal emails: Designed and produced 9 issues of the Spire, transitioning it to focus on team updates and spiritual content.
- Newspaper ads: Created 2 ads featuring Easter and Christmas services
- Lobby monitor: Maintained upbeat imagery and content for visitors

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

The press releases often exceeded our expectations and in some cases, felt like a magical gift. For example, a Winchester Star photographer showed up at the Blessing of the Animals, resulting in a beautiful and prominent half-page photo spread in the following week's issue. While we purposely submitted our own press releases, the paper would frequently add to them or create its own articles on our events, which was unexpected (and great!).

How do you feel the major projects you accomplished in 2017 aligned with our purpose?

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 and Facebook page and outdoor signage. We aimed to "create a nurturing community" within our church through regular email communication of weekly and seasonal news and through the Facebook page.

What did you not get to that you wanted to?

More robust visitor analytics for the website.

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

- Increased usage of new Instagram and Twitter accounts as needed
- Get a better understanding of website traffic

What else should we know about your ministry?

Now in our fourth year, we strive to answer 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 are a committed and diverse group of people, with each of us bringing a different skill to the table: public relations, writing, editing, graphic design, ministry, and

REPORT OF COMMUNICATIONS TEAM

administrative expertise. We discuss, troubleshoot, brainstorm, and produce. Rather than having a standing meeting each month, we generally meet quarterly and before Advent and Lent to plan for upcoming events.

-Respectfully submitted by Nancy Kneiss

REPORT OF THE GREEN CONGREGATION TASKFORCE

Leaders and spiritual communities are called [to not only] comfort people feeling lost in times of change. Instead, [our vocation summons us] to transform the fears...into urgency and courage." Diana Butler Bass

"The earth is the LORD's and all that is in it, the world, and those who live in it." Psalm 24:1

Sometimes, when the *unthinkable* happens - such a terrifying diagnosis or the loss of a loved one - there is a part of us that goes numb. It is as if we can't even begin to fathom what the implications are of what just happened. And when this happens, there is a part of us - maybe even a large part - that understandably needs to be comforted and reassured, if we are to go on. This is also what makes us a community.

Yet God's providential care for all of creation - also redirects us - to do what we may have once thought *unthinkable*. We begin to realize that even small steps can constitute courageous ones. We perceive that while no one person can solve the magnitude of the environmental challenges facing our planet, it will be far more impactful when we protect what we love, together. And this is also what makes us a community.

In response and since last fall of 2017, FCC launched the formation of a partnership between our congregation, the Green Congregation Taskforce and the Facilities Ministry. Through the "Adopt a Light Initiative," our partnership is providing opportunities for all ages to take part in building a sustainable future for our beloved community. Through using cost-effective lighting technology, the congregation of FCC is working towards protecting that which we love - our planet and God's beloved creation for current and future generations.

Giving glory to God, the Green Congregation Taskforce and the Facilities Ministry expressly thanks members of the congregation, as well as church leaders and the administration for their support.

REPORT OF RENO GARDEN COMMITTEE

This past year the Reno Garden continued to offer beauty and comfort to members of our church as well as to the Winchester community. Informal visits included labyrinth walks and opportunities for quiet meditation, lunch breaks and reading. More formal activities included summer Sunday Services, after-church coffee hours, Placement Ceremonies and a special gathering celebrating Polly Kepler's 100th birthday and marked by the dedication of a dogwood tree given by Polly's family. A serviceberry tree was also dedicated this past year, which leaves one remaining tree--a Sweet Gum--available for dedication. Memory Bricks continue to be available for purchase and one new one will be installed this spring.

After discussion on topic of commercial and recreational use of the Garden, it was decided that policy going forward shall be that the Garden is *not* available for commercial photography shoots. As well the use of portable fire pits or other recreational structures is *not* permitted within the Garden proper.

The care of our Garden is overseen by the Reno Garden Committee with the help of the Facilities Ministry and a professional landscape service. *Perennial Landscape* has continued to be responsive and reasonable and reliable in the work that they do to keep the Garden looking good and to get projects underway and completed.

The projects completed this past year, 2017, include:

1. Peastone installed on the labyrinth and all walkways. The entire existing subgrade was re-leveled and machine compacted. This remedied the significant erosion of the original stone dust surface which had made the pathways unsafe and uneven.
2. A large swath of pachysandra was planted on the right hand hillside as ground cover to add stability to the soil and eventually remove the need of mulch.
3. 100 white daffodil bulbs of different varieties were planted in the fall, along with some hyacinth bulbs.

Projects to be completed in this new season, 2018:

1. More pachysandra installed on the hillside as initial planting seems to be a success
2. Plant more flowering shrubs-replacing the azaleas that died off in the drought of two years ago
3. Plant more perennials and fill in some spots with annuals

REPORT OF RIPLEY CHAPEL RENOVATION

4. Secure the area around the lower bench (Mortensen)—ground needs to be leveled and perhaps low retaining wall to make this bench a safe place to sit.
5. Pond could use a higher level of attention-rocks secured, netting put in place to keep it cleaner.
6. The wrought iron fence (in existence before the installation of the Reno Garden) , was badly damaged by the snow plow contractors, despite the placement of hay bales marked with reflectors to delineate the edge of the Garden . We are happy to see that it has been righted; however it is need of a fresh coat of black paint.

This spring three more 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.

God is Always Present in the Garden

Respectfully submitted,
Pamela Budner for the Reno Garden Committee
Maryann McCall- Taylor, Cathy Crabtree, Robin Delurey

REPORT OF THE RIPLEY CHAPEL RENOVATION

This past year began with an ending. At the 2017 Annual Meeting the Fisk Organ/Ripley Chapel Project Working Group presented the results of the first phase of the Ripley project, Schematic Design. The congregation was presented with three choices in order that the scale and thus cost of the project could be determined. In the previous weeks a variety of gatherings occurred to examine the many features and design ideas that came out of the schematic design process. The choices, Minimal, Moderate-Significant, or Substantial-Complete represented collections of features that might be sought in the final design of the renovation. The congregation voted Choice 2, Moderate-Significant, with an estimated cost range of \$220,000 - \$605,000.

The Working Group went back to work to develop a fund raising campaign. At the end of the schematic design phase and the completion of the Fisk Organ restoration funds on hand were \$125,000. The goal was to raise money for Choice 2 and to raise the money needed for an organ maintenance fund. It was decided to raise the funds over a relatively short time period and the funds that came in would determine the final scale of the project. The Working Group was aided by Debbie Johnston and Taylor Tresselt who volunteered to manage the campaign. The campaign began in June 2017 and was set to conclude on September 30. It was important the effort be concluded before the annual Stewardship period in the late fall.

The campaign concluded on schedule at the end of September. \$348,050 was raised. In addition Margaret and Robert McIndoe generously provided the full goal of \$60,000 for the Fisk Organ Maintenance. When added to the remainder of funds previously

REPORT OF RIPLEY CHAPEL RENOVATION

donated to the Music and Worship Arts Fund the total available for the Ripley project was \$476,536. A major donor had made a general pledge with the precise amount to be determined at the completion of the final design phase. The Working Group set a project budget of \$500,000 to guide the final design.

Starting in October 2017 the Working Group resumed regular meetings and began an extensive analysis of the costs of all schematic design features with consideration to affordability and the cost benefit of each feature towards the goal of transforming the Chapel to a modern and inspirational space. In late November the Working Group reached out to David Torrey, our architect, and brought him up to date on our deliberations and asked for a proposal from him for the next phases of the project and his services.

The Working Group signed an agreement with David Torrey on December 11 and held a project kick off meeting with him. David's services were to cover both the final design, construction preparation and construction phases of the project. Design work got underway immediately. Exploratory holes were made in the walls and floor of the Chapel on December 19 in order to determine technical requirements for design features.

In January 2018 final design work continued and the Working Group and David Torrey selected Kaplan Construction to join the project as our probable construction manager in a design/build approach for the project. Kaplan became immersed in some of the technical solutions, such as heating modifications and provided extensive work on cost estimates (based on preliminary bids from key subcontractors).

In mid-February we had identified a company, EcoBuilding Bargains, from Springfield, MA that was able to accept the chapel's old pews, pulpit and some other excess items and haul them away. This non-profit company is dedicated to keeping surplus materials out of landfills and recycles/repurposes them for other uses. A crew of church members joined the crew from Springfield on Saturday, 2/17/18 to haul all the material outside and load two large trucks for their journey down the Mass. Pike.

By early March we received detailed cost estimates for our emerging final design. Unfortunately the costs projected were far higher than expected and well above our budget of \$500,000. This created a challenge since our design already had taken pains to trim down a number of features in order to keep to our budget. We had previously determined that the costs of air conditioning and replacing the stained glass with clear glass were too high and would impair our ability to have some of the other key features we are seeking. We even reduced the number of new clear glass windows from earlier designs.

Kaplan Construction explained to us that the region's robust construction market and our goal of construction during the summer months were a significant reason for the high cost estimates. But even allowing for this, it is clear that our plan was beyond our budget.

REPORT OF RIPLEY CHAPEL RENOVATION

The Working Group decided to take a pause in our work with Torrey and Kaplan while we scrutinize the wealth of information they have generated for us and to consult with some other experts. We remain energized about the vision of a renovated Ripley and the opportunity it will give us to explore, express and expand the ways we worship God and welcome our neighbors. We are confident that the Holy Spirit is with us in this endeavor and that a renewed and vital Ripley Chapel (within budget) will be the outcome.

Respectfully submitted, Bruce Alexander, Ripley Chapel Project Leader
April 15, 2018.

REPORT OF THE CHURCH HISTORIAN

Many exciting new developments have occurred this past year under the guidance of our new Pastor Will. Because of his voice and musical talents, we sometimes refer to him as the “Singing Pastor”. Only a few priests in the Catholic Church can match his vocal abilities, to say nothing of his ability to compose musical additions to our Sunday services.

The Choir has presented many inspiring anthems. Bach’s “Magnificat” was the musical highlight of the season. The Cantata Sunday program last May, “The Wound in the Water” by Andre Amesen, was an exciting and fascinating piece dealing with Mammon, the symbol of greed and love and money. The recent Holocaust Remembrance concert of the Aryaloka String Quartet was moving and brought many listeners from outside the Church. Our Church co-sponsored this concert with Temple Shir Tikvah and was followed by a delightful reception. Jazz Vesper Concerts were enjoyed on various evenings with a Jazz Worship performance at the Mardi Gras period. The band included *piano, bass, drums, trombone and saxophone*. The extraordinary organ skills of Jeffrey Mead make our entire music program fit together.

Several popular new programs were introduced this year. “Tuesdays with Jesus” was well received and provided 20 minutes of silent meditation/centering prayer and a soup and bread supper with various church members sharing how their faith intersects with their work. A six session Bible study program “Bible 101” entitled “What is the Bible?” provided a unique review of the Bible in a concise manner and was informative not only to those with little background but also to those familiar with the Bible who desired to discover some additional tidbits of knowledge. A four session Reformation Study program took place in home study groups in October where readings and discussion took place in recognition of Martin Luther and the 500th Anniversary of the Reformation with continuous references in various programs throughout the year. A program reviewing the Nature of Horn Pond was very informative and fascination. The Progressive Dinner was well attended and a great success.

The Health and Wellness Ministry provided a number of interesting and informative programs. A Church retreat to Biddeford, Maine offered a concentrated

REPORT OF THE HISTORIAN

program based on centering prayer and was of meaningful benefit to those who attended. A community conversation was held on March 22, 2018 at our Church with several participants presenting discussion on various issues of mental health with the focus on youth and young adult mental health services along with updates on access to emergency services, recovery resources and advocacy groups. The NAMI Program (National Alliance for Mental Illness), provided a twelve week Family to Family Education Program for family or caregivers of those with mental illness. Two programs, “Death Over Dinner” and “Conversation Project”, provided end of life discussions about death and dying.

Ben Pulaski provided humorous but meaningful programs and bible training for the youngsters throughout the year in his enjoyable and entertaining manner. Movies on the lawn during the summer provided an enjoyable and relaxing evening. The recent Talent Show was entertaining to the adults as well as the children. Ben and Kerri’s baby daughter was born on the 80th birthday of your Historian.

The Reno Garden provides a marvelous outdoor setting for warm weather services and relaxation. Extensive revisions to the Ripley Chapel have been under review for a year. A generous gift of the McIndoes has provided a continuous source for annual upkeep of our organ which received extensive update this past year thanks to Jena’s generosity.

This is the third and final year of our Church reorganization. The Leadership Group has been hard at work planning our future operation. The By-law Planning Committee has been hard at work re-writing our Church By-laws. Much of this work will be enacted at our Annual Meeting in May. All of us must be thanked and congratulated for the efforts we have spent during the past three years.

Bill McCarter, Church Historian

REPORT OF THE TREASURER

The picture that emerged during 2017 of our church’s financial health is both strong and challenging. Our members continued to show generosity in both the annual campaign, where pledging from returning pledge units was up 5.1%, and in the response to the Organ Restoration & Ripley Chapel Renovation capital campaign which has raised (so far) a total of \$684,524. Our Facilities Ministry took a series of steps to both maintain and improve our building and grounds, including painting of much of the interior of the building, new signs to help both visitors and members find their way around, a new sound system for the sanctuary, a new alarm system for the building, significant repairs to the sprinkler system, and a number of other items. All of this work was made possible by the various funds which make up our investment portfolio. A complete list of all funds expenditures during 2017 can be found in the accompanying exhibits, as well as the status of the funds themselves.

REPORT OF THE TREASURER

The generosity of our members extends well beyond supporting our own programs and ministries. I have attached to this year's report an exhibit which shows the breadth and depth of our Outreach spending in 2017.

The financial challenge noted above is perhaps best demonstrated by the fact that in each of the past 3 years, and looking ahead to 2018, the cost of maintaining both our facility and the ministries and programs which are the lifeblood of the church exceeds our income by roughly \$30,000 to \$40,000. This represents what I have called a structural deficit. We are balancing the 2018 budget by drawing more than usual from our endowment, but this is not sustainable. We will need to work hard during 2018 to decide how we will bring income and expenses into balance in the coming years. I was very pleased at the thoughtful way that each of the Ministries developed their 2018 budget requests and the high level of engagement with the Leadership Team in putting together the final budget request for the congregation. That engagement will continue during 2018 as we address the challenges just noted. Final reporting of the 2017 budget (plan and actual) is shown in the accompanying exhibits.

2017 was another year of learning for me as Treasurer. With the very able assistance of our Office Manager Sarah Marino I have become increasingly familiar with the range of activities that play into our church's finances. We were able to successfully challenge the methodology used in several past annual audits of our Workman's Compensation insurance coverage, resulting in refunds of nearly \$9,700. We have been able to consolidate and retire several unneeded funds, as shown in the attached exhibits. And finally, I continue to be grateful to the Leadership Team and to the congregation for entrusting me with this work which I find both interesting and fulfilling.

REPORT OF THE TREASURER

2017 Final Budget vs. Actual Thru 12/31			OutR Base	2017 Budget	2017 Actual	Delta + Over Bdgt - Undr Bdgt	Percent of Budget
<u>Income</u>							
1050	Pledge Receipts		OR	\$ 515,000	\$ 520,399	\$ 5,399	101%
1100	General Endowment Transfer		OR	120,470	120,470	0	100%
1200	Jenks Endowment Transfer			68,100	68,100	0	100%
1250	Rental Income		OR	54,000	57,298	3,298	106%
1300	Back Pledges			2,500	2,480	-20	99%
1350	Cash Collections		OR	12,000	12,523	523	104%
1400	Unrestricted Gifts		OR	6,000	8,475	2,475	141%
1401	Non-Pledged Gifts		OR	22,500	27,231	4,731	121%
1500	Interest / Miscellaneous			0	-1,063	-1,063	
1705	Transfer from Emergency Reserve Fund			1,722	34,400 ¹	32,678	¹ Covers deficit
Income totals				802,292	850,313	48,021	106%
<u>Expenditures</u>							
Ministerial Salaries and Benefits							
Clergy							
3100	Lead Pastor Salary			52,305	52,305	0	100%
3105	Associate Pastor Salary			14,712	14,712	0	100%
3110	Housing Allowance Lead Pastor			72,000	72,000	0	100%
3115	Associate Pastor Housing			33,396	33,396	0	100%
3120	Clergy Pension & Ins.			58,709	58,907	198	100%
Total Clergy				231,122	231,320	198	100%
Other personnel costs							
3600	Travel			1,000	1,969	969	197%
3610	Pastor Professional Expenses			2,000	2,535	535	127%
3614	Pastor Continuing Education			1,500	527	-973	35%
3616	Staff Professional Expenses			3,865	2,317	-1,548	60%
3620	Sabbatical			2,000	2,000	0	100%
3630	Church FICA			30,411	35,490	5,079	117%
3640	Personnel Contingency			2,000	1,729	-271	86%
Total Other Personnel				42,776	46,566	3,790	109%
Worship excluding clergy salary							
3400	Music Minister Salary			39,840	39,840	0	100%
3401	Organist			16,622	16,622	0	100%
3421	Music Minister Pension and Insurance			5,459	5,568	109	102%
3500	Independent Contractors Music			14,000	14,535	535	104%
4170	Piano and Organ Maintenance			650	395	-255	61%
5500	Music Materials			2,200	1,989	-211	90%
5600	Deacons			2,000	2,835	835	142%
5625	Worship & Congregational Life			1,500	892	-608	59%
Total Worship				82,271	82,675	404	100%

REPORT OF THE TREASURER

2017 Final Budget vs. Actual Thru 12/31		OutR Base	2017 Budget	2017 Actual	Delta + Over Bdgt	Percent of Budget
Christian Faith Formation						
3402	Minister of Faith Formation		45,321	45,322	1	100%
3422	Faith Formation Pension and Insurance		13,002	13,126	124	101%
3501	Independent Contractors Nursery		780	1,824	1,044	234%
3503	Nursery Supervisor		1,823	71	-1,753	4%
5700	Welcoming		2,400	2,980	580	124%
5800	Church School		6,100	6,653	553	109%
5825	Adult Education		700	968	268	138%
5830	Library		150	35	-115	23%
5850	Youth Activities		5,000	11,962	6,962	239%
	Total Faith Formation		75,276	82,939	7,663	110%
Health and Wellness						
3404	Minister of Health & Wellness		36,481	36,481	0	100%
3420	Health Minister Pension & Insurance		5,107	5,107	0	100%
5750	Health Ministry		2,100	1,136	-964	54%
	Total Health and Wellness		43,688	42,723	(965)	98%
Mission and Service						
5100	General Outreach Appropriation		40,500	44,400	3,900	110%
5101	OCWM contribution		40,500	40,500	0	100%
	Total Mission and Service		81,000	84,900	3,900	105%
Business Office						
3200	Office Staff		44,950	48,535	3,585	108%
3220	Office Staff Pension and Insurance		6,334	6,488	154	102%
3502	Independent Contractors Office		18,776	14,327	-4,450	76%
4000	Copier rent & maintenance		4,000	3,344	-656	84%
4010	Postage		2,300	2,034	-266	88%
4100	Office Expense		12,500	14,279	1,779	114%
4120	Telephone		3,150	3,203	53	102%
5900	MAUCC Dues		9,185	9,330	145	102%
	Total Business Office		101,195	101,540	345	100%
Facility Maintenance						
3300	Sexton		41,914	43,169	1,255	103%
3320	Sexton Pension & Insurance		0	1,789	1,789	
3505	Independent Contractors Facilities		0	2,770	2,770	
4125	Electricity		17,000	18,505	1,505	109%
4130	Water & gas		3,400	2,920	-480	86%
4140	Interior Maintenance		9,000	17,461	8,461	194%
4141	Exterior Maintenance		9,000	9,786	786	109%
4142	Capital Reserve		2,000	2,000	0	100%
4145	Rubbish removal		2,150	2,430	280	113%
4150	Sexton supplies		3,100	2,922	-178	94%
4155	Snow removal		5,000	6,740	1,740	135%
4160	Insurance		32,000	44,103	12,103	138%
4200	Fuel		17,500	19,626	2,126	112%
	Total Facilities		142,064	174,219	32,155	123%
Strategic Initiatives						
5630	Strategic Initiatives		1,500	1,555	55	104%
5640	Community Communications		1,400	1,874	474	134%
	Total Strategic Initiatives		2,900	3,429	529	118%
Expense totals						
			802,292	850,313	48,021	106%

REPORT OF THE TREASURER

2017 Report on Endowed General & Directed Funds									
Category:	General Use:		Balance 12/31/16	Disburse 1/1/17 to operating budget or spending funds	percent disbursed	Changes in Fund Principal	Add 2017 Investment Income	Add 2017 Portfolio Gain (Loss)	Balance 12/31/17
General	General Endowment		\$2,395,160	\$120,470	5.03%	\$7,668	\$74,373	\$345,435	\$2,702,165
General	Jenks Endowment		\$1,365,887	\$68,100	4.99%	\$0	\$42,352	\$196,712	\$1,536,851
	Subtotals - General Use		\$3,761,046	\$188,570	5.01%	\$7,668	\$116,725	\$542,147	\$4,239,016
Directed Use:									
Seminary	Howard J. Chidley and Frances Elder Chidley Memorial Fund		\$11,949	\$597	5.00%	\$0	\$361	\$1,677	\$13,390
Pastor	John Cleworth Pastor's Fund		\$7,145	\$357	5.00%	\$0	\$216	\$1,003	\$8,006
Pastor	Charles H. Mason Pastor's Fund		\$11,747	\$587	5.00%	\$0	\$355	\$1,648	\$13,163
P & D	Mary Amy Hall Pastor & Deacons Fund		\$24,082	\$1,204	5.00%	\$0	\$728	\$3,379	\$26,984
UCC	Charles H. Mason/David N. Skillings Denomination Support Fund		\$37,472	\$1,874	5.00%	\$0	\$1,132	\$5,258	\$41,988
Flower	Palmer - Niedringhaus Easter Flower Fund		\$4,130	\$207	5.00%	\$0	\$125	\$580	\$4,628
Youth	Eberle Forum Fund		\$8,815	\$441	5.00%	\$0	\$266	\$1,237	\$9,877
Youth	Redmond Youth Fund		\$2,792	\$140	5.00%	\$0	\$84	\$392	\$3,128
General	Poduska Fund		\$28,411	\$1,421	5.00%	\$0	\$858	\$3,986	\$31,835
Facilities	Eugenia Elizabeth Palmer Special Needs Fund		\$154,115	\$7,706	5.00%	\$0	\$4,656	\$21,625	\$172,690
Facilities	Frederic E. Abbe Fund		\$53,790	\$1,345	2.50%	\$1,345	\$1,689	\$7,846	\$63,325
Facilities	Steeple Income Fund		\$206,738	\$10,337	5.00%	\$0	\$6,246	\$29,008	\$231,655
Facilities	Peter T. VanAken and Carol Gustafson VanAken Fund		\$133,085	\$6,654	5.00%	\$0	\$4,020	\$18,674	\$149,125
Facilities	Dorothy and Robert Beattie Family Fund		\$31,054	\$1,553	5.00%	\$0	\$938	\$4,357	\$34,797
Music	Music Endowed Fund		\$10,556	\$528	5.00%	\$5,044	\$399	\$1,854	\$17,324
Music	McIndoe Organ Maintenance Fund		\$0	\$0	0.00%	\$60,000	\$954	\$4,431	\$65,385
Music	Cassie M. Wallace Fund		\$16,315	\$816	5.00%	\$0	\$493	\$2,289	\$18,281
	Subtotals - Directed Use		\$742,197	\$35,765		\$66,388	\$23,520	\$109,243	\$905,583
General and Directed Use Totals			\$4,503,243	\$224,335		\$74,056	\$140,245	\$651,390	\$5,144,599

Notes: \$7668 to the General Endowment Fund from payments of principal and interest on the Burhans second mortgage
 1/2 of Abbe fund gets reinvested as principal until the fund balance reaches \$100,000. 1/2 goes to the Prudential Spending Fund
 McIndoe Organ Maintenance Fund established through a gift from Robert and Margaret McIndoe as part of the 2017 Ripley Chapel/Fisk Organ restoration project.
 Music Endowed fund received a gift of principal.

REPORT OF THE TREASURER

2017 Spending, Reserve and Pass Thru Funds									
		2016		2017		2017			
Category	Fund Name	Final Balance 12/31/2016	Transfer from Restricted Endowment	Gifts and Fund additions (disbursements)	less: Fund Expenditures	Add 2017 Investment Income	Final Balance 12/31/2017	Notes	
Seminary	Childley Scholarship Spending Fund	\$-2,927	\$597		\$9,378	\$0	\$-11,707		
Seminary	Jenks Scholarship Spending Fund	\$-7,715				\$0	\$-7,715		
Pastor	Pastor's Special Needs Spending Fund	\$13	\$845			\$30	\$988		
P & D	Pastor & Deacons Spending Fund	\$36,231	\$3,078	\$493	\$162	\$1,255	\$40,895		
In Memory Of	Memorial Gifts Spending Fund	\$48,386		\$14,070	\$39,855	\$1,132	\$23,933		\$1,204 from Hall, \$1,874 from Mason/Skillings, \$493 from Communion Offering plate
Flower	Flower Spending Fund	\$-87		\$2,270	\$1,336	\$12	\$849		In memory of Mary Barger, Bradley Ross, Carol Littlell, Nancy Whitman
Flower	Niedringhaus Flowers Spending Fund	\$1,401	\$103			\$48	\$1,552		
Flower	Niedringhaus Lilies Spending Fund	\$2,130	\$103			\$71	\$2,305		
Youth	Eberle Forum / Redmond Youth Spending Fund	\$11,906	\$680			\$387	\$12,884		
Youth	Peretti Mission Trip Spending Fund	\$10,000				\$318	\$10,318		
Youth	Youth Mission Trip Spending Fund	\$2,710		\$4,551	\$7,261	\$43	\$43		\$4,551 from fund raising requests for youth programs
Generalized	Poduska Spending Fund	\$8,507	\$1,421		\$2,902	\$270	\$7,295		
Facilities	Palmer Special Needs Spending Fund	\$34,874	\$7,706		\$43,431	\$663	\$-188		
Facilities	Prudential Spending Fund	\$8,933	\$2,887	\$1,000	\$16,315	\$133	\$-3,352		\$1,345 from Abbe Endowed, \$1,553 from Beattie Endowed
Facilities	Van Aken Prudential Spending Fund	\$21,007	\$6,654		\$28,624	\$421	\$-742		
Facilities	Steeple Lighting Spending Fund	\$3,608				\$115	\$3,722		
Facilities	Steeple Maintenance Spending Fund	\$87,483	\$10,337			\$3,111	\$100,931		
Music	Music General Spending Fund	\$4,975	\$528	\$1,500	\$3,600	\$142	\$3,544		
Music	McIndoe Organ Maintenance Spending Fund	\$0	\$0			\$0	\$0		
Music	Wallace Music Spending Fund	\$2,197	\$816			\$96	\$3,109		
Outreach	Outreach Spending Fund	\$448		\$86,587		\$1,073	\$68,109		\$1,402 from Pentecost, \$33,876 from Jenks OR, \$6,787 from Christmas/Easter/Peace prior years' balance, \$24,523 from Directed Gifts prior years' balance = \$66,587
Outreach	Pentecost Spending Fund	\$1,402			\$1,402	\$0	\$0		Closed
Outreach	Jenks Outreach Spending Fund	\$33,876			\$33,876	\$0	\$0		Closed
Health Ministry	Irvim Memorial Spending Fund	\$11,880		\$2,953	\$400	\$418	\$14,851		
Library	Library Spending Fund	\$4,058				\$129	\$4,188		
Reno Garden	Reno Garden Spending Fund	\$69,728		\$5,850	\$5,902	\$2,217	\$71,892		
SUBTOTAL - Directed Spending Funds		\$395,015	\$35,765	\$99,274	\$194,444	\$12,093	\$347,703		
Cash Flow	Kendall Loan Fund	\$34,758		\$3,000	\$3,000	\$1,105	\$35,863		
Capital	Memorial Reserve Fund	\$12,042				\$383	\$12,425		Goal at least \$30K balance
Capital	Capital Reserve Fund	\$33,768		\$2,000		\$1,108	\$36,873		
Deficit/Surplus	Emergency Reserve Fund	\$29,374			\$4,771	\$934	\$25,537		Goal at least \$30K balance
Sabbatical	Sabbatical Reserve Fund	\$9,438		\$2,000		\$300	\$11,738		Goal - \$90K by 2020 (5th yr) or 2022 (7th yr sabbatical)
SUBTOTAL - Reserve Funds		\$119,379	\$0	\$7,000	\$7,771	\$3,828	\$122,436		
TOTALS WITHOUT PASS THRU FUNDS		\$514,394	\$35,765	\$106,274	\$202,215	\$15,921	\$470,139		
Directed/OutR	Christmas, Easter & Just Peace Fund	\$6,787	\$0	\$13,047	\$18,834	\$0	\$0		
Directed/OutR	Directed Gifts Fund	\$24,523	\$0	\$1,269	\$25,822	\$0	\$0		
SUBTOTAL - Pass-Through Funds		\$31,310	\$0	\$14,346	\$45,656	\$0	\$0		

REPORT OF THE TREASURER

Funds Spending	Amount	Use(s)
Prudential Spending Fund	\$11,970	install new water line and meter from town supply
	\$4,100	gas plumbing in kitchen for new water line
	\$245	replace small dogwood trees in front
Van Aken Spending Fund	\$12,774	Alarm system & 2017 monitoring
	\$4,050	Ed Banzy consulting thru October
	\$12,000	Sound system for sanctuary
Palmer Special Needs Spending Fund	\$12,727	repair leaky water lines in fire system
	\$7,820	preventive maintenance sprinkler system
	\$10,000	interior painting
	\$1,152	new sink for nursery school
	\$11,733	Sound system for sanctuary
Memorial Gifts Spending Fund	\$11,300	new signs for church interior
	\$1,325	bulletin holders in honor of Mary Brink
	\$500	Lenten banners
	\$503	communion pottery & table cover
	\$26,027	Sound system for sanctuary
Emergency Reserve Fund	\$4,771	gas plumbing around boiler due to water leak
Chidley Scholarship Spending Fund	\$9,378	support for two seminarians
Pastor & Deacons Spending Fund	\$162	benevolences
Flower Spending Fund	\$1,336	sanctuary flowers for worship; Christmas wreaths
Irwin Spending Fund	\$400	deposit for 2018 Lenten Retreat
Poduska Spending Fund	\$2,902	software; supplies for bean supper, Annual Meeting, Reformation Sunday
Music Expendable Spending Fund	\$3,600	Cantata Sunday musicians
Reno Garden Spending Fund	\$5,902	garden maintenance; memorial bricks; bench engraving
Youth Mission Trip Spending Fund	\$7,261	support Mission Trip to Alabama Rural Ministries
Kendall Loan Fund	\$3,000	loan to checking account (repaid) to cover near term expenses

Funds Changes

Pentecost Fund	\$1,402	Moved unspent prior years' balance to Christmas & Easter Fund; closed Pentecost Fund
Jenks Outreach Spending Fund	\$33,876	Moved unspent prior years' balance to Outreach Spending Fund
Christmas, Easter & Just Peace Fund	\$8,189	Moved unspent prior years' balance to Outreach Spending Fund
Directed Gifts Fund	\$24,523	Moved unspent prior years' balance to Outreach Spending Fund
Directed Gifts Spending Fund	\$0	Restored as a pass-through fund
Christmas & Easter Fund	\$0	Changed name to Christmas, Easter & Just Peace Fund
Youth Pilgrimage Spending Fund	\$0	Changed name to Youth Mission Trip Spending Fund

REPORT OF THE TREASURER

2017 Outreach Ministry Benevolences

Outreach Ministry Grants

Organization/Program Supported	Amount Spent 2017		
	Operating Budget	Pass Through Funds	Restricted Spending Funds
BMC Office of Development	\$3,000		
Budget Buddies	\$3,000		
City Mission Society	\$3,000		
City Mission Society - Gala ad	\$400		
Cooperative Metropolitan Ministries	\$2,000		
Hurricane Buckets (Hurricane Maria Puerto Rico)	\$3,597		
Hurricane bucket transport - Church World Service	\$210		
Lowell Transitional Living Center	\$3,000		
MA Coalition for the Homeless	\$3,000		
Merrimac Valley Habitat for Humanity	\$2,000		
Mission of Deeds	\$3,000		
More Than Words	\$3,000		
Room to Grow	\$2,000		
Winchester Got Lunch	\$2,000		
Woburn Council of Social Concern	\$2,000		
Women's Lunch Place	\$3,000		
Year-Up	\$2,000		
Youth Villages Germain Lawrence	\$4,000		
Grants Total	\$44,207		
Easter & Christmas Outreach mailings postage	\$294		
Total Outreach Ministry Grants and Costs	\$44,501		

Mass Conference UCC - Our Church's Wider Mission

Mass Conference UCC - Q1	\$9,000		
Mass Conference UCC - Q2	\$10,500		
Mass Conference UCC - Q3/dues	\$8,250		
Mass Conference UCC - Q4	\$12,750		
Total Operating Budget Support for OCWM	\$40,500		

Total OCWM
\$40,500

Mason/Skillings Bequest Support for OCWM \$0 2011-2017, resume in 2018			\$0
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Special Offerings

1. Easter Offering 2017 - MIRA		\$4,173	
2. Just Peace Offering 2017 - RIM		\$3,508	
3. Christmas Offering 2017 - Hunger Corp Puerto Rico Hur		\$6,011	
		\$13,692	

Directed Gifts

1. Mass Coalition for the Homeless (MCH)		\$305	
2. NEADS/Blessing of the Animals offering		\$512	
3. Woodside Church Flint Michigan, water crisis Jazz Offering		\$467	
(NEADS=National Education for Assistance Dog Services)		\$1,284	

Outreach Spending Fund*

Outreach Spending Fund			\$0
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Year End Balance
\$ 68,109

* Note, In 2017 this fund combined 3 former Outreach related funds - Jenks Outreach, Pentecost & Outreach Activities

Total Spent all Types of Funds

Grand Totals	\$85,001	\$14,976	\$0	\$99,976
Percent of Total Operating Budget Adjusted Income	11%	2%	0%	13%
Percent of Total Operating Budget Income	10%	2%	0%	12%
Total Adjusted Income 2017	\$746,396			
Total Income 2017	\$815,913			

Special Offerings Notes: 1. Massachusetts Immigrant and Refugee Advocacy Coalition (MIRA).
2. Refugee Immigrant Ministry - 50% central office and 50% going to the RIM Metro North Cluster
3. Hunger Corp. a Puerto Rican based agency focused on hunger and health. Hurricane Maria relief

REPORT OF THE FINANCIAL RESOURCES MINISTRY

Members:

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

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

Looking into 2018, the Financial Resources Ministry's goals for 2018 are:

- Increase participation in the annual Stewardship (pledge) Campaign particularly with members who haven't historically pledged.
- Raise awareness of Stewardship throughout the year and, where possible, seeking increases from existing pledging member who may have the ability to bring support more
- Introduce an online giving app (e.g. Tithely.com) that will allow members and periodic attendees to contribute via smart phone (as an alternative to cash plate during the service) as well as follow church activities.
- Introduce a planned giving program for church members as part of estate planning.
- Act as good stewards of the church's investment accounts
- Add two new committee members.

2018 Stewardship Campaign

Our 2017 Stewardship Campaign (i.e. Deep Roots, New Branches!) began on October 22th and ran for three weeks until Pledge Sunday, November 12, 2017. We set a 5% increase in our stewardship goal from \$525,000 to \$550,000 but we were only able to achieve 2% growth to \$534,000 by April 2018. We used an estimate of \$540,000 for budget planning purposes given that we expect some members who have not yet pledged to eventually pledge some amount in 2018 based on past giving history. On a positive note, our campaign did see 14 new pledges, 50 returning pledgers who increased their pledge, and 126 total pledges (down 4 from 2017).

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

- 126 total pledges (52% of approximately 239 member households)..

REPORT OF THE FINANCIAL RESOURCES MINISTRY

- Average pledge: \$4,239 (up 6% from \$4,004 in 2017)
- Median pledge: \$2,400 (up 20% from 2,000 in 2017)
- Pledge range: \$100 to \$42,000

The following table describes the number and amount of 2018 pledges that increased, stayed the same, decreased, or were new/returning compared to 2017.

PLEDGE CATEGORY	PLEDGE NUMBER	AMOUNT PLEDGED	% OF TOTAL
INCREASE	50	\$289,384	54.2%
SAME	54	\$195,332	36.6%
DECREASE	8	\$26,240	4.9%
NEW/RETURNING	14	\$23,162	4.3%
TOTAL	126	\$534,118	100%

Invested Funds

	12/31/17	12/31/16	12/31/15	12/31/14	12/31/13	12/31/12	12/31/11
Value	\$5,617,643	\$5,048,943	\$4,959,729	\$5,203,229	\$5,131,422	\$4,535,968	\$4,066,829
Return	+16.3%	+7.1%	+0.3%	+5.3%	+17.7%	+12.8%	-1.4%

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 +11.3% in 2017, the result of the +16.3% return on the portfolio offset by the budgeted \$188,570 drawdown to support the church’s

REPORT OF THE FINANCIAL RESOURCES MINISTRY

operating budget and the realized \$34,400 budget deficit. Unrestricted funds comprise about 75% of the portfolio balance above, and are expected to provide \$234,000 for the 2018 operating budget, representing a 6% drawdown of the trailing 3-year average of these Unrestricted funds. Congregational approval for the 6% drawdown for 2018, an exception to the long-standing 5% policy, applies to the 2018 budget only.

Equity markets were strong in 2017, rising steadily through the year, with healthy gains produced by our equity holdings (S&P 500 Index Fund +21.8%, Mid-Cap Index Fund +19.2%, Explorer Fund/Small Caps +23.0%, and Total International Stock Index +27.6%). Most global economies enjoyed a synchronized recovery in 2017, with US markets spurred by “business-friendly” attitudes in the early part of the year (reduced regulatory burdens and the promise of infrastructure spending) then jolted by an enormous corporate-focused tax reform package near yearend that reduced corporate federal tax rates from 35% to 21%. Bond market returns were positive though provided some ballast to our portfolio returns (Total Bond Market Index +3.6%, High-Yield Corporate Index +7.0%) as interest rates were generally steady throughout the year.

Overall, the portfolio’s allocation generated a +16.3% investment return in 2017, well in excess of the targeted 5% drawdown. Portfolio weights at yearend 2017 were 66% equities, 32% fixed income, and 2% cash, unchanged from yearend 2016 weights and in-line with our long-term target weightings. In mid-April 2018, the portfolio balance was \$5.5 million, having posted a +0.1% gain so far in 2018.

Volatility has increased in early 2018, but the financial markets remain mostly immune from the news of the day, which includes the ongoing investigation of Russia’s influence on the 2016 Elections, continuing tensions over North Korea’s nuclear ambitions, opening salvos of a global trade war initiated by the US, and wildly unpredictable behavior emanating from Washington DC. Projected federal budget deficits will be the largest peace-time deficits in history despite near full employment (4.1% unemployment). Social activism is increasing, with students demanding gun reform in response to school shootings, women marching for gender equality, and immigrants of all races and religions fighting against marginalization. As always, given these unsettled times, expectations for future portfolio returns should remain tempered, in synch with our usual 5% drawdown policy over the course of the cycle.

APPENDICES

First Congregational Church
Winchester, Massachusetts
Sunday, May 7, 2017
177th Annual Meeting
“Then Your Light Will Burst Forth”

The 177th annual meeting of First Congregational Church was held in the church’s Chidley Hall. Nearly 100 people gathered immediately following worship for a light lunch before the meeting.

At 11:30 AM, Pastor Will Burhans welcomed everyone and offered a prayer of grace. As people completed their lunches, Will and Liz Sayre narrated a slide show highlighting the past year’s activities at the church that reflected the meeting’s Biblical text. After each slide, members were encouraged to respond ‘our light breaks forth.’

At 11:45, Bruce Alexander, a member of the Fisk Organ/Ripley Chapel Working Group, reviewed the many ways the group has found to respond to the ‘wreckless generosity’ Jena Roy hoped her major gift to the church would encourage. Bruce noted the gift and other contributions totaling \$282,748 made it possible for his group’s first major project; restoration of the sanctuary’s Fisk organ. The project was completed in time for Easter and below budget.

The Working Group’s next projects to honor Jena’s vision will be to fund an Organ Maintenance Fund and to renovate Ripley Chapel. The remainder of the fund her gift seeded (\$125,000) will be supplemented by fundraising. In addition to an Organ Maintenance Fund (\$60,000), he presented three renovation choice levels. The working group asked the meeting to discuss these choices and then vote to recommend the level of funding they felt the congregation could raise to fund them: Choice 1(\$60,000), Choice 2(\$154,000 - \$540,000) and Choice 3 (\$750,000-\$1,699,000).

After a general question period, facilitators at each table led a brief discussion period. Members considered two questions: 1 Consider our purpose statement: to be a Christ-centered nurturing community, growing in faith, serving in love, welcoming with joy. Which renovation choice will best enable us to live into this purpose, 2 how much value is added with the higher cost option(s) and does this justify the extra fundraising required.

Church Moderator, Penny Sparrow, announced the recent passing of Brad Ross, the Church Sexton. She asked John Fiske to say a few words commemorating Brad’s long-time faithful service to the church.

At 12:30 Church Moderator, Penny opened the 177th Annual Meeting.

She declared notices had been properly placed and a quorum to be present and received minutes for the 176th Annual meeting May 1, 2016, the Special Congregational meeting January 8, 2017, and the Congregational Budget Hearing February 5, 2017 congregational meetings.

MOTION: To receive the minutes of Congregational meetings, May 1, 2016, January 9, 2017 and February 5, 2017 and place on file. SECOND. VOTE: Unanimous by voice.

After a hymn sing (For All the Saints), Margaret McIndoe led recitation of the church covenant.

Kathleen Zagata and Linda Alexander read the names of church members who have died since the last annual meeting.

Penny then thanked members who have served the congregation in the last years. She noted three deacons who have completed their terms of service (Teresa Cader, Maria Fernando, and Wendy Procops, thanked Julianne Zimmerman's one year service to fill Jena Roy's term, welcomed new deacons (Lee , Jenny Splaine, and Michelle Crawford), announced () will fill the final year of Jena's term and announced Andy Gallop will be next year's Head Deacon.

Dick Sayre rose to thank John Fiske for his many years' service to the church, beginning in 1978. He noted his service in the Facilities ministry, repair and finance of organ repairs, maintenance of the roof, and management of both large issues and the many little things involved in maintaining our historic church.

Penny then presented a slate for church officers to be elected for a one-year term: Moderator (Penny Sparrow), Treasurer (Bruce Lauterwasser), Assistant Treasurer (Keith Russell), Librarian (Leslie French), Historian (Bill McCarter) and Clerk (Margaret McIndoe). She announced changes in the Leadership Team. She thanked Bruce Alexander and Elizabeth Page, who are stepping down after two years of service and noted Kim Farina's choice to step down. She moved to elect Deirdre Giblin and Peter Woolford to three-year terms.

MOTION: To elect to one-year terms: Moderator, Treasurer, Assistant Treasurer, Librarian, Historian, and Clerk. SECONDED. VOTE: Unanimous by voice.

MOTION: To elect to the Leadership Team for 3 year terms: Peter Woolford, Deirdre Giblin. SECONDED. VOTE: Unanimous by voice.

Bruce Alexander rose on behalf of the Ripley Chapel project. After a question period and clarification that proxies would not be admitted and votes on Choices 2 and 3 would be by voice, three amended choices were presented for vote.

MOTION: Moved that the congregation supports the implementation of a plan to renovate Ripley Chapel and to finance an organ maintenance fund as outlined in the document "Summary of Ripley Choices" to at least the level defined in Choice 1 (\$125,000) and will then consult with the congregation. SECONDED. VOTE: Approved by unanimous voice vote.

MOTION: Moved that the congregation supports the implementation of a plan to renovate Ripley Chapel and to finance an organ maintenance fund as outlined in the document "Summary of Ripley Choices" to at least the level defined in Choice 2 (\$220,000 - 605,000). After September 30, the Fisk Organ/Ripley Chapel Project Working Group will, in consultation with the leadership team, decide what renovations will take place, based on the level of Pledging received and will then consult with the congregation.

Amendment inserting "not to exceed the amount of pledging received" between "team, and decide" - SECONDED. VOTE: defeated by show of hands. Yea - 23, Nay, 29

MOTION: SECONDED. VOTE: Approved by show of hands Yea - 42, Nay 11

MOTION: Moved that the congregation supports the implementation of a plan to renovate Ripley Chapel and to finance an organ maintenance fund as outlined in the document "Summary of Ripley Choices" to at least the level defined in Choice 3 (\$750,000 - \$1,699,000). After September 30, the Fisk Organ/Ripley Chapel Project Working Group will, in consultation with the Leadership Team, decide what renovations will take place, based on the level of pledging received and will then consult with the congregation. SECONDED. VOTE: Defeated by show of hand. Yea- 14, nay-39, abstain-4.

Taylor Tresselt then rose to update the congregation about its progress through the three-year transition begun in 2015.

MOTION : That the new governance structure, voted in 2015 for a three year trial period be accepted. SECONDED. VOTE: Unanimous approval by voice vote.

Bruce Lauterwasser reported a gift and two bequests during the previous year

\$10,000 David and Gail Peretti - to support youth mission trips

\$3,000 The estate of Jane Dawes McLennan - unrestricted, to the operating budget

\$5,000 The estate of Priscilla and Dennis Heindel - unrestricted, to the operating budget

MOTION : To acknowledge and accept with gratitude the gift and bequests received from May 2016 through April 2017. SECONDED. VOTE: Unanimous approval by voice vote.

Penny asked if there were any other questions or comments.

There being no other business, after a group sing (This Little Light of Mine) led by Karen and Bruce Lauterwasser and a Benediction led by Judy Arnold, the Meeting was adjourned at 2:00

Respectfully submitted,

Margaret T. McIndoe
Clerk

Penny Sparrow, moderator, called the congregational meeting to order, verified a quorum, said proper notice was posted February 1, 2018, offered an opening prayer.

Bruce Lauterwasser, treasurer, outlined the budget presented last week in a congregational q and a and in an all-church email the last two Thursdays.

He reviewed growth of church programs, attendance, education and outreach programs. Pledge income is expected to meet or exceed the goal. Additionally, the budget is supported by a number of people who support the church financially but do not pledge. A recent capital campaign to renovate the organ and Ripley chapel is complete.

He enumerated challenges to fund programs and ministries, staffing, facility maintenance, system renewal, planned, unplanned and structural deficits

Long and short-range planning initiatives include developing a long-range model of the financial health of the church, increasing efficient bulk purchasing, alternative vendors, green initiatives, fuel and electrical usage, and heating system updates.

He outlined the approach to budgeting he asked ministries to use: programs costed, facilities costs, Personnel recommended 3% salary increases, which is implemented in the budget. Personnel also conducts a review of staff hours and compensation packages and this year found that a significant adjustment was needed in the salary for the Minister for children and youth education. That has also been included,

Budget changes reflect hiring a part-time building manager 20 hours/week, whose job will also be to oversee planning of the facilities budget, and a part-time custodian 15 hours/week which will allow Tyler to focus on day-to-day maintenance.

Bruce pointed out that the church has run a structural deficit for the last few years. This year the endowment draw is recommended to be 6% of the 3-year average from endowed funds to support balanced budget. Past policy has been 5% of the three- year rolling average. It is intended that this be a one-year deviation from the policy and that steps will be taken in the coming year to keep next year's budget balanced and with the 5%.

Penny resumed the meeting.

A motion to adopt the budget report and to appropriate the designated sums of money to be expended by or at the direction of the Church's Treasurer for the purposes set forth in that budget was seconded, discussed, and passed by unanimous voice vote.

She expressed thanks to Bruce for his thoughtful preparation of the budget and also to the Leadership Team for investing considerable time in evaluating policy and priorities.

The meeting adjourned at 11:45

SUSTAINING MINISTRIES Sep 2017-Jun 2018		ROLE/DESCRIPTION
(Listed alphabetically)		
ADULT FAITH EXPLORATION MINISTRY (Sustaining)		
1	Rev. Judy Arnold	
2	<i>Sarah Gallop Co-Chair</i>	Co-Chair
3	Anne Hoenicke	
4	Andy McKinley	
5	Karen Roberts	
6	<i>Laurie Roby - Co-Chair</i>	Co-Chair
DIACONATE (Sustaining)		
1	Michael Bailey	2nd year
2	Leigh Carlisle	1st year
3	David Carpini	2nd year
4	Michelle Crawford	1st year
5	<i>Andy Gallop-Head Deacon</i>	3rd year - Head Deacon
6	Jenny Splaine	1st year
7	Christine Tresselt	2nd year
8	Jennifer Wilson	3rd year
9	Julianne Zimmerman	3rd year
10	Rev. Judy Arnold	Associate Pastor
11	Rev. Will Burhans	Lead Pastor
FACILITIES MINISTRY (Sustaining)		
1	Bruce Alexander	
2	Ed Banzy	Building Consultant
3	Tyler Campbell	Sexton
4	Tom Church	
5	Steve Cole	
7	Deb DePeter	
8	John Fiske	
9	Rick Forzese	
10	Shannon Gilmour	
11	Ben Pulaski	Minister of Faith Formation - Children & Youth
12	Andrew Sansom	
13	Michelle Stewart	
14	Doug Taylor	
15	<i>Dave Weir-Chair</i>	Chair

FAITH FORMATION - Children & Youth (Sustaining)		
1	Ben Pulaski	Minister of Faith Formation - Children & Youth
2	<i>Michelle Stewart - Chair</i>	Chair
	<u>Stepping Stones Teachers - Fall 2017</u>	
3	Christine Atkins	Pre-Kindergarten
4	Liz Copeland	Pre-Kindergarten
5	Hannah Ellingsen	Pre-Kindergarten
6	Kim Farina	Pre-Kindergarten
7	Michelle Stewart	Kindergarten and 1st Grade
8	Petra Sansom	Kindergarten and 1st Grade
9	Patricia Brady	2nd and 3rd Grade
10	Carolyn Plosky	2nd and 3rd Grade
11	Maggie Keeler	4th and 5th Grade
12	Kathy Kendall	4th and 5th Grade
	<u>Middle & High School Leaders</u>	
13	Sarah Gallop	
14	Andy McKinley	
15	Tony McPherson	
16	Dave Weir	
FINANCIAL RESOURCES MINISTRY (Sustaining)		
1	Mike Bailey	
2	Rebecca Beltz	
3	Will Burhans	Lead Pastor
4	Douglas Clarke	
5	David Peretti	
6	<i>Tom Roche - Chair</i>	Chair
7	Jennifer Wilson	

HEALTH MINISTRY (Sustaining)		
1	Christine Atkins	Rotating Chair
2	Pam Budner	Rotating Chair
3	Nancy Barker Church	Rotating Chair
4	Steve Haggett	Rotating Chair
5	Branda Wilhoite	Rotating Chair
6	Frank Willwerth	Rotating Chair
7	Janice Wilson	Rotating Chair
8	Kathleen Zagata	Minister of Health & Wellness

LEADERSHIP TEAM (Sustaining)		
1	Judy Arnold **	Associate Pastor
2	Patricia Brady	1st year
3	Will Burhans	Lead Pastor
4	Jane Ring Frank **	Minister of Music & Worship Arts
5	Deirdre Giblin	1st year
6	Margaret McIndoe	Clerk
7	Dina Pradel	3rd year
8	Ben Pulaski **	Minister of Faith Formation - Children & Youth
9	Dick Sayre	3rd year
10	Penny Sparrow	Moderator
11	Taylor Tresselt	2nd year
12	Peter Woolford	1st year
13	Kathleen Zagata **	Minister of Health & Wellness
	<u>**Additional Ministry Team Attends As Needed (new for 2017-18)</u>	
MINISTRY TEAM, PROFESSIONAL AND LAY STAFF , OFFICERS and VOLUNTEERS		
<u>Professional Staff</u>		
1	Judy Arnold	Associate Pastor
2	Will Burhans	Lead Pastor
3	Tyler Campbell	Sexton
4	Jane Ring Frank	Minister of Music & Worship Arts
5	Sarah Marino	Office Manager
6	Clarinda Massengill	Bookkeeper
7	Jeffrey Mead	Organist
8	Ken Orth	Affiliate/Pastoral Counselor
9	Ben Pulaski	Minister of Faith Formation - Children and Youth
10	Kathleen Zagata	Minister Cong'l Health & Wellness
11	William Lewis	Custodian
<u>Lay Officers, Delegates and Volunteers</u>		
1	Leslie French	Officer - Librarian
2	Anne Hoenicke	Volunteer - Membership Registrar & Archivist
3	Nancy Kneiss	Volunteer - Spire Editor
4	Bruce Lauterwasser	Officer - Treasurer

5	Bill McCarter	Officer - Historian
6	Margaret McIndoe	Officer - Clerk
7	Keith Russell	Officer - Assistant Treasurer
8	Penny Sparrow	Officer - Moderator
9	Bruce Alexander	Officer - Auditor
10	Rebecca Beltz	Officer - Auditor
11	Ted Lamson	Officer - Auditor
12	Bill McCarter	Delegate Metropolitan Boston Association (MBA)
13	Laurie Roby	Delegate Metropolitan Boston Association (MBA)
14	To be determined	Delegate Metropolitan Boston Association (MBA)
MUSIC AND WORSHIP ARTS (Sustaining)		
	<u>Senior Choir</u>	
1	Jane Ring Frank - Choir Director	Minister of Music & Worship Arts
2	Jeffrey Mead	Organist
3	Jessica Brand	Sopranos
4	Jody Collins-Skinner	Sopranos
5	Hannah Ellingsen	Sopranos
6	Pamela McPherson	Sopranos
7	Susan K. Navien	Sopranos
8	Liz Sayre	Sopranos
9	Penny Sparrow	Sopranos
10	Marcie Troisi	Sopranos
11	Cindy Wankowicz	Sopranos
12	Carol Weir	Sopranos
13	Rebecca Beltz	Altos
14	Mern Ebinger	Altos
15	Kellee Fiske	Altos
16	Nancy Jaquith Kneiss	Altos
17	Karen Lauterwasser	Altos
18	Marjorie Moore	Altos
19	Elizabeth Page	Altos
20	Lynne Rahmeier	Altos
21	Alex Rohall	Altos
22	Connie Rosenberger	Altos
23	Lucy Sanders	Altos
24	Susan Sawyer	Altos

25	Peggy Wargelin	Altos
26	Kevin Dunn	Tenors
27	John Fiske	Tenors
28	Bruce Lauterwasser	Tenors
29	Peter Owens	Tenors
30	Peter Rosenberger	Tenors
31	Rob Skinner	Tenors
32	Bruce Alexander	Baritones/Basses
33	Stephen Cole	Baritones/Basses
34	Fred Greene	Baritones/Basses
35	Bill McCarter	Baritones/Basses
36	Andy McKinley	Baritones/Basses
37	Cam McPherson	Baritones/Basses
38	Tony McPherson	Baritones/Basses
39	Paul Rahmeier	Baritones/Basses
40	Jerry Vaughan	Baritones/Basses
	<u>Carilloneers (Bell Choir)</u>	
1	Bruce Alexander	Carilloneers
2	Kate Alexander	Carilloneers
2	Jessica Brand	Carilloneers
3	Asako Burr	Carilloneers
4	Bruce Lauterwasser	Carilloneers
5	Clara Lauterwasser	Carilloneers
6	Karen Lauterwasser	Carilloneers
7	Cam McPherson	Carilloneers
8	Tony McPherson	Carilloneers
9	Becky Miranda	Carilloneers
10	Kerri Pulaski	Carilloneers
11	Steven Rohall	Carilloneers
12	Cindy Wankowicz	Carilloneers
	<u>Jazz Singers</u>	
1	Stephen Cole	Jazz Singers
2	Bruce Lauterwasser	Jazz Singers
3	Karen Lauterwasser	Jazz Singers
4	Andy McKinley	Jazz Singers
5	Susan K. Navien	Jazz Singers
6	Jeffrey Mead	Jazz Singers
7	Tony McPherson	Jazz Singers
8	Elizabeth Page	Jazz Singers
9	Susan Rozmanith	Jazz Singers

10	Rob Skinner	Jazz Singers
11	Marcie Troisi	Jazz Singers
12	Cindy Wankowicz	Jazz Singers
13	Carol Weir	Jazz Singers
OUTREACH & MISSION MINISTRY (Sustaining)		
1	Judy Arnold	Ministry Team Liaison
2	Evander French	
3	AnnMarie Galli - Treasurer	
4	Betsy Goodell	
5	Lisa Loughlin	
7	Bill McCarter	
9	<i>Jody Collins Skinner - Chair</i>	Chair
	<u>OUTDOOR CHURCH</u>	
	Lisa Loughlin	Coordinator
	<u>LITTLE RED WAGON (Woburn Council of Social Concern)</u>	
	??	Coordinator
	<u>DWELLING PLACE</u>	
	Linda Alexander	Co-coordinators
	Lisa Loughlin	Co-coordinators
PERSONNEL MINISTRY (Sustaining)		
1	Janet Hall	
2	Sarah Malcolm	
3	Tony McPherson	
4	Jodie Mullane	
5	David Peretti	
6	<i>Liz Sayre - Chair</i>	Chair
7	Carol Weir	
PURPOSE FORUM (Sustaining) - meets as needed		
1	Linda Alexander	Co-Facilitators
2	Nick WSankowicz	Co-Facilitators
3	Carol Weir	Co-Facilitators

LIVING MINISTRIES 2017-2018		DESCRIPTION
(listed alphabetically)		
COFFEE HOUR Coordinator (Living)		
1	Christine Tresselt	Coordinator (of sustaining ministry's turns)
COMMUNICATIONS Ministry (Living) - No designated chair		
1	Will Burhans	
2	Nancy Kneiss	
3	Marsha Lamson	
4	Sarah Marino	
5	Ben Pulaski	
6	Jane Ring Frank	
7	Susan Rozmanith	
8	Liz Sayre	
9	Kathleen Zagata	
DWELLING PLACE		
	Linda Alexander	Co-coordinators
	Lisa Loughlin	Co-coordinators
FISK ORGAN & RIPLEY CHAPEL WORKING GROUP (Living)		
1	<i>Bruce Alexander</i>	<i>Co-Chair?</i>
2	Judy Arnold	
3	<i>Will Burhans</i>	<i>Co-Chair?</i>
4	Jane Ring Frank	
6	Carolyn Plosky	
5	Laurie Roby	
8	Debbie Johnston	Fund Raising
7	Taylor Tresselt	Fund Raising
FLOWER MINISTRY (Living)		
1	Laura Bailey	
2	Margy McIndoe	
3	Laurie Roby	
5	Beverly Stone	
HABITAT FOR HUMANITY (Living)		
	Andrew Beltz	Main contacts
	Doug Taylor	Main contacts
MEN'S GROUP - WED A.M. COFFEE (Living)		

	Paul Rahmeier	Main contacts
	Peter Rosenberger	Main contacts
MEN'S GROUP - SUNDAY EVE MONTHLY (Living)		
	Chris Noble	Main contact
OUTDOOR CHURCH		
	Lisa Loughlin	Coordinator
RENO GARDEN MINISTRY (Living)		
1	<i>Pam Budner - Chair</i>	Chair
2	Cathy Crabtree	
3	Robin Delurey	
4	Maryann McCall-Taylor	
RUTH GROUP (Living)		
1	Anne Hoenicke	Co-coordinator
2	Kaye Nash	Co-coordinator
WELCOMING MINISTRY (Living)		
1	Laura Bailey	
2	Bob Lord	
3	Lynne Rahmeier	informal chair
4	Jennifer Richter	
5	Liz Sayre	
6	Jenny Splaine	
7	Christine Tresselt	
Specific Events (Living)		
Welcoming Picnic - Sep 2017		
1	Judy Arnold	
2	Joan Theuer	
Progressive Supper Leaders - Nov 2017		
1	Judy Arnold	
2	Sarah Gallop	
3	Jan Koss	
4	Marsha Lamson	
5	Natalie Roche	
6	Susan Rozmanith	