

Annual Report 2014



**The Congregational Church of West Medford
dba**

Sanctuary United Church of Christ

An Open and Affirming Congregation

Congregational Church of West Medford
dba: Sanctuary United Church of Christ
2014 Annual Report

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Financial Reports

(Bright Green) Cover Page and the following reports to follow:

- Year End Balance Sheet--Dec. 31, 2014 *(1 page on blue)*
- Report of the Restricted Funds *(1 page on goldenrod)*
- Report of the Trustees *(1 page on goldenrod)*
- Profit and Loss Statement: Jan 2014 – Dec 2014
(12 single sided pages on blue)
- 2015 Proposed Budget
 - Narrative Budget *(6 pages on white)*
 - High Level Budget *(1 page, two sided on goldenrod)*
 - Detailed Budget *(5 pages on blue)*
 - Bright Stars Detailed Budget *(1 page on goldenrod)*

CALL TO CONGREGATIONAL MEETING
of the Governing Body of
The Congregational Church of West Medford
DBA Sanctuary United Church of Christ
on
Sunday, February 1, 2015 (10:00 am)
458 High Street, Medford, MA
Agenda Published Jan 25, 2015

The Officers and Church Council of the Congregational Church of West Medford | Sanctuary UCC issue this call to a Congregational Meeting to:

1. Receive the CCWM Annual Ministry and Financial Reports; including current financial resources, Sanctuary start up needs and draft 2015 budget.
2. Consider a ministry plan for Sanctuary United Church of Christ; including a generosity policy.
3. Vote on a proposal to make a one-time gift to the ReMember Capital Campaign.
4. Vote on a proposal regarding Bright Stars After School Ministry.
5. Vote on 2015 Budget.
6. Vote on renewal of lead pastor contract.
7. Vote on a slate of officers and committee members to serve through May 31, 2015.
8. Vote on a complete revision of the By Laws; to be implemented June 1, 2015.
9. Receive a recommendation to develop an Endowment/Legacy Policy which would include gift acceptance, investment and spending policies.
10. Consider other new business as brought forth by members or friends of the congregation.

**Minutes of the Annual Congregational Meeting of the
Congregational Church of West Medford, United Church of Christ
January 26, 2014**

Call to the Annual Meeting read at 10:10am

We would like to share and update everyone on the discernment process

Rich Carle read aspects of the 2012 minutes, affirmation of people stepping up

Psychologically and financially the church is more stable than it has been in years

Wendy has asked the confirmation students to attend the meeting to understand the budgeting aspect of worship

Crossroads Phase II

Why is this needed?

Once we are freed from the building- do we still have enough in common to sustain a faith community?

Do we have a shared purpose? We need more clarity on this shared purpose.

Who is our neighbor?

What is God calling up to be?

Wendy ASKS us to join her in Crossroads Phase II

BE, DO, HAVE conundrum

“Having” is encouraged in our culture. Society says we can only DO if we HAVE.

We need to decide who we are, our “being” before we decide our “doing” and then “having.”

Reflect on Crossroads Phase I

We want to continue our faith community

The discernment Process is multi-faceted

(Sunday morning) prayer, (Wednesday) study, (Sunday during fellowship hour) exploration, and

(Sunday worship) experimentation

Other engagement to be organized

Testimony from others, field trips, all gather discernment “events”

Bold decision scheduled for June 2014

VITAL and VIABLE ministries--this is what we’re shooting for

We are going to communication as much as possible

Website pages, constant contact and reporter, a leader’s blog, can you help with posting?

Leadership Development Initiative (LDI) This training was attended by 5 church attendees including Wendy; “Leadership is accepting responsibility for enabling others to achieve purpose under conditions of uncertainty.” –Marshal Ganz; We must be grounded in shared values. The training was meant to train leaders to build a team and learn to tell our individual and collective stories. There was much focus on relationship building.

Celebrating Mission and Ministry

Pine Ridge ongoing commitment to their project

Other unnamed initiatives

Reports

Reports officially submitted for approval by Paul Roberts

Motion made, seconded, and accepted

2014 Budget

Presented by Paul Roberts

All have received balance sheet

The overriding comment for the budget is that this is the best budget we can present, but don't forget that this is an estimation.

Thanks to Thelma Thompson and all her hard work.

Special thanks to Bev and Tom Roche for clean transparent financials that represent where we stand.

Total assets (including both church and parsonage) – almost 4 million

We have included PNL from 2013 reflected as income and expense

The council has asked for people to approve salary for minister, music director, and church administrator for the entire year. They will therefore know that they are financially secure for an entire year.

We have notified tenants in writing that we cannot promise accommodations beyond August 31, 2014.

Bright Stars will be continuing through the summer; we are exploring with Grace Church whether they will be “taking over” Bright Stars. We must remember that Bright Stars is a mission to the entire community.

Thanks to Kim for all of her help with the building maintenance.

2014 PNL projection- \$11,337.02

\$162,000 we are taking out of the funds

We expect to lose some income, but the amount is unclear. We have budgeted for 6-9 months as we decipher this. Our building expenses will hopefully go down slightly.

Kathy Williams has inquired about the Dr. Bean protected fund. The money will go to Lawrence Memorial if we “close,” but that closing: does that involve the “church” or the “building?”

It was explained that some restrictions have changed at the state level, and we are in the process of speaking with a lawyer about this. This is an ongoing, live issue.

Motion to approve the budget was made, seconded, and passed.

2014 Nominations

Thanks to all for the service they have provided this past year.

Council member at large- Julie Roberts

These documents are designed to meet the requirements of our By Laws. But maybe once a month we could all meet together for a large, somewhat informal meeting.

Motion to accept nominations made, seconded, and passed.

Proposed By Law change as written in bulletin

Motion to accept made, seconded and passed unanimously

Paul points out that the By Laws are going to need drastic editing. We are in the process of selecting a lawyer.

Kathy is working on going through the historical documents. Most likely many will be placed in the Congregational Library in Boston. This facility does suggest a donation.

Annual Meeting Adjourned 11:45am

**Call to a Congregational Meeting of the Governing Body of
The Congregational Church of West Medford, United Church of Christ
On Sunday, June 1, 2014 (10:00 am)
400 High Street, Medford, MA**

The Officers and Church Council of the Congregational Church of West Medford issue this call to a Congregational Meeting to:

1. Vote on a 2014 budget correction (a subtotal of \$ 45,150.00 itemized but not included in the total approved at January, 2014 Annual Meeting);
2. Vote on Church Council's recommendation to sell the property at 400 High Street, Medford, MA to the Evangelical Haitian Church of Somerville for the sum of \$2.9 Million (See Addendum I);
3. Vote to approve a special draw down of up to \$100,000 from CCWM's invested funds to cover financial obligations incurred between June 1, 2014 and Jan 1, 2015. The actual spending will be approved by church council and may include (but not be limited to):
 - a. expenses required to close the sale of the property; (i.e.: remediation of any environmental concerns, surveyor and attorney's fees);
 - b. moving and storage expenses;
 - c. capital expenses to open the ministry center (should you approve the model for ministry);
 - d. additions to the operating budget to implement (should you approve the model for ministry).
4. Vote to approve the "Vision for a New Model for Ministry" (See Addendum II) The proposal includes:
 - a. A Mission Statement and Vision for our Future;
 - b. A New Model for Ministry—which will entail the development and eventual implementation of new Bylaws, Name, Location/Operation, Mission, Worship, Partnerships, Leadership Development and Income, all of which are to be determined going forward;
 - c. A Plan to Establish Measureable Goals and Milestones for the New Ministry;
 - d. A Budget to Support the Model for Ministry.
5. Present a Proposed Time Line for the Implementation of the Decisions Made (See Addendum III);
6. Consider other new business as brought forth by members or friends of the congregation.

Signed, Rich Carle, Co-Moderator and Paul Roberts, Co-Moderator

Minutes of the Congregational Meeting

June 1, 2014

On Sunday June 1, 2014, at our congregational meeting, we had 41 members present physically, and five members participating electronically. The electronic participants were Thelma Thompson, June Livingston, Margot Semonian, and Patty and Kerry Hutchinson. Four attendees joined the congregation as Parish Members at the beginning of the meeting, Gail Airasian, Evalyn O'Rourke, Jeff Smith, and Deborah Soule.

Therefore there were 50 present who were eligible to vote on the decisions made in this congregational meeting.

All motions, including the motion to sell the property at 400 High Street, were passed unanimously, except for the vote for the Bold Action to establish a new mission center at 458 High Street. There was one dissenting vote on that motion (item 4).

Three adults who are not members and are not eligible to vote were also present for the meeting, Tom Roche, Larry Westcott, and Lorene Hegner.

Clerk, Karen McCune Barca

REPORT OF THE CLERK

To be provided at a later date.

CONGREGATIONAL CHURCH OF WEST MEDFORD

dba Sanctuary UCC

COMMITTEES AND OFFICERS 2015

The church council thanks the members of the Congregation for their service during the past year, and presents the following ballot for vote at the Annual Meeting.

<u>CHURCH COUNCIL:</u> Co-Moderator: Paul Roberts Co-Moderator: Bruce Roberts Clerk: Karen McCune Barca Treasurer: Amanda Coughlin Assistant Treasurer: Brenda Briggs Financial Secretary: Historian: Kathy Williams	<u>Outreach Committee</u> Elizabeth Bennett
<u>Trustees</u> Bruce Roberts Deb Soule Phil DiSciullo	<u>Bright Stars Committee</u> Kim Grubb Karen McCune Barca
<u>Stewardship Committee</u>	<u>Memorial Fund</u>
<u>Spiritual Life Committee</u> Karen McCune Barca Julie Roberts	<u>Pastoral Relations Committee</u> Carol Luongo Julie Roberts Anita Nackel
<u>Christian Education Committee</u> Carvina Williams Jenny Briggs	<u>Flower Committee</u> Brenda Briggs <u>Music Committee</u> <u>Nominating Committee</u> (Appointed by Church Council)
<u>Buildings and Grounds Committee</u> Kim Grubb	<u>Council Members at Large</u> 1. Julie Roberts 2. 3.

Please contact Karen McCune Barca at karenmccunebarca@gmail.com if you would like to be added to a committee.

Moderator's Report 2014

February 02, 2015

Dear Friends,

In September as we prepared to close the sale of our property at 400 High Street, I sent a letter to the congregation that conveyed many of my thoughts on our congregation and its history, and what we accomplished in 2014 to that time.

June's congregational vote to approve the sale of the old buildings and establish Sanctuary was a true turning point in the history of the Congregational Church of West Medford and its members. Getting to that point was a challenge, and it required a committed effort on the part of many members. The decision to sell was difficult for many and traumatic for some, especially those who have been lifelong members of the congregation for 30-50 years. However the actual determination to sell was not difficult. We had very little choice.

We did have a choice between closing the congregation or transforming it into a new entity with a new mission and using our newly "liquid" assets to implement that mission. The simple, easy choice would have been to close. The difficult choice was to reorganize, to dramatically reduce the physical footprint of our facilities and to dramatically expand our spiritual footprint in our community.

Rev. Olapade bore the bulk of the burden in marketing and selling 400 High Street, in closing 400 High Street and determining what material goods would be left behind, thrown away, given away, or transported to Sanctuary. She was also responsible for establishing the vision of what 458 High Street, "Sanctuary," would look like physically, and for hiring and supervising the contractors who implemented that vision. She was the key person in advertising for, interviewing, and selecting trained professionals to work part-time to help make Sanctuary a success.

The "bad" news was that most of these responsibilities and efforts were concurrent, so the past twelve months have been challenging and demanding for our minister. We are truly blessed to have Rev. Wendy Miller Olapade as our pastor. Without her, I do not think we would be poised where we are. We must take good care of her so she is physically and spiritually at her best,

The 2015 Annual Meeting with the 2014 Annual Report represents another watershed for our congregation. We are voting on our first "new budget" with the emphasis on people and programming rather than on pipes and plaster. We are authorizing the hiring of three part-time professionals to do things we cannot do ourselves and to encourage and guide us to do the things that individual members can and should do. We are voting on a dramatic revision of the bylaws to help us literally do more with less, with fewer people investing their time in the church but doing so more wisely, efficiently and effectively than we did before.

We are voting to establish a policy of generosity and a focus on mission to our community, rather than a mission to try to maintain a large, impressive, and expensive edifice that served a declining percentage of our community.

Perhaps more important, we are changing our personal orientation. Many were comfortable at 400 High Street. It was familiar. It was in one very real sense a family. We went through a number of changes in our worship service over the past five years, but we were comfortable. Comfortable. Dealing with the known, the familiar.

As we embark on 2015, we really don't know what Sanctuary will be, will look like in January 2016. We don't know all of what we will be doing. Little will be familiar, except for the several dozen people who moved from 400 to 458.

Sanctuary will be doing new, different, and widely diverse, things. Some efforts will fail. Some will succeed. Once we officially close 2014, a year of radical change for us, we will actually be embarking on more dramatic changes. Rev. Olapade and her professional staff will have to focus at least 75% of their energy and attention on people “outside 458.” We “inside 458” must grow more self-sufficient while focusing more attention “outside 458,” which will change us individually. Think of the Pine Ridge Mission. What our mission did for others. What the mission did for us, individually and as a church family.

We have to start thinking about how we envision success. How we will measure it. How we will have to plan for dramatic changes when we are successful. We will establish milestones for evaluating our programs and will have to be flexible in modifying and adjusting our programs. Flexibility will become more important than familiarity. Enthusiasm will become more important than familiarity. We will be seeking change. We will be implementing change, because that is what Sanctuary is all about. Making important changes in the lives of our neighbors and our selves. It is risky. It is scary. And exciting. Congratulations on having the courage to make that decision. Now we must have the courage and strength to live that decision. We are embarking on a real journey of faith.

God bless,

Paul

Paul M. Roberts

Co-Moderator

September 26, 2014 Letter from the Moderator sent to the Congregation

Distributed via USMail and Email

Dear Members and Friends of CCWM,

The end of this month marks a dramatic change in the life of the Congregational Church of West Medford. Our “church” began with Rachel Barnes establishing a Sunday school in West Medford for 30 children in 1864. In 1872, the Congregational Church of West Medford, meeting in a local community building, was formally established with 26 members. In 1873, with only 40 members, they began construction of a church on Harvard and Bower that would seat 500! They had optimism ... and faith.

For roughly 75 years, the church grew and kept expanding its facilities to meet the needs of a large and growing community and congregation. The Harvard St. church building was destroyed by fire in 1903, and a new edifice on High Street was completed in 1904. The world, the U.S., and Medford changed dramatically over the next sixty years, including two world wars, the cold war, the growth of electricity, telephones, radio, movies, television and the widespread use of automobiles. The church adapted and grew with the times. In 1954 the congregation doubled its square footage with the construction of the Fellowship Hall wing. Within the next decade they added beautiful stained glass windows and remodeled the sanctuary. The changes were dramatic and the church was the site of constant activity.

However, as the world and American society changed in the Viet Nam era and afterwards, CCWM did not adapt rapidly. Many long-established member families saw their children grow up and move away. Young families often moved to outer suburbs, and CCWM did not attract much of the new population moving to Medford. Church membership began to decline.

For at least the past thirty years it has been clear that something had to change. As members passed or moved away, the congregation continued to shrink. We had facilities designed to serve 500 members but had roughly one quarter of that number. We maintained the facilities as best we could, but we did little to change otherwise.

CCWM continued to attract some wonderful, valued, new members, and we met the spiritual needs of our relatively small church family, but we had clearly departed from a long tradition of serving and meeting the changing needs of West Medford and environs. After years of living off our diminishing endowment, it became clear we could no longer maintain the building. We could close and sell the building, donating the proceeds to the UCC Mass Conference and other charities. Instead, the remaining members decided to do something radical, something significantly different, but really part of our long CCWM tradition: changing to meet the changing needs of the people in our community.

Less than two years ago we called Rev. Wendy Miller Olapade to serve our congregation. Though Rev. Wendy and the congregation were both confident in the call, neither fully envisioned what was to unfold.

Through Crossroads and especially through Rev. Wendy’s incredible drive, vision, and faith, we declined closure as an option. For decades, we had been a church rich in space, in buildings, and poor in program and staff. The buildings cost a lot to maintain but were not utilized most of the week by the church. We were generous in enabling community groups to use the church space, but we really did not use the church’s fixed resources well for church activities.

The sale of 400 High Street at the end of this month is radically altering that situation. We will see a dramatic change in our resources. We will go from having 25,000 square feet of space that we did not use well or often, to having less than 1000 square feet that we will need to use often and efficiently. We will go from a situation where we drew down \$200,000-\$250,000 a year from our invested funds just for an annual operating budget, to where we will have our largest financial resources in decades. We should be able to rely primarily on the interest and income from our invested funds to meet our needs, along with continued giving by members and friends.

Wendy has reinforced our belief in the importance of mission, something we had already started to more fully appreciate with the Pine Ridge Mission. Our new goals include meeting the needs of our neighbors and others, some of whom were intimidated by our large buildings, our small community's "tightness," or fear of everyone being too "doctrinaire." We need to listen, learn and understand how we can best serve God's mission for us in terms of the needs of our community, and beyond.

We should all thank God for giving us Rev. Wendy Miller Olapade. Rev. Wendy came into a very dynamic yet difficult situation and was inspired by the possibilities of what WE could do with God's help. She has gone above and beyond the call of duty, recently bearing too much weight on her shoulders in this effort. She has had invaluable volunteer help, and we expect to support her with more professional staff and volunteer help going forward.

Some of our members have said they do not plan to continue with CCWM and Sanctuary, our new ministry center. They intend to seek a new church home offering a traditional sanctuary and programs. We appreciate those feelings. Personally, I will miss 400 High Street, and the religious music program that was our pride for many years. I will miss the traditional Sunday morning services that I have been comfortable with for decades. (We have made many changes in the past five years that have been enthusiastically accepted by the congregation.). I might visit attend a more traditional church service elsewhere, at least occasionally, to meet some of my preferences, but I am a strong supporter of Sanctuary. And I will miss those friends who elect to not continue with CCWM/Sanctuary in some way.

If you decide to attend worship in a traditional sanctuary, that does not mean you can't also be a part of our new Sanctuary. This is an exciting, bold new venture that is generating a lot of interest in and beyond the Mass Conference. It is truly breaking new ground. The challenges we have faced for the past thirty years are all too familiar to many established churches and denominations. There will be some missteps, but the opportunities to make a real difference for many people in our community, and in our own lives, are immense.

It will be different. It will be exciting. It will be challenging. It should be rewarding. Very rewarding. It will also be part of a long, rich tradition of the Congregational Church of West Medford living its faith, responding to the changing spiritual needs of West Medford. In 1872, CCWM started with 26 members. In 2014 CCWM "doing business as" Sanctuary, United Church of Christ" may start with about that same number. Just imagine what we might be able to do.

A neighboring UCC congregation that had almost twice our membership – and many wonderful members – sold their building and closed a little over two years ago. That was and is very sad.. We might be smaller, but we perceive an exciting new mission for us. So many of you have done so much for your church, our church, over the past decades, and especially during the challenging journey of the past several years. I know you will be an important part of Sanctuary going forward.

Less than an hour ago, I participated in my last service in 400 High Street. (I will be in Texas at a conference next weekend.) It was a wonderful, moving service. As I walked out the front door I realized that if I walked back into that same sanctuary a month from now, it would not be the same at all. The building is important and beautiful, but the people who walk in and out every Sunday (and hopefully other days of the week) are what make the church truly special. The worship services Rev. Wendy conducted in Fellowship Hall showed clearly we do not need an organ, stained glass windows, or rows of pews to have a deeply moving worship service. YOU are what makes CCWM special. And will make Sanctuary special and successful.

Sanctuary honors the achievement of our CCWM's forbearers over 142 years. I feel privileged to be a part of this congregation, and am proud of the bold decision you have made. I look forward to worshipping and serving with you in the months and years ahead.

Gratefully,

Paul

Paul M. Roberts

Moderator of the Congregational Church of West Medford

**REPORT OF THE JOINT MINISTRY TEAM:
CHRISTIAN EDUCATION, OUTREACH, SPIRITUAL LIFE**

In 2014, our committees joined together to form a joint ministry team that met monthly to share their creative talents, ideas and energy. Representing Christian Education: Gail Airasian, Brenda Briggs, Carvina Williams; Representing Outreach: Elizabeth Bennett; Representing Spiritual Life: Robin Baker (through June), Brenda Briggs, Ose Manheim, Karen McCune Barca, Julie Roberts.

During the first half of the year, our gatherings began with an alternative worship that included music, scripture readings and reflections. Our meetings were facilitated by Reverend Wendy Miller Olapade. Reverend Thomas Hathaway frequently participated and shared with us his work with youth, Outdoor Church, and his work with FormingFaith.net.

Regarding Christian Education with children and youth, in June we honored 5 young people who completed confirmation. The confirmands were Jessica Coughlin, Drew Hill, Tripp Hill, Aaron Olapade, and Louise Wilensky. There was a celebration of music and the young people shared their faith statements. The youth experienced a joyous and meaningful overnight field trip to Heifer International in Rutland, MA. On September 5th the church held a successful “Blessing of the Backpacks” and this was the first event to take place at the 458 High Street hospitality space. Upon the move to 458 High Street, traditional Sunday School classes came to an end.

Regarding Outreach, the ministry team and members of the congregation coordinated with the outreach team leader, Elizabeth, to continue our successful ministries with Outdoor Church and the Indigo Shelter. Sandwiches were prepared and delivered to Cambridge on the 5th Sunday in March, June, August, and November. The Indigo Shelter residents received Easter gift baskets and also Christmas gift baskets.

Spiritual Life continued to support the congregation’s worship experience by arriving early to set up the sanctuary and preparing for communion. Upon the move to our new Sanctuary location, we shifted from monthly communion sacraments to weekly communion. The deacons continued to reach out to members with pastoral care. Brenda takes the lead as our most active deacon, frequently driving a church elder to medical appointments and grocery shopping for her.

The joint ministry team model proved effective as we met to share ideas and support each other in our ministries. In addition to arranging various activities, the group visioned, discussed and processed how best to transition to our new location. This including planning with Reverend Wendy the walk through the church to celebrate our history with the stained glass windows, and the “Leave Taking” service where we carried hymnals and other items that symbolized our shared ministry, walking to 458 High Street.

Respectfully Submitted,
Karen McCune Barca

Sanctuary United Church of Christ's
Bright Stars After-School Enrichment Ministry
Report and Proposal 2015-2016
Presented by Kim Grubb

Let me give you a little bit of background and information about BS. 13 years ago the church began investigating ways to generate income for our church. We formed a committee to figure out the best way. Given our space we investigated if we would have a preschool program but at the time there were many preschools and home daycares. We then decided to go with an Afterschool program due to the fact that at the time there was only 1 or 2 in the city. For the first year it was hugely successful, we ended up increasing our licensing capacity from 40-52.

Although we did not have a very accurate accounting in those first few years or took out utilities, we estimated that the program made approximately \$35,000 each of those years. This worked for a few years with us making a profit until the public schools ended up opening their own Afterschool programs in the local elementary schools. This significantly changed our enrollment due to the Brooks school right next to us opened their Afterschool program. Over the years we went up and down with enrollments and therefore our profits went up and down.

Bright Stars is an enrichment Afterschool program. The reason we call it enrichment is because we try to go above and beyond just a place for Afterschool kids to hang out until parents can pick them up. It has substance. It provides

- homework time (which allows kids to get homework done so when they go home at the end of the day, they can spend quality time with their families),
- arts and crafts,
- fitness programs,
- outdoor time after a long day at school, and
- many more things throughout the year.

The program offers sanctuary to the children because

- it is a safe, welcoming environment,
- all are treated with respect,
- the children have a sense of belonging,
- and there is a spirit of joy in the program that restores the children after what can sometimes be an exhausting day at school.
- We take state vouchers for families that qualify with the state for help with tuition. Even though a child has a state voucher we still get full tuition between the state and the family for that child (for ex. If the tuition is \$200 and they qualify for 175 the family is responsible for the remaining \$25 to make up the \$200.)
- We also offer to families a discount for those who just barely miss the income cut off for state vouchers. (Of course this is done only with income verification and the family inquiring about a discount).
- We have always tried to keep our prices more affordable than other Afterschool programs.

We have always had a dedicated staff. I have seen many Afterschool programs in our city and outside of our city and BS is one of the best I have seen. They work hard and are always up to speed with all the rules of EEC (the state) which Afterschool programs function. BS is also a program that takes the overflow from other Afterschool programs. So continually through the year we get inquiries for enrollment.

Last year we did lose significantly, due to the fact we had to inform families that we might not be here once the building was sold. Many families had to find alternative care to ensure a spot for the following year. These spots are difficult to

come by as more and more families have to work full time and are in desperate need of good quality childcare.

My goal has always been to be at the very worst for this to be a break-even program and at best making even the smallest profit. Do I want it to be a program we will have to financially support because it is losing money? Absolutely not. As dedicated and passionate as I am about this program I am not blind to the fact that we cannot continue to support a huge losing program. So as a break even/small profit I would classify this under mission.

So as we enter a new year we have been presented with a few challenges. The new owners of 400 High St have been less than respectful and courteous to us as Renters. We are anticipated that they would not renew our lease after June or if they did it would be at a significantly higher rent which would put us in the red. We have found out that they are not renewing our lease or Gentle Dragons.

So our challenge was to try and find space. Most commercial buildings were expensive and would need significant renovation to accommodate our program. So our next plan was to find maybe another church since most churches would have the space or configuration to accommodate an Afterschool program. We found a few candidates and narrowed it to one. They were warm and welcoming and were willing to rent to us at \$1,000 and to work out sharing of equipment and cleaning. So we came up with a budget that showed that it could be a break even/ small profit. (see separate document).

Now the next item is to make sure the program is inline with "Being Sanctuary." We have brainstormed many ideas that would make the program connected to The Sanctuary, we came up with many ideas. Some are

- having children in the program become pen pals with the children of the Lakota Pine Ridge Reservation. This we felt would be very good for BS children and the Lakota's.
- We thought someone could do a presentation on the Lakota's and their culture.
- Since we service a lot of low income families the church could possibly supply "food ministry" once a month or once every other month,
- creating a wish list of things that some of these low income families might need and the church donating to them (such as used clothing, toys or other things they may need.)
- Since sanctuary will be doing more things revolving around art and music, maybe the connection can be made with artists and the children can do artwork that is displayed at the sanctuary. (Julie did an art project with the children of BS and it was a great success.)
- There could be a music collaboration or someone from our church doing a musical presentation. (Charlotte did this one-year and the children loved it.)
- Working in collaboration with the new location church to do some of these things together.

All these ideas were just some initial brainstorming, but the BS staff would also look to The Sanctuary leadership or teams to help collaborate on ideas. I do believe that our basic philosophy of trying to offer a good quality safe program to our families in need in our community is in line with Being Sanctuary.

Let me recap by saying I believe in this program and have always supported its mission. I understand if it does not at the very least break even, I would be the first one to say its time to close it. I for one feel very happy and satisfied that we have been able to help many families over the years. I think people need to look at the program in a different light than what it's original purpose was, which at the time was to generate income and think of it as more of a mission program. So all this being said, I know one of the bottom lines is the financials. Although we can do a budget that we feel makes us a break even/small profit program, we do not have a crystal ball as to enrollment especially once we move to a new location. We can only estimate on past enrollment with a realistic low-balling of enrollment for the fall.

We would also hope that if the congregation voted to continue the program we would ask for at least a 2 year commitment as the first year would be a transition year and would need at least one extra year to stabilize and hopefully grow.

Although I realize that we do not do the budget for 2016 now, I would hope in people's minds it would be recognized that if we support moving forward we would also try to commit to 2016, unless of course it does not prove to be financially

stable. I know for everyone it may sound like a huge leap of faith, but the staff has brought back families to the program from the devastating loss last year of children due to the possibility of the program closing. Although they gained families back the whole process was not enough to recover all the losses.

The staff is also aware of the program being in jeopardy of closing and has fully accepted that this could be the end for BS. If that is the case they will continue to run a safe, quality program until June. The staff is confident and has the dedication and commitment to continue on with the program. Their sole purpose is to provide an affordable, quality, safe program and the staff does this with minimal pay, but with a huge heart.

Additional Notes from the Jan 25 presentation at congregational conversation: Discussion and observations were positive and affirming of the value of the program. The sense of the room was that most present felt we should proceed to operate Bright Starts as a ministry and mission of Sanctuary UCC. At least five members of the congregation raised their hands to volunteer to participate in the making the shared mission a reality with things suggested above by the staff—bringing art, food, values based experiences and relationship connections. One member offered to co-chair the Bright Starts Ministry.

Pastor's Report

February 1, 2015

“To Be of Use”

*The people I love the best
jump into work head first
without dallying in the shallows
and swim off with sure strokes almost out of sight.
They seem to become natives of that element,
the black sleek heads of seals
bouncing like half-submerged balls.*

*I love people who harness themselves, an ox to a heavy cart,
who pull like water buffalo, with massive patience,
who strain in the mud and the muck to move things forward,
who do what has to be done, again and again.*

*I want to be with people who submerge
in the task, who go into the fields to harvest
and work in a row and pass the bags along,
who are not parlor generals and field deserters
but move in a common rhythm
when the food must come in or the fire be put out.*

*The work of the world is common as mud.
Botched, it smears the hands, crumbles to dust.
But the thing worth doing well done
has a shape that satisfies, clean and evident.
Greek amphoras for wine or oil,
Hopi vases that held corn, are put in museums
but you know they were made to be used.
The pitcher cries for water to carry
and a person for work that is real.*

--Marge Piercy

In the days before our 2015 Annual Meeting I found myself stunned silent and numbed by the details of all that needed to be gathered, organized, and ordered for this report. By the grace of God, our four month long search for an Administrator and my four month long journey on what felt, at times like a sinking ship of way too many hours a day at the computer in order to keep us moving forward came to a glorious conclusion with the hiring and the arrival on Friday, January 30 of S. Grady Deaton.

In the midst of me pulling together and printing parts of this Annual Report, Grady bounded into our new home and brought great ideas and energy; much relief and hope; and a strong connection with our vision for being Sanctuary. I found myself filled with an attitude of gratitude and celebration! Then as we were packing up to leave in the evening, he asked that I join him in praying the poem above as an act of marking our beginning. As we prayed, I felt the Holy Spirit lay her re-energizing hope and spirit in my body and mind so that I could finish this task and send it to the printer for posterity.

More significantly, I realized that this is the message I wanted to share with you. I want to be of use. I want to be with people who submerge themselves in the task at hand. I want to be with people who become one with what they are doing – for in so doing the being takes over from the doing. We have prayed all year about focusing on being rather than doing and having. We have prayed about a call to Be Sanctuary, which will define what we do as Sanctuary, only then asking ourselves what we need to have to be Sanctuary. I want to be with people like you and I want us to share our passion and commitment with others who want to be of use.

We have much to do and the work is as common as mud. If we botch it--it will smear our hands and hearts and we will crumble as a community. But it is common work. It is work we know how to do. It is the work to which we have been called and it is the work for which we have been made—God’s work, this ministry for which God has equipped us and sent us.

The pitcher cries for water to carry and a person for work that is real. This mission, this ministry, this new thing we are working to build—this Sanctuary is the pitcher that God has placed in front of us and we are the persons for work that is real.

May it be so.

Rev. Wendy Miller Olapade

Please accept the following documents as reflective of the work that we have done this past year.

2014.06.01 Recommendation to the Congregation for the Sale of 400 High Street

2014.06.01 Recommendation to the Congregation for a Bold Decision, including Attachments

Ministry Proposal for Sanctuary UCC 2015

Church Council Recommendation to Congregation Regarding Sale of 400 High Street Property

Voted by Church Council on Tuesday, May 6, 2014; Issued as an Addendum to the Call to Congregational Meeting
(2014.05.14)

The Recommendation for Vote on June 1, 2014:

The Church Council recommends to the Congregational Church of West Medford, UCC (CCWM) the sale of the congregation's entire property, located at 400 High Street, Medford, MA to the Evangelical Haitian Church (EHC) of Somerville. The Evangelical Haitian Church of Somerville has offered to purchase the property including the Furniture, Fixtures and Equipment for 2.9 million dollars.

They have demonstrated the ability to pay this amount of money; are expected to use the property as it was intended to be used when built, as a faith community and a place of worship; have expressed their intention to be a resource for the local community and rent space to the current tenants/renters; have been active participants in the community in which they currently serve and are expected to be so in Medford; and have asked for a period of due diligence and closing date that are reasonable and manageable for us.

The Background for the Recommendation as presented to Church Council by the Strategic Planning Team

1. Our intention has been to sell the property for the highest and best use—balancing:
 - a. best stewardship possible of the gift of the property;
 - b. our sense of responsibility to the neighbors, our history, our theology and our values;
 - c. our sense of mission for our own congregation;
 - d. our fiscal needs to be a faith community going forward;
 - e. the impact of time and process on our ability to maintain inspiration and hope.
2. With the guidance of real estate professionals (Cushman Wakefield, our Brokers and Rich Beal, who has acted as consultant throughout the process), we developed a matrix of these Values and Criteria for making this recommendation. In short, by the time we arrived at the best and final offer stage of the process, this became relatively easy, as all four best and final offers were from Christian faith communities. Each of the four offers wanted all the FF&E, would leave the tenants in place, had Christian mission objectives, were considered good neighbors in their current location; and stand in a theology that is different than ours.
3. Due Diligence completed by SPT in regard to the offer from EHC:
 - a. Financial Diligence – Are they able to close this deal financially?
 - i. Bank approval for 60% of Purchase Price is considered achievable by brokers and comparable sales;
 - ii. In the process of acquiring Financial Disclosure of EHC's ability to pay remainder.
 - b. Use of the Property/Our Legacy Diligence – How will the property be used/affect the City of Medford;
 - i. Offer materials state their intention to use the property as a church, worship space and allow tenants to remain
 - ii. Reference Check(s) - Very Positive Reference checks with UCC pastor in Somerville and Somerville Alderman and Mayor of Somerville regarding church's engagement in the community and as being thoughtful, respectful and engaged neighbors
 - iii. Current properties are well kept and neat
 - c. FF&E Requires additional review – we will define the few things we want to take;
 - d. Timing, Process, and Close date – are reasonable and manageable for us.

Therefore, the recommendation to sell to the Evangelical Haitian Church of Somerville represents the highest and best value; meeting our efforts to balance the matrix of values with which we began. We thank God.

Church Council Recommendation to the Congregation
“A Vision for a New Model of Ministry”

The Bold Decision called forth from the Crossroads Discernment Process of 2013/2014

Approved by a vote of Church Council on Tuesday, May 6, 2014;
 Issued as an Addendum to the Call to Congregational Meeting (2014.05.14)

I. **Our Shared Values** – on which our mission statement, vision and recommendation is based

See Attachment I (Page 3 of this document)

II. **Our Mission Statement**

We are action-oriented followers of Jesus, who humbly strive through worship, faith formation and the practice of Jesus’ teachings to love God and our neighbors as God loves us.

God calls us to care for and meet people where they are; share a life of prayer and joyful service with all; and together--worship, rest in, and serve God. We are seekers of justice and lovers of all of God’s creation. Through the community formed by the Holy Spirit, we are consoled, forgiven, refreshed and inspired.

We extravagantly welcome all people; believers, non-believers, doubters, questioners, no matter who they love, their gender identity or expression, their race, culture, ability, or economic circumstance. All are a blessing to our journey of faith and we seek to share God’s love and grace with all.

III. **Our Vision** – a description of what it would be like if we were successful in living out our values and mission.

See Attachment II (Page 4 of this document)

IV. **A Bold, New Model for Ministry, Mission and Worship**—the specifics are yet to be determined, but our vision entails the ongoing development and implementation of changes to:

- a. **Our Identity**—we will change our name, the way we operate and the ways we engage the larger community in our ministries; we will remain a progressive, Open and Affirming, UCC faith community;
- b. **Our Location**—we will move the church operation from 400 High Street and establish a hospitality, ministry and operations center in the public square at 458 High Street, West Medford;
- c. **Our Ministries**—we will develop new forms of mission and ministries that reach into the city and the world and meet people where they are, including on the internet, in their homes, and in their need;
- d. **Our Worship**—we will create new forms of worship that reflect our vision and meet our neighbors in the community. This will include both classic and non-traditional forms of worship with music which reflects our community;
- e. **Our Partners**—we will develop partnerships in youth/faith formation/mission ministries with North Prospect Union, UCC and others in the community;
- f. **Our Income**—we will develop new sources of income and seek to make stewardship a foundational spiritual practice.

V. A Bold Implementation Plan Designed for Success

- a. **New Tools and Resources**—Leadership and Volunteer Development; Add Program Staff Resources; Increase Administrative Staffing; Fund Programs, Mission, Extravagant Hospitality, Technology and Networking for success.
- b. **Measurable Goals at Defined Milestones to Assess Ministry, Mission and Financial Progress**—including goals for Ministry Participation, Fundraising and Giving, Volunteerism, Self-Sustaining Ministries and more.
- c. **Assess Annually;** Vision, Mission Goals, Income Objectives, etc. The congregation can choose closure or alternative models for ministry should the goals not be met.
- d. **Draft 2015 Budget Designed for Success**
 - i. Draft Pie Chart and High Level Budget: *See Attachment III and IIIA: Budget for Mission and Ministry (page 5 & 6 of this document)*
 - ii. Sample Spending Chart: *See Attachment IV: Spending Chart (page 7 of this document)*

ATTACHMENT I

Our Shared Values

1. Unity in Essentials, Diversity in non-essentials, Charity in all things
2. Transparency and Healthy Communication
3. UCC – Centered in the people, congregational polity, non-creedal, leadership is decentralized
4. Our Theology is Progressive; and that means:
 - God is Still Speaking
 - We are engaged in the “Emerging/Converging” conversation
 - Is a theology that invites questions
 - Experiential and Experimental
 - Includes diverse and wide ranging spiritual practices; including practices from other faith walks and traditions
 - The Pastor is coach and teacher and empowers others to use their gifts to achieve our mission
 - You can discover your faith here
 - Worship and Relationships are heartfelt
 - Worship and Ministry are Interactive
 - Everybody is welcome at the table
 - We do not: Judge, Exclude, Consider scripture to be inerrant or the absolute truth, Tell you what to believe
 - As congregationalists we are not: Hierarchical, “Evangelical” with an uppercase E, focused on Doctrine
5. Open and Affirming
6. Jesus Followers – we Love God, love neighbor as yourself
7. Action, Mission and Justice Oriented (Local AND Non Local (Pine Ridge))
 - Environmental, economic, racial, gender, sexual, educational justice matter
8. Committed to Community, Connection and Collaboration
 - Sharing the load
 - It takes a village
 - Seeking and Building Partnerships across the City and the World
9. Micah 8: Seek Justice, Love Kindness, Walk Humbly with God
10. Multicultural, Multiracial
11. Worship needs to be about:
 - Sacred – Experience God/The Holy
 - Considers the mystical, mystery and beauty of God
 - Include Threshold moments that move us from our lives to experience of the Holy
 - Forgiveness-Reconciliation
 - Beloved-ness
 - Everybody included, everybody involved
 - Moves us from head to heart (18”)
 - Music opens the soul to God, includes multiple genres and is easy to sing
 - Reflects our context - neighbors
 - Joyful
 - Includes Story and Witness
 - Includes Confession
 - Includes Communion
 - Is Challenging and Intelligent

ATTACHMENT II

A Vision for the Future

- a. We are and will be a progressive, Christian community that experiences the sacred in everyday, ordinary moments;
- b. We will build loving relationships with God and each other;
- c. We will discover old and new spiritual practices that leave us refreshed and inspired.
- d. We are a rag tag, wildly diverse group of questioners and believers (and everything in between); who are forming faith at home and together through
 - a. worship,
 - b. ritual,
 - c. prayer,
 - d. practice,
 - e. service, and
 - f. study.
- e. We will make a difference in the lives of people who would not ordinarily come to “Church” but who will find “church” in us.
- f. We will create threshold moments where the stuff of our regular lives becomes the stuff of holiness and grace.
- g. We will experience joyous, heartfelt, intelligent and participatory worship that challenges and amazes and puts us in touch with God.
- h. We will be a community that is called to care—everyone.
- i. We will be place where there are no barriers to entry and where the table of hospitality is set with love and forgiveness and grace and you can’t help but want to sit down and be fed.
- j. We will sometimes offer classic forms of worship where we will go to a sanctuary somewhere and have an order of worship and pray the way we love to pray and sing hymns and hear “The Word.”
- k. And we will create new ways of praising God—through new forms of worship, grounded in old liturgy and our story, with music and singing and expressions that are organic to who we are; and other new forms like online practices, drop in meditation, experiences of faith through Art and Nature and Literature; and spiritual study groups that do not look like church as we know it, but that bring us in touch with our Creator.
- l. We will move out of our big, beautiful building and building bold, beautiful big-ness on the move.
- m. We will have a welcoming ministry center in the public square that offers hospitality seven days a week—where people can drop in to laugh and cry and find a faith that works for them.
- n. We will act in many ways that expresses what we stand for—we will be “those Christians” that advocate for justice and make a difference in the lives of people in need, that feed the hungry and clothe the naked and take seriously Jesus’ call to love our neighbor.
- o. We will be a people so blessed, so transformed by our experience of being a part of this vision – that we cannot help but invite others to join us on the journey! And people will want to join us because they want what we have and want to be like us

ATTACHMENT III

Draft Budget Proposal



See Next Page for High Level Breakdown

ATTACHMENT IIIA

2014.04.13 Draft Annual Budget Breakdown (rounded)

Senior Pastor salary and benefits	83669
Church plant training and coaching	6000
Associate Program Staff - \$ 15/15 hrs	11700
Community organizer - \$20/20 hrs	28000
Student minister	3600
LDI	1100
Legal	1200
UCC delegate	250
<hr/> Pastoral/Program Staff/Benefits	<hr/> 135519
Space Rental, Parsonage, Utility Expenses	53500
Cleaning Service	1200
Sexton	7000
Property & Liability Insurance	5000
<hr/> Operating Expense for Space	<hr/> 66700
Admin Staff	36100
Workers Comp Insurance	1600
Marketing	36000
UCC DUES	1500
Admin Supplies & Tech Expense	11600
Payroll Service	2000
<hr/> Administration, Hospitality, Marketing, Misc.	<hr/> 88800
Spiritual Life and Music	28100
Faith Formation/CE	4300
Outreach	3700
Minister's Fund	2400
<hr/> Ministries Expense	<hr/> 38500

Pastoral/Program Staffing and Benefits	\$135,519.00
Operating Expense for Space	\$66,700.00
Administration Staff, Hospitality, Marketing	\$88,800.00
Operating Expense for Ministries	\$38,500.00
<hr/> Proposed Budget	<hr/> \$329,519.00

ATTACHMENT IV

Spend 330K on Ministry

Earn 5% on Investments

Investment	Expense	Earnings	Remainder	Year End
3,000,000	-330000	150000	2,820,000	2015
2,820,000	-330000	141000	2,631,000	2016
2,631,000	-330000	131550	2,432,550	2017
2,432,550	-330000	121627.5	2,224,178	2018