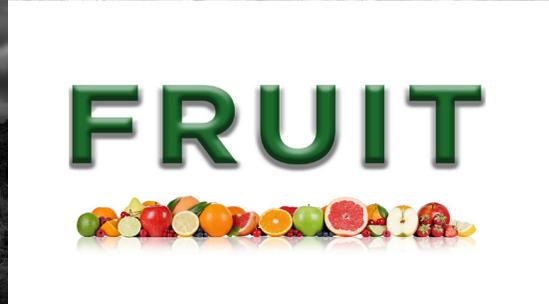




WEST CHURCH 2021 ANNUAL REPORT



LOVE GOD • LOVE OTHERS • MAKE DISCIPLES

Our annual report is more than information—it's an invitation to praise God for what He has done and get involved in what He is doing at West Church and beyond.

He is empowering us to further our mission to reach people with the gospel, build one another up in community, and get out there to impact the world beyond our walls. Within these pages, you'll read about some of the ways this mission is being carried out here in Haverhill, across the Merrimack Valley, and around the world.

In this report, you'll find glimpses of how we saw God at work in and through our church in 2021, updates on the financial resources He has provided through your generosity, and opportunities to invest in our mission to love God and love others in the year ahead.

Every number shared in this report represents someone who is part of God's family because you and others shared your gifts, talents, and time with your church. We hope you will be encouraged, challenged, and inspired during this season. Jesus is working at West Church and He is doing it through people like you.

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AGENDA

The Annual Meeting of the West Congregational Church will be held on
Sunday, January 30, 2022 at 11:45AM in the WORSHIP CENTER
To act on the following:

- ARTICLE I: To review and act upon the prioritization of agenda items.*
- ARTICLE II: To receive and act on the recommendation of the Senior Leadership Team (SLT) and the Membership Ministry Leader to receive new members.
- ARTICLE III: To receive and act on the Leadership Search Team (LST) Report for the election of Officers and Senior Leadership Team (SLT) Members-at-Large:

Officers:

Moderator: Jonathan Squire	Assistant Moderator: Ed Platz
Clerk: Abby Cunningham	Assistant Clerk: Natalie Simmons
Treasurer: Briana Fitzgerald	Assistant Treasurer: Carol Tudisco

SLT Members-at-Large:

Lisa Bowley	Jonathan Bradley
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To confirm **Ministry Leaders** as presented by the Lead Pastor:

Phil Williams, <i>Administrative Support Ministry</i>	Diane Senno, <i>Local Outreach Ministry</i>
Todd Becker, <i>Children's Ministry</i>	Abby Cunningham, <i>Membership Ministry</i>
Deedee Roberts, <i>Congregational Care Ministry</i>	Mike Stevens, <i>Men's Ministry</i>
Sharon Ziegler, <i>Connection Ministry</i>	Mark Cottrell, <i>Missions Leadership Ministry</i>
Steve Simmons, <i>Digital Ministry</i>	Dave Dillon, <i>Property Support Ministry</i>
Todd Becker, <i>Family Ministry</i>	Todd Becker, <i>Small Groups Ministry</i>
Eric Lindahl, <i>Fifty Plus Ministry</i>	Shirley Paz, <i>Spiritual Formation Ministry</i>
Phil Williams, <i>Finance Support Ministry</i>	Shirley Paz, <i>Women's Ministry</i>
Alicia Smith, <i>Hilltop School Ministry</i>	Eric Lindahl, <i>Worship Ministry</i>
Shirley Paz, <i>Leadership Development Ministry</i>	Todd Becker, <i>Youth Ministry</i>

ARTICLE IV: To receive and act on the Proposed Budget for the year 2022.

ARTICLE V: To act on any other business, which may legally come before the church.

* Anyone wishing to introduce an item not listed above must fill out a "West Church Business Proposal Worksheet". Worksheets are available at the church office and must be returned to the Church Clerk or Moderator before the start of the Business Meeting.

JESUS CHRIST - THE HEAD OF THE CHURCH

THE CONGREGATION

SENIOR LEADERSHIP TEAM

CHURCH STAFF

MINISTRY LEADERS

CHRIS ZIEGLER

Lead Pastor

EXECUTIVE LEADER

*WCC Staff & Ministries
Strategic Ministry Plan
Worship Services*

MEN'S MINISTRY

Mike Stevens
*Third Saturday Events
Fall Retreat*

WORSHIP ARTS MINISTRY

*Worship Leader
(Eric Lindahl)
Tech Arts (Jonathan Squire)
Digital Ministries (Steve Simmons)*

CONNECTION MINISTRY

Sharon Ziegler
*Connection Center
Greeters
Welcome Lunch*

WORSHIP SUPPORT MINISTRY

*Ushers (John Swan & Tim Chechowitz)
Prayer Team (Peter Buckley)
Templekeepers (Rob Seuss)
Fellowship Table
(Ed & Roberta Platz)
Communion Team
(Deb Berlin)
Decorating (Shirley Paz)
Library (Nancy Doe)*

FIFTY-PLUS MINISTRY

*Young@Heart
(Eric Lindahl)*

SHIRLEY PAZ

*Director of Spiritual
Formation & Soul Care*

SPIRITUAL FORMATION

*Leaders' Retreats
God Among Us (Beth Steele)
Special Services
Request 4 Prayer*

WOMEN'S MINISTRY

*Women's Bible Studies
Women's Retreat/Events*

LEADERSHIP DEVELOPMENT

Leadership Dev. Team

HILLTOP SCHOOL

Alicia Smith

SPIRITUAL DIRECTION

*Individual
Itinerant SD Program*

TODD BECKER

*Pastor to Children
& Families*

CHILDREN'S MINISTRY

Jenn Clark
*WestKids
Nursery & Childcare
VBS*

YOUTH MINISTRY

*WestYouth
Youth Groups (mid-week)
Special Events*

SMALL GROUPS

*Adult Small Groups
Singles Group
GriefShare (Jim Garand)*

CONGREGATIONAL CARE

Deedee Roberts
*Stephen Ministry
Mercy Meals (Bob & Lori Kinsman)
Counseling Ministry*

FAMILY MINISTRY

Family Events

PHIL WILLIAMS

*Director of Ministry
Operations*

COMMUNICATIONS

*WestConnect Newsletter
Website & Media
Information Technology
Audio Visual*

ADMINISTRATIVE SUPPORT

*Data Management
Event Planning
Facility Usage*

PROPERTY SUPPORT MINISTRY

Dave Dillon
*Physical Plant Maintenance
Cleaning Services
Contractor/Vender Mgt.*

FINANCE SUPPORT MINISTRY

*Collection Team
Accts. Payable Team
Reporting Team
Budget Team
Stewardship Education
Benevolence Fund Team*

MARK COTTRELL

Director of Outreach

LOCAL OUTREACH

Diane Senno
*Family Kitchen
(Betsy Tombarelli)
Women's Prison Ministry
(Mary Lou Noonan
& Pam Brown)*

*Local Area Partner Ministries:
Community Meals
Common Ground
Habitat for Humanity
Lazarus House
Leaving the Streets Ministries
Pregnancy Care Center*

MISSIONS MINISTRY

*International Missions
Short-Term Teams
Missions Education*

ABBY CUNNINGHAM

*Reception & Hospitality
Coordinator*

ADMINISTRATIVE SUPPORT

*Reception
Vendor Relations
Calendar Maintenance
Event Scheduling
Data Processing
Pastoral Staff Support*

CHURCH CLERK

MEMBERSHIP MINISTRY

*Life@West Class
Membership Process*

SENIOR LEADERSHIP TEAM

*Peter Buckley
Eileen Cantone
Shirley Paz
Ray St. Amand
Beth Steele (Chair)
Phil Williams
Bob Wilson
Chris Ziegler (Vice Chair)*

LEGEND

Core Ministry Leader
(Team Leader)

LEAD PASTOR

Dear West Congregational Church,

Recently, I have been reminded of 1 Peter 1:3-6.

³ Praise be to the God and Father of our Lord Jesus Christ! In his great mercy he has given us new birth into a living hope through the resurrection of Jesus Christ from the dead, ⁴ and into an inheritance that can never perish, spoil or fade. This inheritance is kept in heaven for you, ⁵ who through faith are shielded by God's power until the coming of the salvation that is ready to be revealed in the last time. ⁶ In all this you greatly rejoice, though now for a little while you may have had to suffer grief in all kinds of trials.

In 2021, we rejoiced greatly in the living hope we have through the resurrection of Jesus Christ. We also have had to suffer grief in all kinds of trials. Although it was challenging at times, we persevered with grace, flexibility and creativity this year. After much prayer and collaboration, the Senior Leadership Team communicated our vision for spiritual transformation. We were delighted that people felt safe enough to return to in person worship services. People who began attending our church online walked through our doors, and new friendships were made. Weddings were celebrated. We enjoyed a huge church picnic together, new small groups formed, and ministry teams led retreats and special events for our community. It looked like things were returning to "normal." Then, toward the end of the year, we found ourselves humbled once again by ongoing circumstances beyond our control. Many of us contracted Covid, some of us even had to be hospitalized. Sadly, as we entered into the new year, our church suffered its first Covid related deaths. We now have solidarity with many other followers for Christ in our country, and around the world, who have suffered deep personal loss. Although we mourn with those who mourn, we do not grieve as those who have no hope. Our hope has never been in a vaccine or in a return to "normalcy," but in the living hope we can only have through the resurrection of Jesus Christ.

Peter helps us to discern the presence and activity of God during times like these in the following verses.

⁷ These [trials] have come so that the proven genuineness of your faith—of greater worth than gold, which perishes even though refined by fire—may result in praise, glory and honor when Jesus Christ is revealed. ⁸ Though you have not seen him, you love him; and even though you do not see him now, you believe in him and are filled with an inexpressible and glorious joy, ⁹ for you are receiving the end result of your faith, the salvation of your souls.
(1 Peter 1:7-9)

As we enter into 2022 we continue to be shielded by God's power, especially in the trials we face. In 2021 we demonstrated the genuineness of our faith as we were refined by the fire of ongoing circumstances. We have demonstrated our love for Jesus as our hearts were filled with inexpressible and glorious joy during our corporate worship celebrations. As we look ahead, even though we have walked together through the valley of the shadow of death, we have nothing to fear, for our LORD is with us (Psalm 23:4).

Let us keep our eyes focused on Jesus as we persevere toward the coming of salvation that is ready to be revealed. Our church on a hill will be a visible beacon of God's miraculous transforming power at work in this community for loving, healing and restoring (Matthew 5:14). As we follow Jesus, we will be transformed more and more into Christ's likeness for his glory, for the abundant life he alone provides, and for the sake of those he is calling us to love in his name.

With Deep Affection and Gratitude,

Pastor Chris

SENIOR LEADERSHIP TEAM

This year, despite many challenges, God has once again demonstrated his deep love for us at this particular time, in this particular place. There are many things for which I am very grateful:

- We completed the vision process that we have been working on for several years, established overall goals and shared those with the congregation.
- We have followed our policies and completed annual reviews of the Lead Pastor and several members of the Senior Leadership Team which helps to maintain a high level of integrity on the Team.
- We have spent time working on our own spiritual growth and formation by looking at teachability, continuing to learn about spiritual discernment as a group, praying together in many different ways and by discussion of the book *Invitation to a Journey* by M. Robert Mulholland Jr. (Highly recommended!)
- We have negotiated the ups and downs of COVID, prioritizing the health and safety of all who enter our doors, utilizing the guidance of state and local health officials and providing safe options with virtual participation available for many activities.
- We continued to support our congregation with many thanks to the staff who persevered despite sabbaticals (Shirley and Todd), unexpected Guard service (Chris) and bouts of COVID which required everyone to do extra duty at one time or another.
- We continued our practice of having a spiritual retreat early in the year followed by a LEAD retreat with staff, SLT and West Ministry leaders. The Senior Leadership Team then spent time in prayer and discernment in order to identify the direction in which God is leading for the coming year. The staff prayerfully developed a Strategic Ministry Plan which was reviewed and approved by the Senior Leadership Team and implementation plans started in the summer for the fall. This process allowed us to hear God's voice through the many voices of the congregation who participated as well as through the voices of leaders.
- We were able to virtually attend a 3 day conference entitled "Becoming a Transforming Church" to continue our education in ways to work with God in facilitating the Vision that we identified this year.

As Bob and I leave the Senior Leadership Team, I think I speak for both of us in saying what a privilege it has been to serve in this capacity, to see God on the move, to identify ways to come alongside the work God wants to do here at West. I am excited to see what's next for us all as we continue to learn more about "becoming like Christ for the sake of others."

Beth Steele
Chair, Senior Leadership Team

DIRECTOR OF SPIRITUAL FORMATION & SOUL CARE

“He who dwells in the shelter of the Most High will abide in the shadow of the Almighty. I will say to the Lord, “My refuge and my fortress, my God in whom I trust.”
Psalm 91:1-2

I give thanks to our gracious God who upholds us in all our seasons of this life, and then holds us still in the life to come. He is good, and good to us.

The calendar year 2021 held several significant events for Spiritual Formation, despite the realities of personal difficulties amid ongoing Covid hardships. We began the year with our West Church Annual Spiritual Retreat on January 16, *The Assurance of Hope*, led by Dr Jeremy Stefano from Leadership Transformations. Although we had planned for an in-person event, last minute necessity dictated a Zoom meeting. Despite the change, the retreat was well attended and deeply beneficial.

On March 13, West staff, SLT and core ministry leaders met for the LEAD retreat, a day meant to reflect on content and the Spirit’s emphasis from the Annual Spiritual Retreat, and to look forward. The group discerned the spiritual emphasis of Transformation for the 2021-22 ministerial year.

The Lenten service was held on Ash Wednesday February 17th, marking the beginning of Lent. And the Advent service was held on November 28th as we entered the season of Advent with the theme *Pause*, using the devotional booklet *Pauses for Advent* by Trevor Hudson.

In September, we began a new small group series called WITH, which met the Strategic Ministry Plan’s Priority 3, Goal 1: “Create leadership development opportunities to train existing leaders in desired spiritual formation practices in order to provide opportunities for transformation to the gathered church.” Two WITH groups took place from September-December, for a combined total of 17 leaders. Two additional groups are planned for spring 2022.

In November, many leaders attended the virtual *Becoming a Transforming Church* retreat hosted by The Transforming Center out of Chicago. Excellent material and spiritual content was shared, prompting ongoing discernment conversation and prayer seeking our communal next steps with Jesus.

As always, I am personally grateful beyond words to serve our Lord in and through West Church, beside so many other dedicated and spiritually genuine believers. I am privileged to see Jesus in the lives of people every day. There is no greater joy than that. May we continue to glorify His name, and worship Him with our whole hearts and transforming lives.

In grace,

Shirley Paz
Director of Spiritual Formation & Soul Care

PASTOR TO CHILDREN & FAMILIES

NURSERY | WESTKIDS | WESTFAMILY EVENTS | SMALL GROUPS

And we all, who with unveiled faces contemplate the Lord's glory, are being transformed into his image with ever-increasing glory, which comes from the Lord, who is the Spirit. 2 Corinthians 3:18

This year our West community has been focusing on *transformation* together. As we are formed into Christ's likeness it is always good to pause and reflect on our shared experiences as we walk with Jesus. I am so grateful to God that He is faithful in His pursuit of our hearts, there is none like Him! I am so very grateful to be a part of His ministry here at West and to be involved in interacting with the gospel alongside our families.

The three foundational biblical truths that our WestKids ministry team desires to pass on to kids are: God made us, God loves us, and that we can trust God. Regardless of how young they may be, our Nursery staff wants each child to come away with an understanding of just how much God loves them. Their commitment and dedication to serving the youngest of us in this way is so vital to the health of family ministry here at West. Thank you to our nursery staff who not only serve on Sunday mornings but during special events and services throughout the year.

I want to mention a special thank you to Meaghan Lescarbeau who this past year has stepped in to assist with our Nursery as well as WestKids responsibilities as needed. Meaghan graciously played a big staffing role while Jenn Clark was attending to important physical health needs in the Spring/Summer and during my Sabbatical. Also, I want to acknowledge a very special group of people who stepped into ministry roles this Summer during my Sabbatical leave. The entire Quinones family, the Buckley family, Erica Spohr, Kassie Clark, Tori Squire, & Olivia Mura. This team made it possible for me to attend to what God had planned for me and my family this summer. I am also very grateful for the attention the staff granted to my responsibilities while I was away. They filled in for me and made it possible for me to enter a restful time away. Thank you.

In June we were able to offer KidsWeek 2021! This was especially exciting to our families as we did not hold it last year. The theme we followed for the week was *Jesus' power pulls us through*. This year being able to hold KidsWeek in the way that we were able to was a top highlight of 2021. We had a great group of volunteers that made it all possible as well as the support of the congregation, thank you! We had a great time learning about the power of Jesus and experiencing his loving kindness. The music that we learn stays with us throughout the year and this year was no exception, seeing the worship center full of kids singing about the love and power of God was very uplifting!

WestYouth met on Friday nights for youth group throughout the year with some special events scheduled as well. Blacklight dodgeball is a favorite that we were able

to enjoy in the Spring as well as the Friday night closing of KidsWeek. We are looking forward to attending the Deep Freeze youth retreat this year as we did not attend last year. A big thank you to our group of youth volunteers!

As I re-entered ministry at West this Fall, I enjoyed our church picnic which provided a wonderful day of connection and good food! In late October we were able to offer our second annual Trunk or Treat which was a great evening for meeting new people from our community. There were many young families from Hilltop School who came and/or decorated their trunks and gave out candy. Thank you to all who supported and volunteered during this event.

I look ahead to the new year with hope and expectation for our Lord to continue to knit us together as a community for His purposes. As we are transformed into the likeness of Christ for the sake of others around us, I am so thankful that we are companions in Christ. I am so grateful to be a part of the ministries that God has established at West and I anticipate a year full of His grace-filled promises.

In Joy and Love,

Pastor Todd Becker
Pastor to Children & Families

WORSHIP LEADER

What a blessing it was to return to West Church as worship leader in 2021! And what a blessing it is to worship our Awesome God with you all again, both in the Worship Center and online.

The year began with your affirming vote in January for the purchase of a new Worship Center piano! I know this decision was not made lightly, and I'm grateful for your trust in me that this upgrade was sorely needed. The beautiful new Kawai grand was delivered just in time for our Maundy Thursday Tenebrae service, where its beauty shone! Thanks to many of you who've come up after service to share how the full-bodied sound and resonance are noticeable.

This year saw the cautious, joyous return of praise team members to Sunday morning worship, and our youth choir singers, youth musicians, and horns energizing our Palm Sunday worship! Holy Week worship was anointed and blessed, even as our hearts and prayers were with Pastor Chris, Sharon, and Sophia through their Covid trial. Thank You, Lord, for your healing and mercy!

Throughout the year we enjoyed the gifts of new and guest artists joining our music ranks, and I'm especially grateful for Adam Cunningham leading worship so well each month. As always, we couldn't do what we do without the media support, faith and humor of Jonathan Squire. I must also mention the joy of creative collaboration crafting special services with Shirley.

Our church picnic celebration was such a joyful reunion, and FUN! Best of all, Robin and I were able to reconnect with singers of all ages, and then reunite with our Kids and Youth Choirs and Teen singers in October!! West Choir followed suit in late fall preparing for Christmas!

The return of West Choir to Sunday morning worship was such a powerful and joyous Christmas celebration of passionate praise after a 2-year hiatus! Sadly we learned afterward of Covid infections within the group and had to cancel our Christmas concert. But all thanks to God hearing the many prayers of His people, everyone came through it, and our Christmas Eve services were beautiful and blessed.

I must give special appreciation to Robin, who gives so much of herself to our music ministry at West. And I thank God daily for the gifted, joyful staff I serve with here. I'm eternally grateful for the partnership I get to share with Pastor Chris, whose constant love, affirmation, spiritual insights and *anointed* preaching continue to grow my faith as a Christ follower.

God continues to show us how His Spirit is in control, as we often marvel at the thematic connection of sermon and music beyond our planning efforts. HE REIGNS! And YOU bless us with your faithful prayers, words of encouragement and stories of how God moves in mighty ways through the worship experience here. We are humbled and blessed to serve at a "worshiping church" like West, and pray He draws us ever closer as we seek our Savior and shine His Light of love and hope to the world around us. ***¡Gloria a Dios! Glory to God!***

By His Grace,

Eric Lindahl

DIRECTOR OF MINISTRY OPERATIONS

*I thank my God every time I remember you.
In all my prayers for all of you, I always pray with joy
because of your partnership in the gospel from the first day until now ...
Philippians 1:3-5*

What a year! Although 2020 was in our rearview mirror, 2021 had its share of challenges. However, God remains faithful! And you, His people, remain faithful as well. I have been blessed to hear stories about how our church has continued to love and serve through faith and good deeds.

I am continually reminded of the breadth of ministry that happens each and every week as so many volunteer to teach, care for, and serve others. There IS power in community—especially God’s community—when we come together to serve Him by serving others.

Much of my ministry is about making sure the infrastructure is in place so that others may do ministry. It would not be possible to do this without those who assist me, especially Abby Cunningham, Reception & Hospitality; Dave Dillon, Property; Toni Wellspring, Bookkeeping; Bob Wilson, Finance; Frantz David, Custodial; and the Benevolence Team. A very special thank you to Bob Wilson who has retired from our Finance Team after decades of incredible service—you are a blessing!

Some of the major accomplishments this year were:

- New equipment to improve online worship
- A new baby grand piano in the Worship Center
- Installed drainage system in boiler room of the Brick Church

I want to thank you for your continued giving. Your faithfulness and regular giving have been such an encouragement. We recognize that these times have been extra tough on some; with job loss, salary reductions, and added expenses. Yet, you remain faithful to the work of the Lord and what He is doing in and through West Church.

We are truly blessed as a church family. God brought each one of us to this family for a reason. My prayer for us this coming year is that no matter what life brings our way, may we all still continue to grow, be challenged, be inspired, and be encouraged by the presence of the Holy Spirit at work through the gift of one another. And, may we continue to testify of God’s goodness in both word and deed to those around us, living out the presence of Jesus Christ in our church family AND on our own personal frontlines.

I am grateful that I get to serve you and feel blessed to work at a place I call home.

Phil Williams
DoMo

LEADERSHIP DEVELOPMENT TEAM

Leadership development engaged two significant events in 2021. The first was a 7 week pilot study for Leaders called WITH, which began in September with two groups being facilitated by Beth Steele with Chris Ziegler, and Shirley Paz with Mike Stevens. The emphasis of the series was to introduce leaders to the content and skills of spiritual formation, practices, and group direction as a format for developing spiritually focused listening relationships. Sessions included teaching on discernment, listening, asking good questions, spiritual growth, and more.

As the series was a pilot, the attendees completed evaluations in order to further develop and clarify the series for other leaders, and for use within the larger community.

The second event of note was the Leadership Retreat which took place November 1-3, via Zoom, hosted by the Transforming Center out of Chicago. Many West staff, SLT, and other leaders were able to attend the sessions, which were both informative and inspirational. Subsequent to the retreat, staff met with the SLT in order to discuss and discern what stood out, and what might be God's intention for West.

We look forward to the spiritual fruit from both of these impactful events, trusting that God's hand guides us as we seek to be transformed and serve Him.

In grace,

Shirley Paz

MEMBERSHIP MINISTRY & CLERK REPORT

In 2021 we hosted two Life@West classes, welcoming 5 prospective members who form a slate that will be voted on at the Annual Business Meeting. Though our soon-to-be members range in age and life-experience, they all share a faith in Christ and the desire to worship at West as a member of the West family. It was a blessed experience to gather for Life@West—we learned about each other, about the West Staff, and about what it means to be a member in our community. Thank you to our Life@West 2021 alum for being such a wonderful group!

I'd like to thank Pastor Chris, Pastor Todd, and Shirley for sharing at Life@West in such a genuine and thoughtful way. Also, big thanks to my interview team— Peter Buckley, Eileen Cantone, Ed Platz, and Roberta Platz,—who spent time with each membership applicant and welcomed them warmly into our community.

I'm excited to see what God has in store for West Church in 2022!

Annual Meeting - January 31, 2021

- Elected Officers
- Confirmed Ministry Leaders
- Approved a budget of \$752,675
- Approved a Proposed Special Projects budget

2021 Membership Statistics

- Membership
- Participating Members - 200
 - Transitional Members - 4
 - Heritage Members - 8
 - New Members - 0
 - Deceased Members - 0

2021 Baptisms & Dedications

- Baptisms - 2
- Dedications - 0

2021 Average Weekly Attendance

- Sunday Worship Services - 520*
- Easter Sunday - 540*
- Christmas Eve - 743*

2020 Membership Statistics

- Membership
- Participating Members - 216
 - Transitional Members - 1
 - Heritage Members - 2
 - New Members - 10
 - Deceased Members - 2

2020 Baptisms & Dedications

- Baptisms - 0
- Dedications - 0

2020 Average Weekly Attendance

- Sunday Worship Services - 562*
- Easter Sunday - 2,152**
- Christmas Eve - 462*

*Average attendance includes online viewers

*Average attendance includes online viewers

**Online only

Abby Cunningham

Church Clerk & Membership Ministry Leader

CONGREGATIONAL CARE MINISTRY

This was an unsettling year with many joys and sorrows for our church community. The Congregational Care teams brought Christ's love, care and living water to those facing life's hard and often overwhelming circumstances.

In the fall of 2021, Stephen Ministry celebrated 20 years of Christ centered caregiving at West Church. We are grateful to all the Stephen Ministers past and present who trained and cared for others during that time. This year was again challenging as the Stephen Ministers figured out how to care for others one on one and still keep safe with Covid protocols. We have ten Stephen Ministers and nine were involved in a caring relationship this year.

Mercy Meals was extremely busy in 2021. Under the new leadership of Bob and Lori Kinsman, they provided 57 meals to 18 people in 7 different families: this, I believe, may be a record high. It was an extraordinary year in caring for the needs of people through home cooked meals delivered with the love of Christ.

It's reassuring the Lord is never stagnant and always on the move! A Stephen Minister and care receiver will end a caring relationship when the individual is whole and healed. We praise God for His unfailing faithfulness to heal as only He can. He truly is the Cure Giver. We have witnessed this in four different care relationships this year.

The Lord was faithful to the Mercy Meals team in 2021. As the burden of many families needing meals grew, He provided eight more cooks to carry the load.

We also saw many people needing rides to and from hospitals, to doctor's appointments and physical therapy. The Lord provided drivers who either volunteered or responded positively when asked. I'm reminded of one text message I received. After seeing a prayer request for help with rides, God placed a desire on the heart of someone to ask if they could help. They ended up driving the individual into Boston for a hospital visit which was greatly appreciated.

As I look back on last year, I would like to acknowledge Bob and Lori Kinsman for their strong leadership in bringing Mercy Meals to a new level of care. They have had a caring presence on meal providers and recipients alike.

As we look forward to this new year, we pray for the Lord's provision in training new Stephen Ministers and continuing to provide His love and care to all.

Joyfully submitted,

Deedee Roberts
Congregational Care Leader

MEN'S MINISTRY

This year once again has been particularly challenging given the pandemic as well as team turnover and yet God blessed us with some good things in Men's Ministry.

Breakfasts were on hold early in the year because of Covid restrictions, and we lost key breakfast team members to moving away and other priorities. For now, monthly breakfasts will not resume.

For the fall, like last year, our plans to get the men back together revolved around two previously successful events: a Men's Football Tailgating event and our annual retreat at Camp Berea's Man Camp.

The Football Tailgating Event in October was again a huge success with 25 to 30 guys AND gals, since we opened it up to everyone this year. The event was once again entirely outdoors with barbecue grills, big screen TVs, corn hole boards, and a huge assortment of meats and other food items. This event provided great fellowship, and encouraging and supportive conversations. Once again we had people come who had never been to a West Church Men's event. I'd like to especially thank Matt Pierce, Mike Talbot, and Angel Vargas for all their work in making this event happen this year, and I'm thankful for Pastor Chris, who came up with the original creative idea last year and who enjoyed this awesome event together with us again this year.

In November we attended Camp Berea's Man Camp. It was a beautiful AND cold weekend! We heard great messages on *The Power of Grace*, attended compelling seminars, and sang worship music together under the leadership of an amazing band and worship leader. Convicting messages on God's grace bringing us to the end of ourselves and giving up our right to be right, personally moved several of us in areas of our life plus prompted some deep conversations with other attendees going through difficulties.

There were once again many events available, including ax throwing, corn hole tournaments, football, target shooting, giant rope swing, paintball, and more. Plus there was plenty of time just to sit in an Adirondack chair by the lake with God. Over 200 men from all over New England came to worship and have fun together. I can't say enough good things about Man Camp. This is restorative and transformative time, and I encourage you men who have never attended, to join us next year!

We are hoping to introduce some Pizza Nights winter/spring of 2022 as we are able given the ongoing, rapidly changing Covid situation.

Thanks to our team members Matt Pierce, Mike Talbot, Angel Vargas, and Javier Villafane. Thanks also to Pastor Chris as our coach and encourager.

Grace and Peace,

Mike Stevens
Men's Ministry Leader

WOMEN'S MINISTRY

The 2020 postponed Women's retreat was finally able to be held on November 12-14 2021 in Alton Bay, NH. Finally getting together in person was obviously a welcome event, as registration numbers kept increasing beyond what we originally booked at the retreat center. Over 40 women attended.

Speaker Lauren Becker ably led teaching sessions, which led into spiritually impactful times of personal and corporate experience. Highlights included a Saturday session focused on being a child of God, shared conversation around meals, and the Sunday communion service.

It was apparent that simply being with one another in an atmosphere of restful God-awareness was satisfaction to the soul.

Thank you to Marge Squire who organized the retreat and was there even after the death of her mom just a few weeks prior to the event, and to all those who helped coordinate. Praise God for His faithful goodness.

In Christ,

Shirley Paz
Director of Spiritual Formation and Soul Care

DIGITAL MINISTRY

It's such an encouragement when a person says "thank you for what you do" as I sit in the media booth in the Worship Center. Knowing I can help bring them a part of the worship experience, if they are unable to attend in person, is a true gift. It is an honor to serve the community at West in digital ministry. I pray that the online content would be an ushering into the community of believers. Nothing replaces the teaching in the book of Hebrews:

Let us hold tightly without wavering to the hope we affirm, for God can be trusted to keep his promise. Let us think of ways to motivate one another to acts of love and good works. And let us not neglect our meeting together, as some people do, but encourage one another, especially now that the day of his return is drawing near. Hebrews 10:23-25

I'd like to recognize and thank my ministry team; My wife and son have been amazing team players in this effort! Natalie's gifting is in aesthetic design as she guides the look and feel of the digital version of the worship service. She has served as program director as well as a digital host for different church events. It is a blessing to work alongside my wife in this way!

Nathaniel has a gift for audio mixing. Under Jon Squire's mentorship, Nathaniel is growing into a very capable and valuable audio engineer. He is also developing a camera control skillset, with creative thinking towards visually appealing shots.

Jon Squire and I began to work more closely together during March of 2019 when West was moving into fulfilling the need for Digital Ministry. Jon is a problem solver, hilarious, creative, conscientious and unflappable in all circumstances. He is who he is in every case and while we're not "teammates" on the organizational chart, I consider him a friend and co-laborer in Christ.

Andrew Ziegler has been a consistent friend and colleague in the technology space. He's provided insight and synergy into how the digital solutions have taken shape! We are "cut from the same cloth" in many ways and I always look forward to consulting with him.

Margaret Cottrell has many talents, including producing a live stream service when needed! She steps in and gets the job done with little need for fanfare. Being neighbors with the Cottrell's has been a highlight for the past several years, offering my family encouragement, friendship and Digital Ministry support as well!

Digital Ministry at West is still in its infancy in so many ways. Designing approachable systems for like-minded people to be able to serve alongside me is the goal. I'm praying that God will add folks with a heart for media and technology, but also for evangelism and discipleship to this ministry.

Steve Simmons
Digital Ministries Leader

CONNECTION MINISTRY

Dear West Church,

Masks on! Masks off!

We were happy to see some return to normalcy in 2021. After months of having to register for church, the pre-registration, social distancing, and mask mandates were lifted in May. And once again we enjoyed seeing peoples faces in the West Entry Hall. Although our team is significantly smaller these days, we welcomed 2 new connection center hosts to our team: Lisa Bowley and Joann Bertrand. I am so grateful to them for their support and willingness to be at the Connection Center.

God continues to send us visitors regularly and we are happy to share a welcome packet and information about the ministries at West. In September, hosted the first Welcome Lunch we've had since January 2020. We thank God for that time of fellowship with new friends.

We are so grateful, that although we are living through so much uncertainty, we can still meet in person every Sunday.

We are privileged to serve at the Connection Center!

Best,

Sharon Ziegler
Connection Ministry Team Leader

HILLTOP SCHOOL

Hilltop School has had, overall, a good year! Of course, there have been plenty of speedbumps along the way, especially with this continuous pandemic, but we are thankful to be here in January of 2022, able to reflect on the past year and look forward with anticipation to this next one.

Going into 2021, we were a small but mighty group. We finished that school year in a strong way, and launched into a fun, energized summer season that brought in a lot of new children and families. By the time our 2021-2022 school year started this past September, we had grown closer to our “normal capacity,” enrolling about 48-50 children. We were thankful for that, seeing as the 2020-2021 school year had ended with about 30 children.

Another thing that God provided was staffing. I often found myself watching the news and seeing the panic at the national staffing shortage, or I would be on calls with other directors of early childhood centers in the state panicking about what they were going to do if they couldn't find staff, and I would right then and there thank God for the faithful, loyal, reliable staff that makes up the Hilltop teaching and caregiving community. We had some fantastic regular staff members leave for college, and one beloved one retire at the end of last school year, but God provided by bringing in new staff as well as some old faces that we missed so very much. It has been a tough year—honestly, probably tougher than the previous school year, especially on our staff, but they have weathered the storms in the best, most positive way that anyone could ever have asked of them. This is reflected in not only what I observe, but by what parents of our Hilltop children have been saying these past several months:

“We have no complaints and could not have imagined a more perfect introduction to education for [our child]. All thanks to the wonderful staff at Hilltop!” - Parent of Hilltop Kindergarten student

One other major thing that we are thankful for is the financial assistance that Hilltop has received over the past year. It all started with West Church's 2021 Annual Meeting, where a certain amount of money was approved as a gift for Hilltop to use due to the pandemic-related financial downturn. That gift allowed us to get through the rest of the school year, and through the summer, without anxiety and we are, as a ministry of West, forever grateful. We have also had faithful donors throughout this year, and we are constantly humbled by the heart and generosity of all those who continue to give to our organization. We were also fortunate enough to secure some state-funded grants that also helped give some much-deserved relief directly to our teachers, as well as stabilize our school financial accounts.

A major way that we have seen God working through our ministry is, quite honestly through the staff. I know I've already spent a good portion of this report praising the staff, but truly, the heart of this ministry can be found in the people who serve the children and families the most. It has been an honor to be a part of this “family,” as so many staff members call it, and we continue to grow on both the sunny days and the cloudy ones. One of the most beautiful things about the staff is our morning devotional time. A short period of 15 minutes before the school opens to gather

together, read a devotional, and pray, this was started when we re-opened the school from the pandemic shutdown in September 2020. The mutuality of our faith, the time spent coming before God each day, and the camaraderie that those things elicit really lay a beautifully strong foundation for the school. Because of this foundation for the staff that cares for the children, our cup does indeed overflow because we posture ourselves each day to receive the outpouring of God's Word collectively and individually.

As we look ahead to 2022, we have many hopes, dreams, and goals for the ministry of Hilltop School. Our main goal since we reopened after the initial pandemic-related shutdown has been to increase enrollment. This goal is being reached incrementally, with our roster of children increasing in size over the past year/year and a half. Looking ahead to the upcoming summer and new school year of 2022-2023, we are hoping to fill even more spots, especially in our Pre-K and Kindergarten classrooms. With increased enrollment will come the need for more staff, so we hope to add to our staff rotation with licensed and certified teachers and lead teachers, especially in the Infant/Toddler classrooms.

Speaking of Infant/Toddlers, we hope to add a second Infant/Toddler room to address the overwhelming need for toddler care in our community. Every time we get close to achieving this goal, it seems we've met setbacks that impede our ability to do it; however, we know there is a need and therefore we will continue to do our best to hopefully staff and then open a second room for our youngest age group.

One final goal that is near and dear to my heart in particular is to create a family scholarship fund. In addition to being a private-pay school, we also accept childcare vouchers, so that low-income families have access to the quality care and education that we provide here. However, the vouchers are only available to those who fall under the state's income poverty line. We have families who don't qualify for the vouchers, but who also find the private pay a challenge, and therefore it either means they don't send their children here, or, if they've already enrolled and come upon financial hardships, means that they have to withdraw their child. Both situations grieve our heart as a ministry, especially because our main goal is to share the Gospel with these families, so it is a hope to get a Scholarship Fund off the ground in the coming year, where we can reasonably, methodically, and graciously cater to those families in most need of the financial assistance.

We covet your prayers and encouragement as we go into this next year. We trust that our future is fully in the loving, merciful, gracious hands of our God, and in this Truth, we walk into each day with eager anticipation.

Alicia Smith
Director of Hilltop School

OUTREACH MINISTRIES

LOCAL OUTREACH:

It is exciting to give a report on the many wonderful things God has done with the local outreach ministry this past year!

Family Kitchen

In 2021, the West Church Family Kitchen distributed over 26 tons of food. This equates to 6,487 individual bags of food given out! Betsy Tombarelli and her dedicated team of volunteers put in many hours of work each week procuring, sorting, packaging, and handing out the food. This year the food was given out “drive-thru” style at the front doors of the church and every carload of people arriving is greeted with a smile and a heartfelt “God Bless You!”

The Family Kitchen receives many food donations from you, the West Church family. Whenever there is a request for specific items, you fill the need. Thank you for your generosity!

Local Ministry Partners

In 2021, West Church was involved with 7 different local ministry partners in their outreach to the greater Haverhill area. These ministry partners are: Leaving the Streets, Habitat for Humanity, Pregnancy Care Center, Lazarus House, Common Ground, Amirah, and Fostering Hope. We partnered with each of these ministries in different ways; some were supported financially; some were supported thru gift card drives; some were Serve Day locations. Each ministry allowed us to play a part in what they are doing to show the love of God to our surrounding community. There is not enough space to elaborate on all that happened with these ministries, but the following are a few of the highlights:

Fostering Hope Merrimack Valley

West Church has continued to be involved with Fostering Hope through their Family Support Initiative. The Family Support Initiative identifies families within the foster care system that may have a specific need and communicates that need to area churches willing to help. During this past year, West Church provided groceries, clothes, and other necessities to 15 local families. In this way, West Church supported children and families within the foster care system while sharing the love of God.

This past Christmas, the people of West Church donated enough gift cards (\$100 each) for 26 teenagers living in group homes within the foster care system! These teens do not normally receive anything at Christmas time. What a beautiful way to communicate to these teens that they are seen and loved.

Amirah

West Church donated over \$1,500 in gift cards to help the women who live at Amirah. These cards supplied groceries, clothing, and gas as they focus on rebuilding their lives after being rescued from sex trafficking. Thank you, West Church, for your loving generosity in helping these survivors.

Serve Days

Last year the Local Outreach Ministry Leadership Team organized a number “Serve Day” opportunities. We served on three Saturdays in March and two in October. Each one offered a chance for the “scattered church” to be out and about in the local community, spreading God’s love in acts of service and supporting various local ministry partners. Approximately 144 hours of work were given, and we did a lot of painting, carpentry, drywalling and landscaping. I would like to thank Jim Herrick (Common Ground), Miguel Quinones (Leaving the Streets) and Ken Rees (Habitat for Humanity) for organizing these service opportunities for the people at West Church.

The reason we do all these things with local outreach is show the love of God to our surrounding community. Each bag of food given out; each gift card donated; each stroke of a paintbrush or nail driven is an expression of God’s love. There was a lot of love flowing out of West Church this year!

INTERNATIONAL OUTREACH:

Missionary Support

In 2020, West Church was able to send financial support to 16 overseas missionaries and their families. West Church supports missionaries working in Asia, Africa, Europe, Central America and the Middle East where they evangelize, plant churches, serve refugees, rescue orphans and translate the Bible into new languages. It is a privilege to partner with them as they expand God’s kingdom in different parts of the world.

Missionary Visits

We were fortunate to have 5 of our supported missionaries visit us in-person this year. In May, Jonathan and Susanna Ciccarone were with us before they left for there new assignment in the Horn of Africa. We had a June visit by Pastor Nelson Juarez from El Salvador, where he plants churches. Mike Najjar visited us in April, just before departing with his family to a new location for them in Egypt. Carlos and Cynthia Rodiles shared with us about their work with Milamex in Mexico City during a visit in October. And lastly, David Heckendorn came with his friend Rohan and shared about his work with international graduate students at Harvard. It was wonderful to listen to them talk about their ministries and pray for them in person along with the congregation.

Operation Christmas Child

Operation Christmas Child was a great success this past year with 269 shoe boxes collected from West Church. West Church was once again very generous with their donations. We also received and packaged over 1,028 boxes from other churches as a regional collection location for Operation Christmas Child. Many thanks to Mary Lou Noonan and everyone who helped with the collection.

Special Projects

We were able to send a financial gift to a local ministry that is helping refugee families from Afghanistan re-settle in the area. Also, we sent some funds to help a pastor who works with Nelson Juarez re-build his home after it was burned by vandals. It is a blessing to have the resources to meet specific needs as they arise.

I am so blessed to be able to work alongside a great group of people on the Mission Leadership Team; Ellie Gustafson, Brianna Fitzgerald, Judy Durant and McKenzie Kennedy. I would like to thank them for all their hard work for missions at West Church.

WHOLE LIFE DISCIPLESHIP:

Evangelism Without Additives Book Study

In the spring, a small group study using the book *Evangelism without Additives* by Jim Henderson was offered. We had 11 people attend the 6-week study. Reading and discussing the book helped us realize that we often make “sharing about Jesus” much more complicated than it needs to be. The most effective evangelism takes place within genuine relationships where we spend much more time listening than talking. We also do not need to feel pressure to have “all the answers,” just an honest dialogue about Christ in our own lives. Basically, we just need to be ourselves and not a salesperson.

This Time Tomorrow

This past year we have continued with “This Time Tomorrow” interviews with people from the congregation during Sunday morning worship. We ask three simple questions: *What will you be doing this time tomorrow? How do you see God working where you are? How can we pray for you?* These interviews are a great way for us as the “gathered church” to celebrate how God is using all of us during our regular lives as the “scattered church.” We also pray for the person, essentially commissioning them for the important ministry they do in their everyday life. It has been a blessing to be able to learn about and pray for people in a wide range of contexts.

In the coming year, we hope to offer another small group study focusing once again how we can love and reach others in our lives for Christ.

Mark Cottrell

Director of Outreach

PROPERTY MINISTRY

*Each of you should use whatever gift you have received to serve others,
as faithful stewards of God's grace in its various forms.*

1 Peter 4:10-11

Team Members: Dave Dillon, Deb Dillon, Bruce Overhiser, Doug Pearson, Bob Wilson, and Phil Williams

Bruce Overhiser has joined the Property Team for 2022. We would like to thank Richard Boynton for his many years of service to the Property Team.

Thank you to everyone who participated in the Church Workday in May.

Projects completed for 2021:

- Removed dead trees at rear of church
- Install drainage system in boiler room of Brick Church
- Replaced electric range in the parsonage
- Fixed the West Entry Hall doors to be more secure
- Repaired roof over office wing
- Repaired boiler in the office wing

Future Projects:

- Repair Vestry ceiling
- Rework storage areas in the church
- Repoint brick church
- Replace heater unit on the second floor of WEH
- Replace boiler in the Brick Church



Thanks to all the volunteers and the members of the church who always step in and help when needed.

Dave Dillon
Property Team Ministry Leader

2020 PROPOSED BUDGET

	2022					
	Jan - Dec 21	Budget	\$ Over	% of Budget	Proposed	Difference
INCOME						
OPERATING CONTRIBUTIONS	688,173.36	700,000	(11,826.64)	98.31%	700,000	0
OPERATING - HILLTOP PAYMENTS	16,863.70	10,000	6,863.70	168.64%	17,000	7,000
PARSONAGE RENTAL INCOME	16,700.00	16,200	500.00	103.09%	20,000	3,800
TOTAL INCOME	721,737.06	726,200	(4,462.94)	99.39%	737,000	10,800
CARRYOVER						
RESERVE	0.00	0	0.00		8,375	8,375
PRIOR YEAR CARRYOVER	26,475.00	26,475	0.00	100.0%	41,914	15,439
TOTAL CARRYOVER	26,475.00	26,475	0.00	100.0%	50,289	23,814
TOTAL INCOME BUDGET	748,212.06	752,675	(4,462.94)	99.41%	787,289	0
EXPENSE						
	SALARY DETAIL NOT PUBLISHED					
STAFF COMPENSATION	416,920.75	425,075	(8,154.25)	98.08%	451,111	26,036
STAFF REIMBURSEMENTS	3,823.25	4,750	(926.75)	80.49%	4,900	150
WORSHIP ARTS MINISTRY	12,007.93	14,000	(1,992.07)	85.77%	14,000	0
SMALL GROUP MINISTRY	422.55	800	(377.45)	52.82%	800	0
CONGREGATIONAL CARE	0.00	700	(700.00)	0.0%	100	(600)
CONNECTIONS MINISTRY	199.77	1,350	(1,150.23)	14.8%	1,350	0
MEMBERSHIP MINISTRY	307.91	200	107.91	153.96%	300	100
WORSHIP SUPPORT MINISTRY	1,847.30	3,750	(1,902.70)	49.26%	3,750	0
WOMEN'S MINISTRY	17.00	1,100	(1,083.00)	1.55%	1,100	0
MEN'S MINISTRY	0.00	1,650	(1,650.00)	0.0%	1,350	(300)
FAMILY MINISTRY	1,650.33	2,000	(349.67)	82.52%	2,000	0
YOUTH MINISTRY	6,980.76	7,500	(519.24)	93.08%	7,500	0
LEADERSHIP DEVELOPMENT	1,640.72	1,000	640.72	164.07%	1,100	100
CHILDREN'S MINISTRY	6,767.87	9,000	(2,232.13)	75.2%	9,000	0
SPIRITUAL FORMATION & SOUL CARE	2,394.52	2,600	(205.48)	92.1%	2,700	100
MISCELLANEOUS MINISTRY	6,854.31	7,650	(795.69)	89.6%	10,650	3,000
OFFICE SUPPORT	13,585.03	15,650	(2,064.97)	86.81%	15,650	0
COMPUTER / TECHNOLOGY	10,956.40	10,000	956.40	109.56%	11,500	1,500
PROPERTY SUPPORT	143,437.47	164,700	(21,262.53)	87.09%	169,000	4,300
FINANCE SUPPORT	6,073.32	6,700	(626.68)	90.65%	6,700	0
LOCAL OUTREACH	6,885.80	9,000	(2,114.20)	76.51%	9,228	228
MISSION TEAM EXPENSE	8,400.00	8,000	400.00	105.0%	9,000	1,000
INTERNATIONAL MINISTRY	55,125.00	55,500	(375.00)	99.32%	54,500	(1,000)
TOTAL EXPENSE	706,297.99	752,675	(46,377.01)	93.84%	787,289	34,614
2022 CARRYOVER	41,914.07	0	41,914.07	100.0%	0	0
OUTREACH (Cell Funds)						
OUTREACH Expense	37,739.67	45,000	(7,260.33)	83.87%	45,000	0

2022

	Jan - Dec 21	Budget	\$ Over	% of Budget	Proposed	Difference
INTERNATIONAL MINISTRY PARTNERS						
5050 · John & Brooke Bryant	3,000.00	3,000	0.00	100.0%	3,000	0
5060 · Stuart & Sindia Foster	3,000.00	3,000	0.00	100.0%	3,000	0
5070 · Sally Isaias	3,500.00	3,500	0.00	100.0%	4,000	500
5090 · Humberto del Arca	2,500.00	2,500	0.00	100.0%	2,500	0
5100 · Victoria Pierce	2,500.00	2,500	0.00	100.0%	2,500	0
5110 · Nelson Juarez	2,500.00	2,500	0.00	100.0%	2,500	0
5140 · Ralph & Tara Leo	6,000.00	6,000	0.00	100.0%	6,000	0
5160 · Chet & Fran Matheson	3,000.00	3,000	0.00	100.0%	3,000	0
5180 · KULEA	5,000.00	5,000	0.00	100.0%	5,000	0
5210 · Craig & Layni Soderberg	3,000.00	3,000	0.00	100.0%	3,000	0
5220 · Bill & Carol Turner	3,500.00	3,500	0.00	100.0%	3,500	0
5483 · Hugh & K Coombs	125.00	500	(375.00)	25.0%	0	(500)
5486 · Ruth H. Dailey	500.00	500	0.00	100.0%	500	0
5489 · Robert & Lois Draper	500.00	500	0.00	100.0%	500	0
5492 · Charles & Murial Davis	500.00	500	0.00	100.0%	500	0
5496 · Emmanuel & Allison Pothen	4,000.00	4,000	0.00	100.0%	4,000	0
5497 · Johnathan Ciccarone	4,500.00	3,000	1,500.00	150.0%	4,000	1,000
5498 · Mike & Lesly Najjar	3,000.00	3,000	0.00	100.0%	4,000	1,000
5499 · David Heckendorn	3,000.00	3,000	0.00	100.0%	3,000	0
5501 · Laura Fazio	1,500.00	3,000	(1,500.00)	50.0%	0	(3,000)
INTERNATIONAL MINISTRY	55,125.00	55,500	(375.00)	99.32%	54,500	(1,000)

NON-BUDGETED FUNDS 12/31/19

BUILDING FUND

Purpose: For major property related projects that exceed the resources available through the Operating & Missions Budget.

12/31/2021 Balance: **\$85,043**

** Designated for Main Boiler: \$29,000.

Available Balance: \$56,043.

Major projects currently under consideration by the Property Team include a new boiler for the Brick Church, repair the Vestry ceiling, and rework storage areas. Future projects include pointing up the masonry and bricks of the brick church, and replacement of the furnace heating the 2nd floor of the Worship Center.

*** At a Special Business Meeting on 3/23/2014 the church authorized up to \$29,000 from the Building Fund for replacement of the main heating boiler in the brick church when needed.*

RESERVE FUND

Purpose: To provide a buffer for unexpected events or expenses, or a significant decline in income.

12/31/2021 Balance: **\$179,190.**

The current balance would fund operations for 8-9 weeks in the event of a crisis, to allow time for adjustments to be determined and implemented. Why? In 2003 West Church experienced a decline in income to the point that weekly contributions had to be deposited before paychecks could be distributed to staff. The situation resulted in adjustments to the budget and staff reductions.

MISCELLANEOUS FUND

Purpose: Primarily intended to track “in and out” funds. For instance, if the Men’s Team plans a retreat, the registration fees collected are deposited into this fund, and then payments for the retreat expenses are paid out of it. Many of our Ministry Areas have line items within this Fund. The Miscellaneous Fund may also be used to self-finance specific expenses to avoid leasing fees and finance charges (i.e. copier replacement, and LED Bulb Replacement Project). In addition, other designated monies may be tracked within this fund. Some of the more significant line items include the following:

Cell Antenna Fund (Verizon Wireless payments): \$112,563

Family Kitchen: \$14,562

12/31/2021 Balance: **\$166,711**

BENEVOLENCE FUND

Purpose: To collect and distribute money to meet the unexpected and overwhelming financial needs of people in the West Church community. This fund is anonymously administered by a volunteer team with oversight by the Pastoral Staff. Income and expenses are periodically reviewed by the SLT (without identifying names of recipients). 10% of the funds collected are donated to Common Ground and 10% to the Haverhill Salvation Army to meet needs of people in the broader Greater Haverhill community. Balances in this fund are not published.