In Attendance

- Board of Elders (BoE): Yuguang He (BoE Chairman), KC Chu, Ji-yong Wang, Chaw-Bing Chang, Paul Huang, Ruike
 Wang
- **Board of Deacons (BoD):** Ye Tang (Head Deacon), Keuiyu Joshua Lin, Philip Sailer, Eric Mui, Ligong Xu, Jianzhong Yang, Lilian Wang, He Dong, Zhongli Zhang, Sophie Yang, Petek Åltug
- Pastoral Staff: Senior Pastor Juta Pan, Pastor Steve Chang, Pastor Yuegang Zhang, Minister Juan Chen, Pastor Patrick Chen, Pastor Steven Bowman, Pastor Jeff Hwang, Pastor Duane Chang, Minister Taylor Birkhimer
- Others: Tony Ng
- Absentees:
 - Elders:
 - Deacons: Kelly Hsu
 - Pastors:

Location: Building 151, Online Zoom Meeting

Meeting Agenda & Minutes

- Meeting started at 9:02AM. Pastor Pan opened in prayer.
- Pastoral Report
 - State of the entire church
 - Moving from busy spring to summer mode
 - Attendance is stable (keeping hybrid in-person and online options at this time)
 - Many newcomers at services, need active follow-up
 - How can we encourage all people to return to meeting in-person?
 - Need more co-workers in ministries, especially children's ministries
 - Spring activities
 - Good Friday joint service and Easter services
 - CM (4/28-30) and COM (5/5) spring evangelistic meetings
 - CM/YM/ChM summer revival meeting (5/19-21), marriage/family/parenting
 - CB retreat (5/26-28) at Pilgrim Pines
 - Social Concerns Ministry activities: 6K Walk for Water, Hope House donation drive
 - Three short term missions
 - Kyrgyzstan team (March)
 - COCM team (April)
 - Honduras team (April)
 - Baptisms in different congregations and ministries
 - Farewell to graduating Youth and appreciation for counselor
 - Summer ministries and events
 - No Youth and Awana (bi-weekly children's program instead)
 - CM fellowship meetings will change to bi-weekly and many outdoor activities
 - Eight short term mission teams, need better planning and training next year
 - ChM VBS (6/28-30)
 - CM Kairos Mission Course (8/4-13)
 - COM New Students service (including airport transportation)
 - Ministry focus in the future

- Caring for the congregation and people with special needs
- Outreach to younger generation
- Connection to Community
- Explore outreach activities in missions, evangelism, and social concerns
- Pastoral staff
 - Interim YM minister Ruth Tao resigned at the end of May
 - Searching for new Youth Ministry staff
 - Pastor Ziyi and Minister Taylor will lead short term missions teams in July and August
- o CM
- Caring
 - Stephen Ministries (SM)
 - o SM-2023: 4 trainees, 9 out of 20 training modules completed
 - Commissioning date 8/27, with a special musical presentation
 - Highlights
 - Newcomers: 50+Funeral services: 3
 - o Weddings: 1
 - Benevolence Fund (BF) recipients: 3
 - Child Dedication: 3
 - o Baptized: 7
 - Weekly Prayer Meeting resumed in-person on 4/18
 - Pulse magazine (quarterly): #33 to be published by the end of June
- Fellowships
 - CM fellowships are strong and healthy, percentage of in-person fellowship attendance is gradually growing
 - Fellowship pastor writing bible study materials for fellowships to use
 - Fellowships have BBQs and invited new friends
 - Fellowships continue to support various church ministries, including cooking Sunday lunches, Awana, CM worship ushers, transportation, parking
 - Brandeis Student Fellowship gathers on campus, steadily growing
 - o Rides to church for students to worship
 - Care for hospitalized students
 - Hosted Zoom meetings with students during the summer
 - Fellowship ministry helped with organizing the CM Revival meeting
- Children's Ministry
 - Consistent attendance numbers
 - Sunday: 90's/80's
 - Fridays: 60's/50's
 - May Institute training on 5/6 well received and attended
 - Mustard Seed has urgent need for teachers and helpers
 - Started a third MS class, big help, less chaotic
 - MS Open House on 6/11, good attendance
 - Special needs children remains a challenge
 - Awana Closing Program 6/16, Friday summer activities start 6/23
 - VBS Training and Kick-Off Sunday 6/25 from 12:30 4:00 pm
 - VBS Planning in full swing dates 6/28-30
 - Proposal for security/safety upgrades for children's space
 - Participating in effort to support Willows school

- Pastor Bowman will be at Joni & Friends Family Retreat 6/17-22, on vacation 7/1-8
- Discussion
 - Low commitment from people who volunteer for children's ministry
 - Possibly from turnover in the church congregation, newcomers still deciding if they want to commit to attending CBCGB so they're not participating in ministries
 - Newer generation congregants may need to build up community with each other to encourage more to serve the church body.
 - Preparing the congregation to serve vs forcing the congregation to serve
- City Outreach Ministry
 - Current sermon series: The Book of Ezekiel (May Aug)
 - Sunday service averaged 154 adults and 28 children in person, 16 connections online (Apr Jun)
 - Adult Sunday school was well attended
 - Christian Ethics: 28 44
 - Journey to Intimacy: 22 36
 - How the Cross Reshapes the Home: 8 14
 - Children's Sunday school growing from 20+ (Jan Mar) to 30+ (Apr Jun)
 - Young family fellowship shifting from bi-weekly to weekly, 10+ families attended regularly
 - Upcoming events
 - Fellowship coworker training 6/4-25
 - Child Dedication 6/18
 - Father's Day BBQ 6/18
 - Children's Summer camp 7/17-21
 - Hope House missions trip 7/21-23
 - Coworkers Retreat 7/29
 - New Students airport pickup (Jul Aug)

Youth Ministry

- Minister Ruth stepped down at the end of May, thanks to the Lord for her service
- Completed Spring Sunday school classes with steady attendance (20-30 middle school, 10-20 high school), began Summer Sunday school
- 9 youth baptized 4/9
- Youth pastor search committee formed, search ongoing
- Summer Short Term Missions
 - Hope House Maine
 - Some youth joining TMT (Taiwan)
- Senior send-off celebrated 15 graduating seniors
- Celebrated end of school year ALIVE with senior send-off and counselor appreciation
- ALIVE attendance steady throughout the year, averaging 70s
- Overall engagement and mental health among biggest challenges

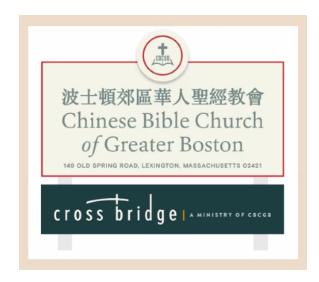
o Cross Bridge

- CB Sunday service averaged 180 in-person and 15 connections online
- Sermon series: Finished "Act 13-28: To the Ends of the Earth" series, starting Malachi
- Easter potluck and Summer BBQ (partly outreach events)
- Easter baptism (9) and new members (11)
- Auxano Consulting and monthly Coaching for Vision Execution and Leaders continued
- Upcoming events: CB retreat 9/22-24
- Friday Charis/ICF averaged 24, Summer Charis/ICF (a.k.a. Crossgen) kickoff 6/16
- Charis+ICF retreat at Pilgrim Pines 5/19-21, 28 members attended

- BoD Report
 - Stewardship report
 - Major Projects
 - Children's Ministry (1st floor) Single-entry Project (security enhancement)
 - Tony, Jason and Kylie visited Grace Chapel and walked through their security setup, collected value information for our church Children's Ministry
 - o Stewardship committee waiting for visit evaluation feedback
 - Church front entrance landscaping project
 - o Landscaping contractor (Thali and his company) are doing this project
 - Further designs needs advice from members who are professional architects



- Signage Project
 - Option A is picked as the final version, use aluminum backing for durability
 - Use 3D letters for the text
 - Additional outdoor lighting to illuminate signage at evening/night
 - Expense for using high-quality materials approx \$15K, original quote about \$5K



Property Maintenance

- Sunday services support
- Church-wide cleaning and winter maintenance
- Church office support (bills, invoices, town inspections, etc)
- Purchase supplies and equipment maintenance
- Fulfilled requirements of Lexington town Building Energy Use Disclosure (BEU-D) bylaw (requires building owners annually disclose their energy and water use to the Town of Lexington)
- Routine church property repair (broken chairs/ fridge in the chapel kitchen)
- Cleaned up church vans
- Replaced lights outside of building 151







Transportation Ministry

- Steady number of people (Alewife route) attending church Sunday worship
- Opened Winchester/Alington route, around 5-10 senior people, including sisters over 90 years old
- Resuming Lexington senior housing route is under consideration (needs at least 5 people, now 2)
- Van #2 had mechanical concerns, repair completed and passed the inspection
- Suggestion: Van drivers should have current first aid/CPR certification, part of overall church safety review



Kitchen Ministry

- Kitchen ministry coworkers will cease serving Sunday lunch from mid June to early September
- Sister Yan plans to serve Sunday congregations cold drinks during summer, so the kitchen is still open

- BoE Report
 - o Policy Review and Approval
 - Local Outreach Policy updates approved
 - Promote better communications
 - Church-wide Info Session Meeting and follow-up
 - Special CC meeting over CBE and follow-up
 - Personnel
 - Interim Minister Ruth Tao officially resigned at the end of May, communications for mutual understanding conducted at both personal and collective levels
 - Deacon nomination committee (DNC) in progress: committee established, more candidates recommended
 - Elder nomination and training in progress
 - Near-term Projects
 - CBE Phase 1
 - Willows Christian School onsite at CBCGB Lexington campus
 - Contract signed
 - Renovation started
 - School potentially to start in September
 - Recommend to make announcement across all congregations
 - Reaching local Chinese population
 - The Chinese population in the Boston area is increasing, how to effectively reach out to them?

Examples of Neighboring Chinese Population Growth

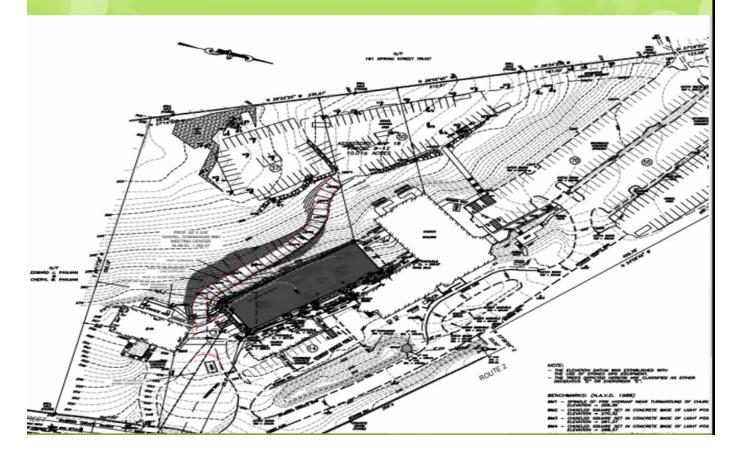
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		Chinese	% of		Chinese	
Town/City	Population	Population	Chinese	Population	Population	% of Chinese
Lexington	31,394	2,945	9.4%	34,071	5,724	16.8%
Burlington	24,498	538	2.2%	26,377	673	2.6%
Brookline	58,732	4,320	7.4%	63,215	5,923	9.4%
Waltham	60,632	1,930	3.2%	64,015	3,937	6.2%
Wellsley	27,980	1,488	5.3%	29,550	2,570	8.7%
Winchester	21,374	1,140	5.3%	22,760	2,096	9.6%
Malden	56,340	4,504	8.0%	66,263	10,735	16.2%
Newton	83,829	4,047	4.8%	88,787	8,524	9.6%
Belmont	24,194	685	2.8%	27,295	2,730	10.0%
Cambridge	101,355	4,854	4.8%	117,779	10,129	8.6%

- Major Upcoming Subjects
 - Considering updates to church governance structure
 - Bylaws revision
 - Local outreach ministry review
 - Missions ministry review

- CBE Update
 - Fundraising (on going)
 - First 18 months (from 12/18/2021 5/31/2023)
 - Received 62 pledges, total \$325,872
 - 7% increase in number of participants, 2.8% increase in the pledge amount over last three months
 - \$358,854 total donation received in 18 months (30% increase over last three months)
 - Total CBE fund at the end of May 2023: \$1,564K (\$81K increase over last three months)
 - Pledge participation rate still kind of low
 - Final quote from Callahan/Hoffman Co, Inc
 - Design and Build
 - Phase 1: \$2,171K (with AC)
 - Phase 2: \$1,490KPhase 3: \$792K
 - Total: \$4,453K (Design & Permit \$293K, Build \$4,160K)
 - The design and build contractor is pretty much done with the detailed drawings and engineering work, currently working on building permit application
 - BoE approved the phase 1 contract at 6/10/23 BoE meeting
 - Funding projections for Phase 1
 - Current funding by May 2023: \$1,564K
 - Projected funding by May 2024: \$1,744K
 - Adding \$300K from Capital Fund: \$2,044K
 - Phase 1 design and build cost: \$2,171K
 - Shortfall: \$127K (19% reduction)
 - Current CBE project plan
 - Phase 1: \$2.17 million (fundraising \$750,000)
 - Multipurpose activity center (indoor gym)
 - Bathrooms for multipurpose activity center
 - Bathroom fittings for the new chapel
 - Foundation for classrooms, office and new chapel
 - Phase 2: \$1.49 million (fundraising \$1.49 million)
 - Complete 14 new classrooms, 4 new offices
 - Phase 3: \$800,000 (fundraising \$800,000)
 - Complete the new chapel (355 seats)
 - Improve gravel parking lot
 - Meetings with Lexington Building Department

Initial meeting with 6 town officials	Jan 25, 2023
Meetings with Contractor/Design Engineers	Jan 30, 2023
2nd Meeting with Contractor	April 10, 2023

Site Plan for adding circular driveway



- Current Project Timeline for Phase 1
 - Approximately 2 month delay due to detailed drawing and engineering work

Project promotion and fundraising	Dec 2021
Design and Build Contractor search	Apr 2022
Detailed design for building permit	Sep 2022
Apply for building permit	Jun 2023
Construction begins	Aug 2023
Construction complete	Feb 2024
Building occupancy approval	Mar 2024

- Contract summary for Phase 1
 - Construction starting date: Upon receipt of building permit
 - Total cost: \$2,170,489
 - Progress payments: Covering one calendar month ending on the last day of the month
 - Payment approval: Approved by Owner (CBCGB), the architect and the Owner's Architect
 - Payment dates: Within 14 days after approval

- Retainage: 10%
 - Amount withheld at the end of the project to ensure everything is ok with the new building to our satisfaction
 - If issues are found and not addressed by the contractor, retainage is kept by the church to find a new contractor to address those issues
 - Retainage will be paid out probably 3 to 6 months after occupancy, need people to use the new building to quickly identify issues

Observations

- Need to coordinate between ministries to deal with the disruptions the construction will cause
- Volunteers to help the CBE team monitor contractor's progress are welcomed
- At the completion of phase 1, there will not be a roof over the foundation for the classrooms/chapel side of the new building

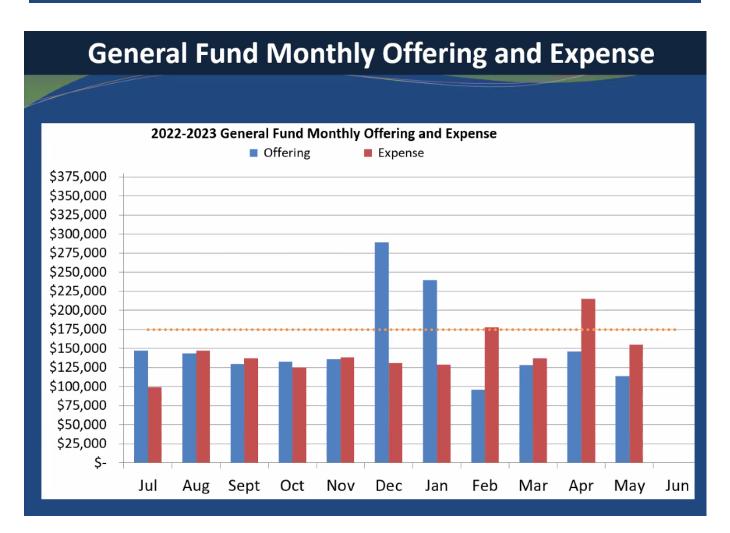
Discussion and vote to approve moving \$300,000 from the Capital Fund to the CBE Fund

- Questions were raised regarding the plan for funding phases 2 and 3, and the confidence level of those funding plans
 - Aside from donations, loans from church members to the church were noted to be the best option at this time
 - Church bonds (used previously) are no longer an option
 - Hopefully once phase 1 is complete and the utility of the new building is shown, church members will be inspired to complete phases 2 and 3
- Concerns were raised that moving \$300,000 from the Capital Fund to CBE Fund does not align with how some church members expected their giving to be used, and lead to loss of trust in church leadership and decreased giving to the church
 - Money given to the church without designation goes to the General Fund, where members trust the church leaders to use the money wisely
 - Money from the General Fund is allocated to the various funds (including Capital Fund) through the budget setting process
 - Capital Fund money is set aside for specific purposes, which the CBE does fall under
 - One proposed solution was the creation of separate (designated) funds that would go towards a specific purpose (e.g. staff salaries) that does not include the building project, similar to the missions fund
- It was noted that the objections raised by various church council members are not only the individual views of the council members, but of congregation members represented by those council members as well. The council needs to figure out how to address the congregation members' concerns.
- Elder KC Chu motioned to approve moving \$300,000 from the Capital Fund to the CBE Fund, Deacon Ye Tang seconded
 - Voting results: Yes 18, No 5, Abstain 2
 - Motion passed

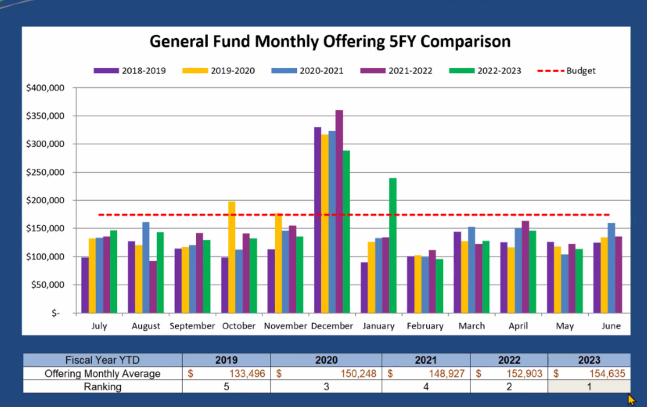
Financial Report

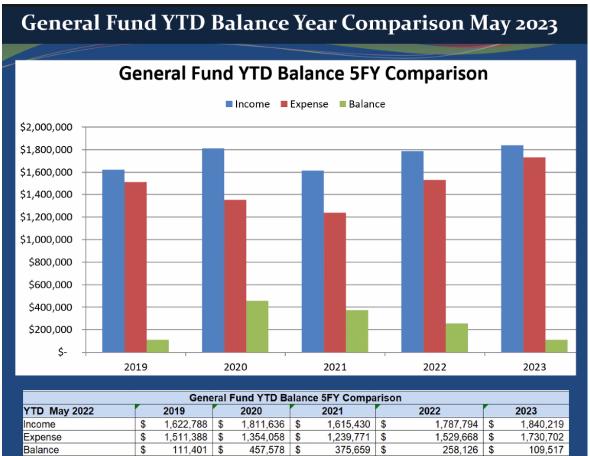
General Fund May Summary									
	Month YTD YTD /Budget								
Offering	\$	113,442	\$	1,703,615	81.4%				
Expense	\$	154,721	\$	1,594,098	76.2%				
Balance	\$	(41,279)	\$	109,517					
Budget	\$	174,313	\$	2,091,754	91.7%				

May									
		Offering		Expense		Balance	Cu	ımulative Balance	
General Fund	\$	113,442	\$	154,721	\$	(41,279)	\$	109,517	
Mission Fund	\$	19,432	\$	37,257	\$	(17,825)	\$	128,516	
Benevolence Fund	\$	1,025	\$	4,000	\$	(2,975)	\$	126,740	
CBE Fund	\$	16,914	\$	П	\$	16,914	\$	1,564,565	
SCM	\$	7,760	\$	6,349	\$	1,411	\$	48,909	
Capital Fund	\$	26	\$	-	\$	26	\$	497,535	



General Fund Monthly Offering Year to Year Comparison





Ranking by Balance

5-FY Comparison Total Offering Expense Net Income May 2023



5-FY Comparison Total Offering Expense Net Income May 2023								
		2019		2020	2021	2022	2023	
Total Contribution/Offerings	\$	2,008,716	\$	2,180,755	\$2,203,913	\$ 2,459,180	\$ 2,548,796	
Gross Profit	\$	2,163,095	\$	2,383,948	\$ 2,294,750	\$ 2,573,091	\$ 2,717,286	
Total Expense	\$	1,997,152	\$	1,957,718	\$1,868,846	\$ 2,237,660	\$ 2,329,677	
Net Income	\$	165,944	\$	426,230	\$ 425,904	\$ 335,430	\$ 387,609	
Ranking by Offering		5		4	3	2	1	
Ranking by Total Expense		3		4	5	2	1	
Ranking by Net Income		5		1	2	4	3	

YTD Individual Fund Balance May 2023

FY Year to Date May 2023	YTD		Approvers
General Fund	\$	109,516.86	
Capital Fund	\$	497,534.93	Ye Tang, Steward Chair
SUBTOTAL	\$	607,051.79	O)
	Ť		
RESTRICTED FUNDS:			CC Chair
Mission Fund	\$	128,515.97	Mission Chair
Benevolence Fund	\$	126,740.23	Ning Yang
Book Store Fund	\$	7,978.48	LiQing Fu
Church Bld Expansion Fund	\$	1,564,565.32	KC Chu
General Reserve Fund	\$	439,297.00	CC chair
SCM Fund	\$	48,909.00	Jiming Xiong
STM - Kyrgyzstan	\$	(951.80)	Mission Chair, Taylor Birkhimer
STM - Youth (Hopi, Lynn, NY)	\$	16,880.71	Mission Chair, Taylor Birkhimer
STM - Adult	\$	9,998.47	TBD
Neighborhood Church Partnership	\$	5,189.51	Eric Chiu, Taylor Birkhimer
Afghan Neighbor Ministry	\$	45,954.57	Eric Chiu, Lilian Wang
SUBTOTAL Restricted Funds	\$	2,393,077.46	
DESIGNATED FUNDS			CC Chair
Sunday Dining Services	\$	36,542.30	Zibiao Zhang
VBS Fund	\$	3,948.99	Steven Bowman
Memorial Fund	\$	61,962.98	CC Chair
Medical Hardship Fund	\$	4,850.00	CC Chair
SUBTOTAL DESIGNATED FUNDS	\$	107,304.27	
SUMMARY:			
General Fund & Capital Fund	\$	607,051.79	
Restricted Funds	\$	2,393,077.46	
Designated Funds	\$	107,304.27	
Total	\$	3,107,433.52	

- FY2023 Budget Amendments
 - o Youth Ministry budget amendment
 - Youth retreat account is over budget due to unforeseen factors
 - More financial hardship scholarship applications than planned for retreat registration fees
 - More retreat registration fee refunds than expected due to illness of students the week of retreat (some with COVID)

F	G	Н	1
YOUTH RETE	REAT 56110	\$21,600.00	
	USED	\$22,756.16	
	LEFT	-\$1,156.16	
3.20.23	refund	\$200.00	R
	Reconciling	-\$880.00	
	5 MS scholarships		
	11 HS scholarships	\$3,520.00	
			ŀ
	Camp fees	\$32,436.00	
	Buses	\$9,750.00	
	Camp shirts	\$3,674.42	
	Honorariums	\$3,000.00	
	Speakers transportation	\$1,213.00	
	Supplies, training, snacks and coworker apprecia	\$2,106.00	
	Payments (plus reconciling)	-\$30,580.00	

- Request increase Youth Retreat 2023 budget by \$1,200 (from \$21,600 to \$22,800) for account 56110
 - Elder Paul Huang motions, Minister Taylor Birkhimer seconds
 - Voting result: Unanimous consent, motion passed
- o Office Admin budget amendment
 - Received invoice from the Herald magazine for expenses that were incurred in FY2021 but not billed until now due to pandemic (\$480)
 - Advertising fee was raised in FY2023 (\$660 for 6 months)

CBCGB General Fund Budget Amendment for Fiscal Year: 2022-2023

Date Submitted: 6 / 15 /2023 Version: _____(draft or final)

Department/Ministry: office Admin

Item #	Existing/ New	Budget Account No.	Description	Justification (Attach separate sheets if needed)	Proposed Amount	Last Years Amount Budget/Actual spent	Approva 1 Name(s)	Notes
1	Existing	56500	Spiritual publication	Because of pandemic, the Herald magazine didn't send us part of invoice which should be in the 2021 fiscal year. The advertisement fee was raised this year as well: 2022 Jan-Jun\$480 2022 Jul – Dec\$660 2023 Jan-Jun\$660 Total:\$1800	\$ 1800 T	\$1200/\$1800	Tiane(s)	

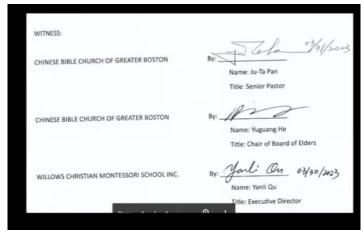
- Request increase of \$600 (from \$1,200 to \$1,800) to budget account 56500
 - Elder Chaw-Bing Chang motions, Elder Yuguang He seconded
 - Voting result: Unanimous consent, motion passed

- FY 2024 Budget approval
 - Proposed budget for FY2024 presented, highlights below

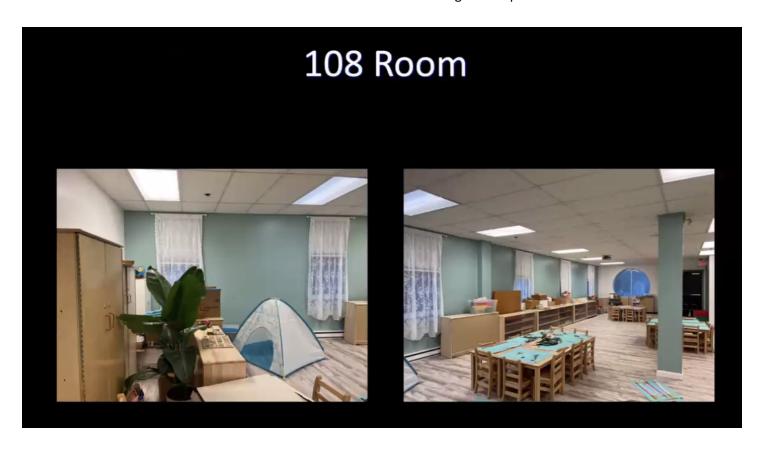
	2023 Budget	2024 Budget	Change
Staff Salary and Benefits	\$1,327,500.00	\$1,390,900.00	4.78%
Administration (internet, office supplies, technology)	\$73,700.00	\$82,600.00	12%
Caring Ministry	\$11,100.00	\$11,100.00	0%
Fellowship	\$66.000.00	\$70,000.00	6%
Local Outreach	\$21,500.00	\$23,000.00	7%
City Outreach Ministry (COM)	\$142,800.00	\$144,000.00	1%
Spiritual Formation	\$42,800.00	\$51,100.00	19%
Stewardship Council	\$284,304.00	\$313,500.00	10%
Worship	\$27,350.00	\$25,110.00	-8%
Other (Discretionary Fund, seminary students, hospitality, etc)	\$94,700.00	\$91,800.00	-3%
Total	\$2,091,754.00	\$2,203,110.00	5.32%

- Motion to approve proposed FY 2024 budget
 - Elder KC Chu motions, Elder Ji-yong Wang seconded
 - Voting result: Unanimous consent, motion passed
- Willows Christian Montessori School Announcement (official)
 - Outreach to the community surrounding CBCGB
 - Timeline
 - Willows approached BoE around 10 years ago about collaborating on community services in Christian school education, not approved at that time
 - Re-applied around May 2022, there were a few in-person discussions with elders and pastoral staff
 - Pastoral staff provided comprehensive questionnaire to (Executive Director) Yanli to assess the feasibility and potential interference to Children's Ministry in August 2022
 - BoE approved forming a study group composed of the applicant, Children's Ministry, Stewardship ministry, and church office
 - Between September and December 2022, 4-5 meetings of co-workers online or in-person discussions: Paul Huang (CC chair), Pastor Juta, Pastor Bowman, Tong Ng, Wei-Hsin, Deacon Hongwei Hwang, Deacon Ye Tang, Dora Yu, and Judy Miao
 - At the 11/10/2022 meeting, co-workers reached consensus and presented their results to the BoE. Proposal was approved at the Dec 2022 BoE meeting.
 - Development of the License Agreement (rental agreement) started in Feb 2023, assigned to Lion's Law Group
 - License highlights
 - Monday through Friday, 8 AM to 6 PM

- No interference to our ministries (school is expected to take care of their own administrative tasks)
- o Annual evaluation for a 2 year contract
- o \$5K monthly rent, includes utilities
- Click link to view details: Willows Christian Montessori School License Agreement
- Contract signed 3/30/2023



- Willows Christian School in the process of applying for license from Town of Lexington
 - Pending license approval, school will start operating Sep 2023
- School will use room 108 on the 1st Floor of CBCGB Lexington campus



- Discussion
 - Sign for Willows Christian School will be at the side entrance, not at the front entrance
 - Elder Paul currently is the liaison to Willows Christian school, eventually Elder Yuguang may take

over.

- Although the school is expected to take care of their own administration tasks, some coordination with ministries should be expected as the school gets started.
- Willows Christian School should not use our church name in any of their advertising, only the Lexington campus address.
- "We should feel excited to host the Willows Christian School, that we're reaching out to the community. Yes, we will need to be prepared to deal with more work or headaches, but we should also give grace and be willing to work with the school for the sake of the Gospel."
- Meeting ended at 12:58pm. Elder Yuguang closed the meeting in prayer.