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CHARGES TO THE COMMISSIONS

EMMANUEL CENTER
Charges to the Commission

PROGRAM/CONCEPT COMMISSION:

1. Refine the draft Mission Statement of the values and purposes of the Center
2. Research space usage and additional possibilities for organizations that currently use Emmanuel Church
3. Research existing models of collaborative programs, creative use of space, and best practices at venues in other communities
4. Create program guidelines: education, spiritual, social, cultural, and artistic activities that reflect the concerns and embrace the interests of each of the partners, both within each organization and for the Center
5. (added to the charges during the process) Research options for the communication and marketing of the Center, its purpose and mission, and its programs

BUILDING/FINANCE COMMISSION:

6. Research current ownership issues and legal implications:
 - a. Current ownership of property by EC
 - b. Episcopal Diocese issues
7. Research models for ownership (to include but not limited to):
 - a. Emmanuel Church ownership with tenancy of BJS and EMI
 - b. Condominium model
 - c. Joint ownership by three partners
8. Explore the issues and needs surrounding the development of the Center facility
 - a. To include renovation of the sanctuary and administrative spaces
9. Investigate models (to include but not limited to):
 - a. Capital campaign without development of the Parish House
 - b. Development of Parish House as residential/commercial/mixed use space that would generate income for Emmanuel Church renovation and endowment
10. Investigate architectural and structural issues:
 - a. Review of existing plans and efforts
 - b. Zoning and Back Bay Historical Commission
11. Research funding opportunities:
 - a. Government: city, state, federal
 - b. Foundations
 - c. Corporations

STEERING COMMITTEE

12. Develop models for the governance structure of the Center
 - a. Exploring "box" and "triangle" models discussed by Steering Committee

***EMMANUEL CENTER:
EXECUTIVE SUMMARY***

EMMANUEL CENTER EXECUTIVE SUMMARY

On February 3, 2007, the Steering Committee* of the proposed Emmanuel Center chartered and charged two commissions with exploring the programming, building and finance, and governance possibilities for a prospective formal joint collaboration of Emmanuel Church, Emmanuel Music, and Boston Jewish Spirit. During the ensuing seven months, the Program/Concept and Building/Finance Commissions have met bi-weekly and monthly to research, evaluate, and vet various possibilities and challenges that each charge presented.

This report is a summary of the work of those two commissions along with the work of the Steering Committee in its advisory capacity.

The commissions believe that the way to begin the Center is simply to begin. The Center itself initially should be the source for funding and leadership of shared activities and space. Consultation with a noted specialist in non-profit governance models has led to the conclusion that we need not form a non-profit corporation to begin. The Center simply needs to establish a separate checking account and file its status with the Secretary of State as a 509(a)(3) entity (Supporting Organization) (Appendix 8).

Programming in the first year of the Emmanuel Center will consist of existing programs offered by each of the partner organizations, with additional programs built on the 2007-2008 planned events (Appendix 3). Our initial focus is to engage our own constituents (members of the three partner organizations) in the mission and activities of the Center, in order to build a strong foundation of support from within.

The Emmanuel Church Building Commission now includes a member from both Boston Jewish Spirit and Emmanuel Music. This revitalized commission has set out the priorities for immediate repairs and is deeply engaged in dealing with the property needs.

The Steering Committee in collaboration with the two commissions has proposed a governance structure for the Emmanuel Center - an Executive Council with membership equally distributed among the three partners, responsible for the management of the Center. An initial budget has been proposed along with a governance model to get the Emmanuel Center off the ground (recommendation 12). The commissions endorse this proposal and recognize that the form of governance of the Emmanuel Center may evolve and change during its development.

The combined Emmanuel Center commissions and the Steering Committee approve the concept and are pleased to pass along these recommendations to the three boards for their consideration.

* Maureen Kemeza, Fred Weber, Pat Krol, Joan Nordell, Howard Berman, Dan Lissner

***EMMANUEL CENTER:
HISTORICAL CONTEXT***

EMMANUEL CENTER HISTORICAL CONTEXT STATEMENT

In the winter of 2006, Emmanuel Church's Vestry commissioned a Feasibility Task Force (FTF) to explore alternative options for the Church's future, because it is no longer possible for Emmanuel Church to continue on its present fiscal trajectory. During the same months that the FTF did its work, the Vestry redefined the Church's mission—whom we are to serve, and how we are to be faithful stewards of this extraordinary location and property. At the completion of these parallel projects, Vestry members committed to revitalizing Emmanuel Church's ministry. In addition to renewal of the Church's mission and ministry, the Vestry determined to explore the possibility creating a new non-profit entity that would enable us to partner in new ways with the two organizations in residence, Emmanuel Music and Boston Jewish Spirit, in service to the spiritual and cultural life of this urban community.

Each of the partners uniquely serves the cultural and spiritual life of greater Boston. Under the umbrella corporation, each could flourish as a distinct organization, pursuing their respective missions and development aims with parallel integrity under the same roof. Program collaboration would continue as mutually desired. Overhead would be shared. In order to upgrade the performance spaces, offices, teaching, rehearsal, and recording spaces, the umbrella organization could engage in collaborative fundraising that would allow us to reach out to our respective 'publics' for maximum returns.

Each organization could effectively exert creative and practical direction over the development of the building spaces to further their mission and meet their organization's requirements for growth. Ultimately, collaboration as a new entity might enable us to redevelop Emmanuel Church's sanctuary into a beautiful and fitting performance space for Emmanuel Music and other performance groups, which can at the same time, serve both Boston Jewish Spirit and Emmanuel Church as an exciting new worship space in which liturgical arts can flourish.

We are convinced that Emmanuel Music's public and Emmanuel Church's constituency would be inspired by the visionary goal to extend the genius of their historic collaboration to the next level and into the next generation.

At this point, Emmanuel Church offers a vision, aware that we need facts. To thoroughly examine all the details, we propose commissioning twin fact-finding groups, a "Concept/Program Planning Commission" and a "Financial/Development Commission". Each commission would be made up of equal number of representatives from the three Boards. They would explore and clarify the responsibilities, financial obligations and liabilities involved, until all the particulars are clearly developed and mutually understood. Only then would each of the three organizations have a second vote to actually commit to the final program/financial plan. This might take six months to a year.

***SUMMARY OF ALL COMMISSION
RECOMMENDATIONS***

PROGRAM/CONCEPT COMMISSION RECOMMENDATIONS

Areas Explored for Recommendation	Synopsis	Actions & Considerations to Form Recommendation:	Project Plan-upon approval	Recommendation
1. CHARGE	Refine the draft Mission Statement of the values and purposes of the Center			
1a. Mission Statement	<p>A statement that reflects the cooperative partnership of the three entities in serving the cultural, spiritual and educational life of the Boston community, as well as honoring and supporting the individual identities, traditions, and work of each the partners to their constituent organizations</p> <p><i>The Emmanuel Center is a cooperative partnership among Emmanuel Church, Emmanuel Music, and Boston Jewish Spirit dedicated to serving the cultural, spiritual, and educational life of greater Boston. The Center seeks to create new programs to celebrate and nurture the human spirit.</i></p> <p><i>The Emmanuel Center provides a shared home for these three partner communities in the historic edifice of Emmanuel Church. Each of us is committed to the preservation and renewal of this beautiful building.</i></p> <p><i>Each partner community remains committed to its own distinctive mission, traditions, and identity and to its individual programs. Together, through the Emmanuel Center, we seek to explore creative new ways in which we can share our experiences and build a broader community, particularly through artistic, spiritual, and educational programs that reflect the intersection of our traditions and interests.</i></p> <p><i>We affirm the core values that unite us: respect for the dignity of every human being; engagement in the active pursuit of peace and justice in our society and in the world. We share the conviction that spiritual ideals, artistic creativity, and education elicit human connection and therefore advance our core values.</i></p>	<ul style="list-style-type: none"> • Used the discussion and work of the commission to inform the mission statement • Refined the working document multiple times as the commission explored the future of programming at the Center • Informed the guiding principle for the Center 	<ul style="list-style-type: none"> • The Executive Council will revisit the mission statement as part of the annual strategic planning process 	The Commission recommends the acceptance of the Mission Statement
2. CHARGE	Create program guidelines: education, spiritual, social, cultural, and artistic activities that reflect the concerns and embrace the interests of each of the partners, both within each organization and for the Center			
2a. Guiding principle	<p>Simple guideline provides a clear litmus test for deciding on programming that fits within the spirit of the mission of the Center and each of its partners.</p> <p><i>The program guideline: education, spiritual, social, cultural, and artistic activities that reflect the concerns and embrace the interests of each of the partners, both within each organization and for the Center.</i></p>	<ul style="list-style-type: none"> ▪ Distilled our understanding of the charge to the commission ▪ Created a guiding principle from the actual understanding of the charge to the commission 	<ul style="list-style-type: none"> ▪ All Committees, project and work teams making programming recommendations, will use the guiding principles 	The Commission recommends the acceptance of the Guiding Principles for programs of the Emmanuel Center

Areas Explored for Recommendation	Synopsis	Actions & Considerations to Form Recommendation:	Project Plan-upon approval	Recommendation
3. CHARGE	Research existing models of collaborative programs, creative use of space, and best practices at venues in other communities			
3a. Joint Center Website	This is the opportunity to create a "virtual" Center – to highlight our shared and unique programming, and to begin to market ourselves in the broader community. This is a concrete way to give life to the Center before we embark on a bricks and mortar campaign	<ul style="list-style-type: none"> • Combined with Branding effort • Create a "dynamic conversation" <ul style="list-style-type: none"> ▪ Identify potential writers from each organization ▪ Create an editorial committee from among the writers ▪ Gain commitment to a regular schedule of content refresh • Have begun identifying and enlisting writers and editors from partners to work on content of the site 	<ul style="list-style-type: none"> • The successors to the Programming and the Building & Finance Commissions will work with Kemp-Goldberg over the next 3 to 12 months to identify which services from the recommendations will be implemented. • They will review the K-G services available in the fiscal planning cycle for the 2008-2009 season to budget for any additions desired and for maintenance of existing services 	The Commission recommends the acceptance of a Proposed Joint website
3b. Joint programming in 2007-2008	<p>Explored an array of possible programming for the first year of the Center. Decision was made to focus on</p> <ul style="list-style-type: none"> ▪ Leveraging existing programs of the 3 partners ▪ Focusing on engagement of the 3 partner constituencies in joint programming ▪ Build Emmanuel Church and BJS participation into EMI season/Build EMI participation into Emmanuel Church and BJS programs (e.g. EMI will participate in Community Thanksgiving, etc.) 	<ul style="list-style-type: none"> ▪ Key initiatives proposed for FY07-08 <ul style="list-style-type: none"> ▪ Adult Education 1) Torah/Bible Study 2) Cantata Point/Counterpoint 3) Joint Jewish-Christian-Muslim dialogue <ul style="list-style-type: none"> a. Daughters of Abraham Book Group 4) Cinematic reflections on religious-spiritual themes (spring 2008) • Collaborative Programs 5) Back Bay Community Thanksgiving 6) Joint Holiday Celebration 7) Pride Vigil at the New England Holocaust Memorial & participation in Pride parade (church) 8) Joint Social Action/Community <ul style="list-style-type: none"> a. Service Projects ▪ Big Program (spring) ▪ Coordination with EMI Season – <ol style="list-style-type: none"> 1. <i>St John Passion Supper Forum</i> 2. <i>Bach B Minor Mass – Discussion forum</i> 	<ul style="list-style-type: none"> ▪ Discussions have begun on the specifics for all of the programs among the leaders of the 3 partner organizations, to be finalized over the next 3 months <ul style="list-style-type: none"> o Potential inclusion of other Center tenants in programs will continue (e.g. BGMC providing music at Center during Pride Week) ▪ Some dates have been finalized on the calendar ▪ Establish a successor committee to the Programming Commission by 10/1/07 ▪ This newly formed committee will be responsible for implementing project plans for each approved Center program 	The Commission recommends the acceptance of a Proposed Joint programming plan
3c. Joint programming in 2008-2009	The Steering Committee has begun discussing the season with EMI for Joint programming	<p>Build on the programs begun 07-08</p> <ul style="list-style-type: none"> ▪ Possible ideas/collaborations to explore (musical/spiritual) are appended (Appendix 5) 	<ul style="list-style-type: none"> • The leadership of the three partners will begin in-depth planning for the 2008-2009 season in the Fall of 2007 	This is work for Phase 2 of the project

Areas Explored for Recommendation	Synopsis	Actions & Considerations to Form Recommendation:	Project Plan-upon approval	Recommendation
3d. Best practices and exploration of existing programs	The Commission determined that it needs to address the opportunities for the existing partners (and tenants) to collaborate and develop programs before going outside to engage new partners	<ul style="list-style-type: none"> • Interviewed and gathered data on a number of organizations that collaborate with other organizations • BCA-Boston • St. Bart's (NYC) • Church of the Covenant • Grace Cathedral • Franco-American Heritage Center (Lewiston, ME) • St. Theresa • Articles on several successful Jewish-Christian facility sharing 	<ul style="list-style-type: none"> • The successor to the Program Commission will develop a project plan to gather and analyze data to use for future Center development during the 2007-2008 season 	This is work for Phase 2 of the project
3e. Grant and Foundation funding	This is an activity that can begin once the 2007-2008 program has been developed	<ul style="list-style-type: none"> • The commission was provided with guidelines for grant writing for future activities • We have a source that will provide training and direction on completing effective grants • Steering Committee met with Marion Fremont-Smith (Hauser Center) to discuss requirements for Center Fund Raising • Drafted a list of potential funders the Center would pursue 	<ul style="list-style-type: none"> • The Treasury Committee (Treasurers of the 3 partners) will establish a Bank Account for the Center during the first quarter of the 2007-2008 season (funds collection) • The Treasury Committee with the oversight of the Executive Council will establish process for deposits and withdrawals • The Treasury Committee will determine a dissolution strategy in the first quarter of the year • The Treasury Committee and Executive Council will continue conversations with Marion Fremont-Smith as needed 	This is tied to funding and governance recommendations by the Building/Finance Commission
3f. Market Lindsey Chapel for Weddings	This initiative requires collaboration with the Building/Finance Commission	<ul style="list-style-type: none"> • Brainstormed initial ideas for marketing the Chapel and Wedding business • Explore alternative marketing strategy suggested by D. Hoover, EMI Development Director (e.g. using Lindsey nave for corporate banquets) 	<ul style="list-style-type: none"> • The successor Committees to the Building/Finance and programming Commissions will explore relationships with wedding planners, caterers, competitive venues during the 2007-2008 season • The successor to the Programming Commission will develop guidelines for the marketing and use of Lindsey Chapel for non-religious purposes that still honor its consecrated purpose 	This is work for Phase 2 of the project

Areas Explored for Recommendation	Synopsis	Actions & Considerations to Form Recommendation:	Project Plan-upon approval	Recommendation
4. CHARGE	Research options for the communication and marketing of the Center, its purpose and mission, and its programs			
4a. Emmanuel Center branding effort	Explored the name and image that would enable the Center to have a unique identity.	<ul style="list-style-type: none"> • Engaged Kemp-Goldberg to provide a slate of potential branding recommendations (<i>pro bono</i>) • Opportunity to explore the use of the Church/EMI logo (stars) • Identified and agreed upon a logo that is separate, yet complements all 3 partners' logos. • Continue to seek the moniker. Image has helped to finalize <i>Emmanuel Center</i> name (what follows that is not yet clear- for Spirituality and the Arts?) • Kemp-Goldberg drafting a branding budget – Rolls, Toyota & Kia versions 	<ul style="list-style-type: none"> • Create a Communications Sub-Committee to oversee and implement projects dealing with marketing, branding and communication (a sub-committee of successor to the Program Commission) • The Communication Sub-Committee will outline a budget for the full branding-marketing project • Program Commission's successor will determine priorities for branding by the second quarter 	The Commission recommends the acceptance of the Emmanuel Center logo
4b. Interior Joint/Shared Signage	There is a need to have a centralized location to promote and direct visitors to events taking place at the Center	<ul style="list-style-type: none"> • Explored location • Explored types of signs appropriate for space • Explored costs • Determined plan for promotion of joint programming on the triptych sign 	<ul style="list-style-type: none"> • During first quarter of 2007-2008 season, the Program Commission successor will identify best ways to use interior signage not only for events, but to direct visitors to offices, key spaces, restrooms, people • This committee will work with the Building & Finance Commission successor to secure Funds • The committee will purchase and make arrangements for installation • The committee will make recommendations to the Executive Council on who will maintain and update (Center?) 	The Commission recommends the acceptance of the plan for Interior Signage
4c. Exterior Shared Signage	There is a need to have lit signage in front of the building to identify the church and the partners sharing the space	<ul style="list-style-type: none"> • Research determined that there precedent to have exterior signage • Flags to market-advertise events- Build on the existing practice of using flags in front of the building on the day of an event or activity 	<ul style="list-style-type: none"> • The new Program committee in collaboration with the new Building/Finance committee will lobby the appropriate commissions and agencies to ensure compliance with ordinances and covenants • The new committees will explore signage options that meet the local covenants and seek appropriate funds (Q3 of 07-08) 	This is work for Phase 2 of the project

Areas Explored for Recommendation	Synopsis	Actions & Considerations to Form Recommendation:	Project Plan-upon approval	Recommendation
4d. Celebration and Introduction of the Center	There needs to be a multi-pronged approach to presenting the Center to the community (internal and external)	<ul style="list-style-type: none"> • Have begun identifying the various constituents (political, business, neighborhood, arts & culture) to be introduced • Tenant's letter was sent out July 2, 2007 (the first step in this process) • Decision to do a "dog and pony" show one-on-one with appropriate constituents • Tentative "internal" introduction (to the partner communities) at the Holiday season <ul style="list-style-type: none"> ○ Include a ceremony of the holiday at the Church ○ Separate ticketed celebration at the Taj (?) • Spring "ribbon cutting" celebration and ceremony with everyone 	<ul style="list-style-type: none"> • A Committee to plan and implement the celebration will be appointed by the Executive Council by October 1 • The Communications Sub-Committee will execute the marketing and communication of the Center • The Executive Council will develop a "community presentation" for neighboring constituents (setting time at Board meetings or other stakeholder meetings) • The Celebration Committees will plan the Holiday event • Preparation of presentation for community groups • The Executive Council or their designates will schedule meetings with government stakeholders (Mayor's office, reps, city councilors, Governor's office) • The new Building/Finance committee will secure sponsorship with Taj (or other) 	This is work follows the approval of the recommendations by the partner Boards to establish the Center

5. CHARGE	Research space usage and additional possibilities for organizations that currently use Emmanuel Church of the Center			
5a. Staffing for the Center	As the Center develops its program for the upcoming year(s), there will be a logical need to leverage administrative support among the partners	<ul style="list-style-type: none"> • A sub-committee began outlining key administrative activities that could be shared among the partners <ul style="list-style-type: none"> ○ Where are they currently being done in the church? ○ How much time is spent? ○ Potential costs to be shared 	<ul style="list-style-type: none"> • The new Building & Finance Committee will develop a governance model for sharing and paying for administrative support during the 2007-2008 season 	This is work for Phase 2 of the project
5b. Expanding collaborative relationships with existing tenants	The Commission determined that it needs to address the opportunities for the existing partners (and tenants) to collaborate and develop programs before going outside to engage new partners	<ul style="list-style-type: none"> • Sent letter to tenants about Emmanuel Center • Interviewed key tenant stakeholders • Will use the data to develop a survey for all other tenants to maximize collaborative opportunities and space management 	<ul style="list-style-type: none"> • With the artistic oversight of the music director of Emmanuel Church and the Executive Council, the new Program Committee will begin exploring potential collaborations with existing and potential tenants that present musical programs 	This is work for Phase 2 of the project

BUILDING/FINANCE COMMISSION RECOMMENDATIONS

Area Explored	Actions Taken	Conclusions	Project Plan-upon approval	Recommendation
6. CHARGE	Research current ownership issues and legal implications: Current ownership of property by Emmanuel Church; Episcopal Diocese issues			
6. Ownership of church property and implications for the creation of the Emmanuel Center	Reviewed the information provided by Ruth Tucker in her legal research of the issues, along with her dialogue with George Dallas, legal consultant to the Diocese (Appendix 6).	<ul style="list-style-type: none"> ▪ The Emmanuel Church Corporation is the sole owner of the Emmanuel Church. Any transfer of property or financial encumbrance (such as a lease for more than 5 years) would require approval by the Standing Committee of the Diocese and the Bishop. ▪ The Sanctuary and Chapel are consecrated spaces and if they cease to be used as such, the Diocese can intervene. ▪ The Diocese is aware of and supportive of our plans. ▪ There is a Massachusetts Historical Commission restriction on Lindsey Chapel, and we are subject to the Back Bay Neighborhood Commission approval for exterior changes. 	Continue to keep the Diocese informed	The commission recommends that no action be taken.

7. CHARGE	Research the feasibility of models for ownership from the logistical and financial standpoint. These models to include but not limited to: Emmanuel Church ownership with tenancy of Boston Jewish Spirit and Emmanuel Music, Condominium model and joint ownership by three partners.			
7. Feasibility of models for ownership	Reviewed the present status and future financial plans of each of the three partners.	<ul style="list-style-type: none"> ▪ The three partners have substantially different financial bases. Emmanuel Church has a current budget of ≈ \$600,000 with an endowment of about \$3.5 million. Much of the endowment is restricted. ▪ The church is facing a substantial deficit draw this year to meet current operation expenses and the cost of deferred maintenance of the property. ▪ Emmanuel Music has a comparable current budget amount but without endowment, and is heavily dependent on its donors for annual support. ▪ Boston Jewish Spirit as a new and growing congregation has a current budget of \$40,500. ▪ The model of the three partners sharing the property as condominiums was rejected as not practical. ▪ We concluded that the existing relationship of Emmanuel Church ownership with tenancy of BJS and Emmanuel Music is the most feasible as the basis for our joint activities as the Emmanuel Center. 	No further action at this time.	The commission recommends that Emmanuel Church continues ownership of the property with tenancy of Boston Jewish Spirit and Emmanuel Music.

Area Explored	Actions Taken	Conclusions	Project Plan-upon approval	Recommendation
8. CHARGE	Explore the issues and needs surrounding the development of the Center facility, to include renovation of the sanctuary and administrative spaces.			
8. Space needs for Emmanuel Center	<ul style="list-style-type: none"> ▪ Brain-stormed about the configuration and use of the sanctuary. ▪ Reviewed space usage data collected by the Program Commission. ▪ Considered development of under-utilized space, such as the basement, the Archives Room and the old organ pipe loft. 	<ul style="list-style-type: none"> ▪ All of the members enthusiastically endorsed the joint development of the sanctuary space to allow flexibility for each group's use of the space. ▪ This includes removing the pews and using moveable chairs, much like Symphony Hall, so that the altar or performance site could be positioned at differing points as needed. Reconstruction might include restrooms, a bride's room, wardrobe, a caterer's kitchen, or a coffee shop. ▪ We agreed that we should make the building open to the public. ▪ We agreed to consider development of under-utilized spaces for administrative or rental purposes. ▪ Current administrative space should be renovated as funds allow. ▪ We will need centralized planning of administrative office space and coordination of the calendar for use (among ourselves and other rentals) in the publicly shared space. 	<ul style="list-style-type: none"> ▪ Determine planning procedure for sanctuary and adjacent space. ▪ Consider development of other, under-utilized space and prioritization of renovation of current administrative space. ▪ Develop centralized administrative structure for space usage. ▪ Develop a plan for public viewing of the building. 	<ul style="list-style-type: none"> ▪ The Commission recommends that the Emmanuel Center partners work together in developing the sanctuary and adjacent space for optimum utility for the needs of the partners. ▪ Development of other, under-utilized spaces should be considered as well as the renovation of current administrative space. ▪ The Emmanuel Center should have centralized planning and assignment of administrative space and coordination of the calendar for use of the publicly shared space. ▪ The building should welcome the public on a regular basis.

Area Explored	Actions Taken	Conclusions	Project Plan-upon approval	Recommendation
9. CHARGE	Investigate models to include (but not limited to): Capital campaign without development of Parish House, Development of Parish House as residential/commercial/mixed space that would generate income for Emmanuel Church renovation and endowment; financial model for the Center's day-to-day revenue			
9. Funding the Emmanuel Center	<ul style="list-style-type: none"> ▪ Consulted with Wendell Kelso regarding architectural and approval issues, and David Epstein of the Abbey Group about financial development of the Parish House. ▪ Developed financial model on installation of a coffee house, quantified current space usage, and developed cost per square-foot-hour of use. 	<ul style="list-style-type: none"> ▪ We concluded that at present, developing the Parish House as condominiums is not feasible. Factors cited included the disruption of construction, the restrictive nature of the Back Bay Neighborhood Commission's authority, and the loss of office and meeting space. ▪ The development of a plan for managing the day-to-day operations of the Emmanuel Center could be done a committee comprised of the treasurers of the three organizations. ▪ We agreed that our long term strategic approach to fund the renovation of the building for the needs of the Emmanuel Center would be in a joint community-based phased fund-raising initiative. ▪ Renovations could include the sanctuary area – the major shared space for the Emmanuel Center, and the development of under-utilized spaces and renovation of current administrative spaces. ▪ This initiative would be aimed at external sources within the community. 	<ul style="list-style-type: none"> ▪ Establish an Emmanuel Center Treasurer's Committee to develop a plan for the day-to-day financial management of the Center. ▪ The role of Boston Jewish Spirit and Emmanuel Music in the funding of renovation of current administrative space needs to be addressed. ▪ Develop a timeline for planning a joint community-based phased fund-raising initiative. 	<ul style="list-style-type: none"> ▪ The commission recommends that the Emmanuel Center establish a Treasurers' Committee to jointly develop the policies and procedures for the management and overseeing of the Center's funds. ▪ The Emmanuel Center should undertake a phased joint fund-raising initiative to fund the renovation of the sanctuary and its related space, possibly including the development of under-utilized spaces and renovation of current administrative spaces. ▪ We recommend that this fund-raising initiative be focused at external sources in the community as a "renewal for the City of Boston"

Area Explored	Actions Taken	Conclusions	Project Plan-upon approval	Recommendation
10. CHARGE	Investigate architectural and structural issues: review of existing plans and efforts, zoning and Back Bay Neighborhood Commission.			
10. Building restoration	<ul style="list-style-type: none"> ▪ Reviewed the plans for and estimates of restorations and renovations to the sanctuary remaining after the repairs for damage from the fire in 2000; reviewed of the Emmanuel Church Building Commission list of priorities (Appendix 2). ▪ Information from this Commission was informative to the Emmanuel Church Building Commission in their search for the new Building Manager. 	<ul style="list-style-type: none"> ▪ We concluded that the building is need of substantial repair, beginning with the security, lighting and safety-related systems. ▪ The electrical, heating, and cooling systems need to be up-graded or repaired. ▪ The back external wall needs repair and some windows need to be replaced. ▪ The cost of major renovations for the sanctuary will be substantial. ▪ The church has had difficulty getting external changes approved by the Back Bay Neighborhood Commission; for example, they disapproved adding a fire escape head house from the back of the third floor. 	<ul style="list-style-type: none"> ▪ Approve funding for security related upgrades. ▪ The Emmanuel Center Executive Council should establish a commission focused on the conceptual plans for a reconfigured sanctuary. ▪ That commission should have a proposed plan, a phased development schedule, and a budget for the next phase by September 1, 2008. 	<ul style="list-style-type: none"> ▪ The commission recommends that the design and fund-raising for the renovation of the sanctuary area for use by the Emmanuel Center can be build on the prior groundwork done by Emmanuel Church, but will take a substantial amount of time and effort. ▪ The priority repairs for safety and security that are now being addressed by the Building Commission with the limited funds available must be completed.
11. CHARGE	Research funding opportunities: government: city, state, federal; foundations; corporations.			
11. Grant support	<ul style="list-style-type: none"> ▪ Reviewed loan and grant program with Episcopal City Missions. 	<ul style="list-style-type: none"> ▪ We agreed that the identification of funding opportunities would best be done by a joint development team with professional leadership. 	<ul style="list-style-type: none"> ▪ Emmanuel Center should hire a professional development officer as soon as it is financially feasible. 	<ul style="list-style-type: none"> ▪ The commission recommends that the Emmanuel Center hire a dedicated professional development officer.

**Overall
Recommendation**

In conjunction with the Program Commission, we believe that the way to begin the Center is simply to begin. The Center itself should be the source for funding and leadership of our shared activities and space. The Steering Committee's discussion with Marion Fremont-Smith, a noted specialist in non-profit governance models, leads to the conclusion that we need not form a non-profit foundation to begin. We simply need to establish a separate checking account using Emmanuel Church accounting staff and systems with oversight by a joint committee and begin to work together. As we move forward, we can file with the Secretary of State identifying our new corporation to act as a 509(a)(3) entity (Appendix 3), under the umbrella of our three partners' missions and status as 501(c)(3) entities.

A model of the efficacy of this approach of simply moving forward is seen in the Emmanuel Church Building Commission, which now includes a member from both Boston Jewish Spirit and Emmanuel Music. This revitalized commission has set out the priorities for immediate repairs and is deeply engaged in dealing with the property needs.

The partners need to establish a governance structure for the Emmanuel Center. This should include an Executive Council with membership equally distributed among the three partners. This committee would be responsible for the management of the Center. The Center Executive Council would propose by-laws for its operation including a policy for dispersion of funds upon the dissolution of the partnership. We propose a joint Treasurer's Committee to oversee the Center funds and management. We recognize that the form of governance of the Emmanuel Center may evolve and change during its development. We discussed the legal issues around the ownership of renovations. We had insufficient information to resolve that issue and determined to make it a charge to the Executive Council to resolve prior to any Center renovations taking place. The Steering Committee has proposed an initial budget and governance model to get the Emmanuel Center off the ground, which we endorse.

STEERING COMMITTEE RECOMMENDATIONS

Area Explored	Synopsis	Conclusions	Recommendation
12. CHARGE	Develop models for the governance structure of the Center		
12. Governance	<p>The Emmanuel Center is a collaboration among Emmanuel Church, Emmanuel Music, and Boston Jewish Spirit. The Center will be a tax-exempt non-profit 509(a)(3) organization under the auspices of the collaborating 501(c)(3) organizations (Emmanuel Church, Emmanuel Music and Boston Jewish Spirit upon receipt of its 501(c)(3) designation).</p>	<p>1. Establish an Executive Council of the Emmanuel Center as the governing body of the Center, responsible for all operations, including its programs, budget and financial matters</p> <ul style="list-style-type: none"> a. The Executive Council will be composed of two voting members from each organization, with the professional leaders and volunteer leaders** initially representing each group. A third representative will be appointed to ensure that each organization has two votes at each meeting. The Council will elect the following officers: President, Treasurer, and Clerk. b. The Council will appoint as ex-officio members an Administrator and later a Development Officer to run operations, raise necessary funds, and initiate public events for the Center. The Council will also appoint commissions directed to areas of Programming, Communications, Building and Finance, Outreach and others as deemed necessary. Chairs or Reporting Members of these commissions will serve on the Council. c. The Executive Council will meet monthly, or more often as needed. Minutes will be distributed to the Boards of each organization. It will also advise the three Boards on modification of the Governance plan as needed in the future. Council meetings will be open to members of the three organizations. d. The Council will develop by-laws for the Emmanuel Center and apply to the Secretary of State of the Commonwealth for an official status as a 509(a)(3) supporting charity. <p>2. Establish a separate account under the name of Emmanuel Center to handle the Center's Accounting and Financials under its 509(a)(3) status</p> <ul style="list-style-type: none"> a. The account will be tracked through the Emmanuel Church accounting System (Quickbooks for Non-Profits) b. Treasurers of the three organizations will advise the Executive Council policy and procedures for the management and overseeing of the Center's funds, as well as for making provision for the distribution of funds in the event of the Center's dissolution.*** c. Bookkeeping will be provided by Emmanuel Church (parish administrator). <p style="margin-left: 40px;">** Initially Executive Council will include Emmanuel Church's Priest and Vestry Senior Warden, Boston Jewish Spirit's Rabbi and President, and Emmanuel Music's Executive Director and Board Chair *** To be resolved is the question of who has fiduciary responsibility and who makes money management policy.</p>	<p>The Steering Committee recommends this governance structure and the following start-up budget for 2007-2008 (see budget details on p.50)</p>

***PROGRAM/CONCEPT COMMISSION
RECOMMENDATIONS***

EMMANUEL CENTER
PROGRAM/CONCEPT COMMISSION RECOMMENDATIONS

1. Charge to the Commission:

Refine the draft Mission Statement of the values and purposes of the Center

(1a) AREA EXPLORED FOR RECOMMENDATION:

The mission statement-

The *Emmanuel Center* is a cooperative partnership among Emmanuel Church, Emmanuel Music, and Boston Jewish Spirit dedicated to serving the cultural, spiritual, and educational life of greater Boston. The Center seeks to create new programs to celebrate and nurture the human spirit.

The *Emmanuel Center* provides a shared home for these three partner communities in the historic edifice of Emmanuel Church. Each of us is committed to the preservation and renewal of this beautiful building.

Each partner community remains committed to its own distinctive mission, traditions, and identity and to its individual programs. Together, through the *Emmanuel Center*, we seek to explore creative new ways in which we can share our experiences and build a broader community, particularly through artistic, spiritual, and educational programs that reflect the intersection of our traditions and interests.

We affirm the core values that unite us: respect for the dignity of every human being; engagement in the active pursuit of peace and justice in our society and in the world. We share the conviction that spiritual ideals, artistic creativity, and education elicit human connection and therefore advance our core values.

SYNOPSIS:

A statement that reflects the cooperative partnership of the three entities in serving the cultural, spiritual and educational life of the Boston community, as well as honoring and supporting the individual identities, traditions, and work of each the partner organizations

ACTIONS AND CONSIDERATIONS TO FORM RECOMMENDATION:

- b. Used the discussion and work of the commission to inform the mission statement
- c. Refined the working document multiple times as the commission explored the future of programming at the Center
- d. The same work of refining the mission statement informed the guiding principle for the Center as well

(1a) RECOMMENDATION:

The Program/Concept Commission recommends the acceptance of the Mission Statement for the Emmanuel Center

PROJECT PLAN UPON APPROVAL:

- The Executive Council will revisit the mission statement as part of the annual strategic planning process

2. Charge to the Commission:

Create program guidelines that reflect the concerns and embrace the interests of each of the partners, both within each organization and for the Center

(2a) AREA EXPLORED FOR RECOMMENDATION:

Guiding Principles

The program guideline: education, spiritual, social, cultural, and artistic activities that reflect the concerns and embrace the interests of each of the partners, both within each organization and for the Center.

SYNOPSIS:

Simple guideline provides a clear litmus test for deciding on programming that fits within the spirit of the mission of the Center and each of its partners.

ACTIONS AND CONSIDERATIONS TO FORM RECOMMENDATION:

- Distilled our understanding of the charge to the commission
- Created a guiding principle from the actual understanding of the charge to the commission

(2a) RECOMMENDATION:

The Commission recommends the acceptance of the Guiding Principles for programs of the Emmanuel Center

PROJECT PLAN UPON APPROVAL:

- All Committees, as well as project and work teams making programming recommendations, will use the guiding principles

3. Charge to the Commission:

Research existing models of collaborative programs, creative use of space, and best practices at venues in other communities

(3a) AREA EXPLORED FOR RECOMMENDATION:

Joint Center Website

SYNOPSIS:

This is the opportunity to create a "virtual" Center – to highlight our shared and unique programming, and to begin to market ourselves in the broader community. This is a concrete way to give life to the Center before we embark on a bricks and mortar campaign

ACTIONS AND CONSIDERATIONS TO FORM RECOMMENDATION:

- Combination with the Branding effort
- Create a "dynamic conversation"
 - Identify potential writers from each organization
 - Create an editorial committee from among the writers
 - Gain commitment to a regular schedule of content refresh
- Have begun identifying and enlisting writers and editors from partners to work on content of the website

(3a) RECOMMENDATION:

The Commission recommends the acceptance of a Proposed Joint Website for the Emmanuel Center

PROJECT PLAN UPON APPROVAL:

- The successors to the Programming and the Building & Finance Commissions will work with Kemp-Goldberg over the next 3 to 12 months to identify which services from the recommendations will be implemented.
- They will review the K-G services available in the fiscal planning cycle for the 2008-2009 season to budget for any additions desired and for maintenance of existing services

(3b) AREA EXPLORED FOR RECOMMENDATION:

Joint programming in 2007-2008

SYNOPSIS:

Explored an array of possible programming for the first year of the Center. Decision was made to focus on

- Leveraging existing programs of the 3 partners
- Focusing on engagement of the 3 partner constituencies in joint programming - Build Emmanuel Church and BJS participation into EMI season/Build EMI participation into Emmanuel Church and BJS programs (e.g. EMI will participate in Community Thanksgiving, etc.)

ACTIONS AND CONSIDERATIONS TO FORM RECOMMENDATION:

- Key initiatives proposed for FY07-08 (Appendix 5)
 - Adult Education
 - 9) Torah/Bible Study
 - 10) Cantata Point/Counterpoint
 - 11) Joint Jewish-Christian-Muslim dialogue
 - a. Daughters of Abraham Book Group

- 12) Cinematic reflections on religious-spiritual themes (spring 2008)
 - Collaborative Programs
- 13) Back Bay Community Thanksgiving
- 14) Joint Holiday Celebration
- 15) Pride Vigil at the New England Holocaust Memorial & participation in Pride parade (church)
- 16) Joint Social Action/Community
 - a. Service Projects
 - Big Program (spring)
 - Coordination with EMI Season –
 - 3. *St John Passion* Supper Forum
 - 4. *Bach B Minor Mass* – Discussion forum
 - Establishment of a Program Committee (successor to the Commission) to explore other kinds of adult education programming (to start in 2007-2008 and for to 2008-2009)

(3b) RECOMMENDATION:

The Commission recommends the acceptance of a Proposed Joint programming plan

PROJECT PLAN UPON APPROVAL:

- Discussions have begun on the specifics for all of the programs among the leaders of the 3 partner organizations, to be finalized over the next 3 months
 - Potential inclusion of other Center tenants in programs will continue (e.g. BGMC providing music at Center during Pride Week)
 - Some dates have been finalized on the calendar
 - Establish a successor committee to the Programming Commission by 10/1/07
 - This newly formed committee will be responsible for implementing project plans for each approved Center program
-

(3c) AREA EXPLORED FOR RECOMMENDATION:

Joint programming in 2008-2009

SYNOPSIS:

The Steering Committee has begun discussing the season with EMI for joint programming

ACTIONS AND CONSIDERATIONS TO FORM RECOMMENDATION:

- Build on the season programs begun 07-08
- Possible ideas/collaborations to explore (musical/spiritual) are appended (Appendix 5 and 6)

(3c) RECOMMENDATION:

This is work for Phase 2 of the project

PROJECT PLAN UPON APPROVAL:

- The leadership of the three partners will begin in-depth planning for the 2008-2009 season in the Fall of 2007
-

(3d) AREA EXPLORED FOR RECOMMENDATION:

Best practices and exploration of existing programs

SYNOPSIS:

This is an activity that can begin once the 2007-2008 program has been developed

ACTIONS AND CONSIDERATIONS TO FORM RECOMMENDATION:

- Interviewed and gathered data on a number of organizations that collaborate with other organizations
- BCA-Boston
- St. Bart's (NYC)
- Church of the Covenant
- Grace Cathedral
- Franco-American Heritage Center (Lewiston, ME)
- St. Theresa
- Articles on several successful Jewish-Christian facility sharing

(3d) RECOMMENDATION:

This is work for Phase 2 of the project

PROJECT PLAN UPON APPROVAL:

- The successor to the Program Commission will develop a project plan to gather and analyze data to use for future Center development during the 2007-2008 season

(3e) AREA EXPLORED FOR RECOMMENDATION:

Grant and Foundation funding

SYNOPSIS:

The Commission determined that it needs to address the opportunities for the existing partners (and tenants) to collaborate and develop programs before going outside to engage new partners

ACTIONS AND CONSIDERATIONS TO FORM RECOMMENDATION:

- The commission was provided with guidelines for grant writing for future activities
- We have a source that will provide training and direction on completing effective grants
- Steering Committee met with Marion Fremont-Smith (Hauser Center) to discuss requirements for Center Fund Raising
- Drafted a list of potential funders the Center would pursue

(3e) RECOMMENDATION:

This is tied to funding and governance recommendations by the Building/Finance Commission

PROJECT PLAN UPON APPROVAL:

- The Treasury Committee (Treasurers of the 3 partners) will establish a Bank Account for the Center during the first quarter of the 2007-2008 season (funds collection)
- The Treasury Committee with the oversight of the Executive Council will establish process for deposits and withdrawals
- The Treasury Committee will determine a dissolution strategy in the first quarter of the year
- The Treasury Committee and Executive Council will continue conversations with Marion Fremont-Smith as needed

(3f) AREA EXPLORED FOR RECOMMENDATION:

Market Lindsey Chapel for Weddings

SYNOPSIS:

This initiative requires collaboration with the Building/Finance Commission

ACTIONS AND CONSIDERATIONS TO FORM RECOMMENDATION:

- Brainstormed initial ideas for marketing the Chapel and Wedding business
- Explore alternative marketing strategy suggested by D. Hoover, EMI Development Director (e.g. using Lindsey name for corporate banquets)

(3f) RECOMMENDATION:

This is work for Phase 2 of the project

PROJECT PLAN UPON APPROVAL:

- The successor Committees to the Building/Finance and programming Commissions will explore relationships with wedding planners, caterers, competitive venues during the 2007-2008 season
- The successor to the Programming Commission will develop guidelines for the marketing and use of Lindsey Chapel for non-religious purposes that still honor its consecrated purpose

4. **Charge to the Commission:**

Research options for the communication and marketing of the Center, its purpose and mission, and its programs

(4a) AREA EXPLORED FOR RECOMMENDATION:

Emmanuel Center branding effort

SYNOPSIS:

Explored the name and image that would enable the Center to have a unique identity

ACTIONS AND CONSIDERATIONS TO FORM RECOMMENDATION:

- Engaged Kemp-Goldberg to provide a slate of potential branding recommendations (*pro bono*)
- Opportunity to explore the use of the Church/EMI logo (stars)
- Identified and agreed upon a logo that is separate, yet complements all 3 partners' logos.
- Continue to seek the moniker. Image has helped to finalize *Emmanuel Center* name (what follows that is not yet clear- for Spirituality and the Arts?)
- Kemp-Goldberg drafting a branding budget – Rolls, Toyota & Kia versions

(4a) RECOMMENDATION:

The Commission recommends the acceptance of the Emmanuel Center logo

PROJECT PLAN UPON APPROVAL:

- Create a Communications Sub-Committee to oversee and implement projects dealing with marketing, branding and communication (a sub-committee of successor to the Program Commission)
- The Communication Sub-Committee will outline a budget for the full branding-marketing project
- Program Commission's successor will determine priorities for branding by the second quarter

(4b) AREA EXPLORED FOR RECOMMENDATION:

Interior Joint/Shared Signage

SYNOPSIS:

There is a need to have a centralized location to promote and direct visitors to events taking place at the Center

ACTIONS AND CONSIDERATIONS TO FORM RECOMMENDATION:

- Explored location
- Explored types of signs appropriate for space
- Explored costs
- Determined plan for promotion of joint programming on the triptych sign

(4b) RECOMMENDATION:

The Commission recommends the acceptance of the plan for Interior Signage

PROJECT PLAN UPON APPROVAL:

- During first quarter of 2007-2008 season, the Program Commission successor will identify best ways to use interior signage not only for events, but to direct visitors to offices, key spaces, restrooms, people
- This committee will work with the Building & Finance Commission successor to secure Funds
- Committee will purchase and make arrangements for installation
- Committee will make recommendations to the Executive Council on who will maintain/ update

(4c) AREA EXPLORED FOR RECOMMENDATION:

Exterior Shared Signage

SYNOPSIS:

There is a need to have lit signage in front of the building to identify the church and the partners sharing the space

ACTIONS AND CONSIDERATIONS TO FORM RECOMMENDATION:

- Research determined that there precedent to have exterior signage
- Flags to market-advertise events- Build on the existing practice of using flags in front of the building on the day of an event or activity

(4c) RECOMMENDATION:

This is work for Phase 2 of the project

PROJECT PLAN UPON APPROVAL:

- The new Program committee in collaboration with the new Building/Finance committee will lobby the appropriate commissions/agencies to ensure compliance with ordinances/covenants
- The new committees will explore signage options that meet the local covenants and seek appropriate funds (Q3 of 2007-2008)

(4d) AREA EXPLORED FOR RECOMMENDATION:

Celebration and Introduction of the Center

SYNOPSIS:

There needs to be a multi-pronged approach to presenting the Center to the community (internal and external)

ACTIONS AND CONSIDERATIONS TO FORM RECOMMENDATION:

- Have begun identifying the various constituents (political, business, neighborhood, arts & culture) to be introduced
- Tenant's letter was sent out July 2, 2007 (the first step in this process)
- Decision to do a "dog and pony" show one-on-one with appropriate constituents
- Tentative "internal" introduction (to the partner communities) at the Holiday season
 - Include a ceremony of the holiday at the Church
 - Separate ticketed celebration at the Taj (?)
 - Spring "ribbon cutting" celebration and ceremony with everyone

(4d) RECOMMENDATION:

This is work to follow the approval of the recommendations by the partner Boards to establish the Center

PROJECT PLAN UPON APPROVAL:

- A Committee to plan/carry out the celebration appointed by the Executive Council by 10/1/07
- Communications Sub- Committee will execute the marketing and communication of the Center
- The Executive Council will develop a "community presentation" for neighboring constituents (setting time at Board meetings or other stakeholder meetings)
- The Celebration Committees will plan the Holiday event
- Preparation of presentation for community groups
- The Executive Council or their designates will schedule meetings with government stakeholders (Mayor's office, reps, city councilors, Governor's office)
- The new Building/Finance committee will secure sponsorship with Taj (or other)

5. Charge to the Commission:

Research space usage and additional possibilities for organizations that currently use Emmanuel Church

(5a) AREA EXPLORED FOR RECOMMENDATION:

Staffing for the Center

SYNOPSIS:

As the Center develops its program for the upcoming year(s), there will be a logical need to leverage administrative support among the partners

ACTIONS AND CONSIDERATIONS TO FORM RECOMMENDATION:

- A sub-committee began outlining key administrative activities that could be shared among the partners
 - Where are they currently being done in the church?
 - How much time is spent?
 - Potential costs to be shared

(5a) RECOMMENDATION:

This is work for Phase 2 of the project

PROJECT PLAN UPON APPROVAL:

- The new Building & Finance Committee will develop a governance model for sharing and paying for administrative support during the 2007-2008 season

(5b) AREA EXPLORED FOR RECOMMENDATION:

Expanding collaborative relationships with existing tenants

SYNOPSIS:

The Commission determined that it needs to address the opportunities for the existing partners (and tenants) to collaborate and develop programs before going outside to engage new partners

ACTIONS AND CONSIDERATIONS TO FORM RECOMMENDATION:

- Sent letter to tenants about Emmanuel Center
- Will interview key tenant stakeholders in September
- Will use the data to develop a survey for all other tenants to maximize collaborative opportunities and space management

(5b) RECOMMENDATION:

This is work for Phase 2 of the project

PROJECT PLAN UPON APPROVAL:

- a. With the artistic oversight of the music director of Emmanuel Church and the Executive Council, the new Program Committee will begin exploring potential collaborations with existing and potential tenants that present musical programs

***BUILDING/FINANCE COMMISSION
RECOMMENDATIONS***

EMMANUEL CENTER
BUILDING/FINANCE COMMISSION RECOMMENDATIONS

6. Charge to the Commission:

Research current ownership issues and legal implications: Current ownership of property by Emmanuel Church; Episcopal Diocese issues

AREA EXPLORED:

Ownership of church property and implications for the creation of the Emmanuel Center

ACTIONS TAKEN:

Reviewed the information provided by Ruth Tucker in her legal research of the issues, along with her dialogue with George Dallas, legal consultant to the Diocese (Appendix 6).

CONCLUSIONS:

The Emmanuel Church Corporation is the sole owner of the Emmanuel Church. Any transfer of property or financial encumbrance (such as a lease for more than 5 years) would require approval by the Standing Committee of the Diocese and the Bishop. The Sanctuary and Chapel are consecrated spaces and if they cease to be used as such, the Diocese can intervene. The Diocese is aware of and supportive of our plans. There is a Massachusetts Historical Commission restriction on Lindsey Chapel, and we are subject to the Back Bay Neighborhood Commission approval for exterior changes.

(6) RECOMMENDATION:

The commission recommends that no action be taken.

PROJECT PLAN UPON APPROVAL

Continue to keep Diocese informed.

7. Charge to the Commission:

Research the feasibility of models for ownership from the logistical and financial standpoint. These models to include but not limited to: Emmanuel Church ownership with tenancy of Boston Jewish Spirit and Emmanuel Music, Condominium model and joint ownership by three partners.

AREA EXPLORED

Feasibility of models for ownership

ACTIONS TAKEN:

The Commission reviewed the present status and future financial plans of each of the three partners.

CONCLUSIONS:

The three partners have substantially different financial bases. Emmanuel Church has a current budget of \approx \$600,000 with an endowment of about \$3.5 million. Much of the endowment is restricted. The church is facing a substantial deficit draw this year to meet current operation expenses and the cost of deferred maintenance of the property. Emmanuel Music has a comparable current budget amount but without endowment, and is heavily dependent on its donors for annual support. Boston Jewish Spirit as a new and growing congregation has a current budget of \$40,500. The model of the three partners sharing the property as condominiums was rejected as not practical. We concluded that the existing relationship of Emmanuel Church ownership with tenancy of BJS and Emmanuel Music is the most feasible as the basis for our joint activities as the Emmanuel Center.

(7) RECOMMENDATION:

The commission recommends that Emmanuel Church continues ownership of the property with tenancy of Boston Jewish Spirit and Emmanuel Music.

8. Charge to the Commission:

Explore the issues and needs surrounding the development of the Center facility, to include renovation of the sanctuary and administrative spaces.

AREA EXPLORED

Space needs for Emmanuel Center

ACTIONS TAKEN:

The Commission brain-stormed about the configuration and use of the sanctuary. Reviewed space usage data collected by the Program Commission. Considered development of under-utilized space, such as the basement, the Archives Room and the old organ pipe loft.

CONCLUSIONS:

All of the members enthusiastically endorsed the joint development of the sanctuary space to allow flexibility for each group's use of the space. This includes removing the pews and using moveable chairs, much like Symphony Hall, so that the altar or performance site could be positioned at differing points as needed. Reconstruction might include restrooms, a bride's room, wardrobe, a caterer's kitchen, or a coffee shop. We agreed that we should make the building open to the public. We agreed to consider development of under-utilized spaces for administrative or rental purposes. Current administrative space should be renovated as funds allow. We will need centralized planning of administrative office space and coordination of the calendar for use (among ourselves and other rentals) in the publicly shared space.

(8) RECOMMENDATION:

The Commission recommends that the Emmanuel Center partners work together in developing the sanctuary and adjacent space for optimum utility for the needs of the partners. The development of other, under-utilized spaces should be considered as well as the renovation of current administrative space. The Emmanuel Center should have centralized planning and assignment of administrative space and coordination of the calendar for use of the publicly shared space. The building should welcome the public on a regular basis.

PROJECT PLAN UPON APPROVAL

Determine planning procedure for sanctuary and adjacent space. Consider development of other, under-utilized space and prioritization of renovation of current administrative space. Develop centralized administrative structure for space usage. Develop a plan for public viewing of the building.

9. Charge to Commission:

Investigate models (to include but not limited to): Capital campaign without development of Parish House, Development of Parish House as residential/commercial/mixed space that would generate income for Emmanuel Church renovation and endowment; financial model for the Center's day-to-day revenue.

AREA EXPLORED:

Funding the Emmanuel Center

ACTIONS TAKEN:

We consulted with Wendell Kelso regarding architectural and approval issues, and David Epstein of the Abbey Group about financial development of the Parish House. Developed financial model on installation of a coffee house, quantified current space usage, and developed cost per square-foot-hour of use.

CONCLUSIONS:

We concluded that at present, developing the Parish House as condominiums is not feasible. Factors cited included the disruption of construction, the restrictive nature of the Back Bay Neighborhood Commission's authority, and the loss of office and meeting space. The development of a plan for managing the day-to-day operations of the Emmanuel Center could be done a committee comprised of the treasurers of the three organizations. We agreed that our long term strategic approach to fund the renovation of the building for the needs of the Emmanuel Center would be in a joint community-based phased fund-raising initiative. Renovations could include the sanctuary area – the major shared space for the Emmanuel Center, and the development of under-utilized spaces and renovation of current administrative spaces. This initiative would be aimed at external sources within the community.

(9) RECOMMENDATION:

The commission recommends that the Emmanuel Center establish a Treasurers' Committee to jointly develop the policies and procedures for the management and overseeing of the Center's funds. The Emmanuel Center should undertake a phased joint fund-raising initiative to fund the renovation of the sanctuary and its related space, possibly including the development of under-utilized spaces and renovation of current administrative spaces. We recommend that this fund-raising initiative be focused at external sources in the community as a "renewal for the City of Boston".

PROJECT PLAN UPON APPROVAL:

Establish an Emmanuel Center Treasurer's Committee to develop a plan for the day-to-day financial management of the Center. The role of Boston Jewish Spirit and Emmanuel Music in the funding of renovation of current administrative space needs to be addressed. Develop a timeline for planning a joint community-based phased fund-raising initiative.

10. Charge to Commission:

Investigate architectural and structural issues: review of existing plans and efforts, zoning and Back Bay Neighborhood Commission.

AREA EXPLORED:

Building restoration

ACTIONS TAKEN:

Reviewed the plans for and estimates of restorations and renovations to the sanctuary remaining after the repairs for damage from the fire in 2000; reviewed of the Emmanuel Church Building Commission list of priorities (Appendix 2). Information from this Commission was informative to the Emmanuel Church Building Commission in their search for the new Building Manager.

CONCLUSIONS:

We concluded that the building is need of substantial repair, beginning with the security, lighting and safety-related systems. The electrical, heating, and cooling systems need to be up-graded or repaired. The back external wall needs repair and some windows need to be replaced. The cost of major renovations for the sanctuary will be substantial. The church has had difficulty getting external changes approved by the Back Bay Neighborhood Commission; for example, they disapproved adding a fire escape head house from the back of the third floor.

(10) RECOMMENDATION:

The commission recommends that the design and fund-raising for the renovation of the sanctuary area for use by the Emmanuel Center can be built on the prior groundwork done by Emmanuel Church, but will take a substantial amount of time and effort. The priority repairs for safety and security that are now being addressed by the Building/Finance Commission with the limited funds available must be completed.

PROJECT PLAN UPON APPROVAL

Approve funding for security related upgrades. The Emmanuel Center Executive Council should establish a commission focused on the conceptual plans for a reconfigured sanctuary. That commission should have a proposed plan, a phased development schedule, and a budget for the next phase by September 1, 2008.

11. Charge to the Commission:

Research funding opportunities: government: city, state, federal; foundations; corporations.

AREA EXPLORED:

Grant support

ACTIONS TAKEN:

Reviewed loan and grant program with Episcopal City Missions.

CONCLUSIONS:

We agreed that the identification of funding opportunities would best be done by a joint development team with professional leadership.

(11) RECOMMENDATION:

The Commission recommends that the Emmanuel Center hire a dedicated professional development officer.

PROJECT PLAN UPON APPROVAL:

The Emmanuel Center should hire a professional development officer as soon as it is financially feasible.

OVERALL RECOMMENDATION:

In conjunction with the Program Commission, we believe that the way to begin the Center is simply to begin. The Center itself should be the source for funding and leadership of our shared activities and space. The Steering Committee's discussion with Marion Fremont-Smith, a noted specialist in non-profit governance models, leads to the conclusion that we need not form a non-profit foundation to begin. We simply need to establish a separate checking account using Emmanuel Church accounting staff and systems with oversight by a joint committee and begin to work together. As we move forward, we can file with the Secretary of State identifying our new corporation to act as a 509(a)(3) entity (Appendix 3), under the umbrella of our three partners' missions and status as 501(c)(3) entities.

A model of the efficacy of this approach of simply moving forward is seen in the Emmanuel Church Building Commission, which now includes a member from both Boston Jewish Spirit and Emmanuel Music. This revitalized commission has set out the priorities for immediate repairs and is deeply engaged in dealing with the property needs.

The partners need to establish a governance structure for the Emmanuel Center. This should include an Executive Council with membership equally distributed among the three partners. This committee would be responsible for the management of the Center. The Center Executive Council would propose by-laws for its operation including a policy for dispersion of funds upon the dissolution of the partnership. We propose a joint Treasurer's Committee to oversee the Center funds and management. We recognize that the form of governance of the Emmanuel Center may evolve and change during its development. We discussed the legal issues around the ownership of renovations. We had insufficient information to resolve that issue and determined to make it a charge to the Executive Council to resolve prior to any Center renovations taking place. The Steering Committee has proposed an initial budget and governance model to get the Emmanuel Center off the ground, which we endorse.

***STEERING COMMITTEE GOVERNANCE & BUDGET
RECOMMENDATIONS***

EMMANUEL CENTER
STEERING COMMITTEE GOVERNANCE & BUDGET RECOMMENDATIONS

12. Charge to the Commission:

Develop models for the governance structure of the Center

SYNOPSIS:

The Emmanuel Center is a collaboration among Emmanuel Church, Emmanuel Music, and Boston Jewish Spirit. The Center will be a tax-exempt non-profit 509(a)(3) organization under the auspices of the collaborating 501(c)(3) organizations (Emmanuel Church, Emmanuel Music and Boston Jewish Spirit upon receipt of its 501(c)(3) designation).

CONCLUSIONS:

- 1. Establish an Executive Council of the Emmanuel Center as the governing body of the Center, responsible for all operations, including its programs, budget and financial matters**
 - a. The Executive Council will be composed of two voting members from each organization, with the professional leaders and volunteer leaders** initially representing each group. A third representative will be appointed to ensure that each organization has two votes at each meeting. The Council will elect the following officers: President, Treasurer, and Clerk.
 - b. The Council will appoint as ex-officio members an Administrator and later a Development Officer to run operations, raise necessary funds, and initiate public events for the Center. The Council will also appoint commissions directed to areas of Programming, Communications, Building and Finance, Outreach and others as deemed necessary. Chairs or Reporting Members of these commissions will serve on the Council.
 - c. The Executive Council will meet monthly, or more often as needed. Minutes will be distributed to the Boards of each organization. It will also advise the three Boards on modification of the Governance plan as needed in the future. Council meetings will be open to members of the three organizations.
 - d. The Council will develop by-laws for the Emmanuel Center and apply to the Secretary of State of the Commonwealth for an official status as a 509(a)(3) supporting charity.

- 2. Establish a separate account under the name of Emmanuel Center to handle the Center's Accounting and Financials under its 509(a)(3) status**
 - a. The account will be tracked through the Emmanuel Church accounting System (Quickbooks for Non-Profits)
 - b. Treasurers of the three organizations will advise the Executive Council policy and procedures for the management and overseeing of the Center's funds, as well as for making provision for the distribution of funds in the event of the Center's dissolution.***
 - c. Bookkeeping will be provided by Emmanuel Church (parish administrator).

** Initially Executive Council will include Emmanuel Church's Priest and Vestry Senior Warden, Boston Jewish Spirit's Rabbi and President, and Emmanuel Music's Executive Director and Board Chair

*** To be resolved is the question of who has fiduciary responsibility and who make money management policy.

(12) RECOMMENDATION:

The Steering Committee recommends this governance structure and the following start-up budgets for 2007-2008

START-UP AND FIRST-YEAR BUDGETS

These budgets (start-up and first year) are recommended to provide a secure and welcoming environment for Emmanuel Center Programs.

Start-Up Expenses: Total Initial Funding and Seed Money

a. Welcome Center	\$1,000	(security evaluation)
b. Communication	\$3,000	(website and advertising and marketing provided by volunteers)
c. Paid Staff	<u>\$6,000</u>	(administration)
Total:	\$10,000	

This amount to be shared by the three collaborating organizations

First Year Budget: January 1, 2008 to December 31, 2008

a. Security System	\$15,000	
b. Upgrade access points	8,000	(carpenter, better windows, grates on windows, etc.)
c. Modify Welcome Center	5,000	(architect drawing, permits)
d. Communication	9,000	(professional website, advertising, marketing, signage, etc.)
e. Office supplies	3,000	(computers and other equipment)
f. Administrator	30,000	(salary)
Total:	\$70,000	

This amount is to be raised through grants and individual solicitation by staff and volunteers.

August 20, 2007

APPENDICES

Appendix 1

EMMANUEL CENTER: Mission Statement

Proposed Draft- Mission Statement-

The *Emmanuel Center* is a cooperative partnership among Emmanuel Church, Emmanuel Music, and Boston Jewish Spirit dedicated to serving the cultural, spiritual, and educational life of greater Boston. The Center seeks to create new programs to celebrate and nurture the human spirit.

The *Emmanuel Center* provides a shared home for these three partner communities in the historic edifice of Emmanuel Church. Each of us is committed to the preservation and renewal of this beautiful building.

Each partner community remains committed to its own distinctive mission, traditions, and identity and to its individual programs. Together, through the *Emmanuel Center*, we seek to explore creative new ways in which we can share our experiences and build a broader community, particularly through artistic, spiritual, and educational programs that reflect the intersection of our traditions and interests.

We affirm the core values that unite us: respect for the dignity of every human being; engagement in the active pursuit of peace and justice in our society and in the world. We share the conviction that spiritual ideals, artistic creativity, and education elicit human connection and therefore advance our core values.

Draft Proposal by Rabbi Howard A. Berman

Revised-HAB- 1/31/07

Revised-Maureen Kemeza-2/1/07

Revised-Jill Silverstein-5/22/07

Revised-Margo Risk-6/14/07

Revised-Jaylyn Olivo-6/14/07

Revised-Susan Swan, Marc LaCasse-6/14/07

Revised-Gail Carpenter-6-16-07

Revised-the Team-6/19/07

Appendix 2

EMMANUEL CENTER - Tenant's Letter

June 20, 2007

To the Tenants of Emmanuel Church:

As some of you have heard by now, Emmanuel Church, Emmanuel Music, and Boston Jewish Spirit, the three principal organizations that inhabit 15 Newbury Church, have been discussing ways to coordinate some of their programs under the aegis of what's being called the Emmanuel Center. This Center is envisioned as a partnership that will serve the educational, cultural, spiritual, and artistic life of greater Boston. The Center seeks to create new programs that nurture the human spirit and the urban community.

Each of the three partners will remain committed to its own distinctive mission, programs, and identity as they collaborate on new programs that arise out of common goals, common values, and common interests. In the coming weeks, we hope that you will share with us information about your current tenancy at 15 Newbury, your ideas for programs you are or would like to be undertaking here, and your dreams for the future. In this way we can best address your needs as our tenants, and together we can begin to think about your potential involvement in some of the Center's programs.

A first step in creating the Center is to define current and potential use of space by the principal partners and our tenants. Your input will help us plan for and provide the best possible space for your organization's needs.

We look forward to your continued presence at 15 Newbury, and we hope you will be able to participate in what we expect will be an exciting and innovative venture, the Emmanuel Center in and for the city of Boston. If you have questions about the initiative, ideas about programming, or interest in potential collaboration on projects, please feel free to contact Jill Silverstein at jill_silverstein@yahoo.com or 857-472-3586.

Regards,

Maureen D. Kemeza
Priest-in-Charge
Emmanuel Church

Appendix 3

EMMANUEL CENTER - 2007-2008 PROGRAM IDEAS

The Emmanuel Center

Program Proposals for 2007-08 First Season- REVISED

Fall Season 2007

I. Adult Education

1. Torah/Bible Study

BJS Torah Study, Emmanuel Church Torah Study and Emmanuel Bible Study will all continue their regular schedules, with "cross-registration" available to all.

2. EC/BJS/EMI – "BACH'S CANTATA TEXTS: POINT AND COUNTERPOINT"

This will be a monthly overview of the key themes and texts of the weekly Cantatas as performed at Emmanuel's Sunday Worship. These sessions will follow the Service, on Sundays that Howard is preaching, and will consist of a discussion of the historic and Biblical background, as well as the spiritual, theological and ethical questions and challenges raised by the Bach/Luther texts for the Cantatas performed over the previous three weeks.

Scheduled Dates: October 21, November 11, December 9 (will include the Nov. 25 Gospel Music performance.

3. Jewish/Christian/Muslim Dialogue (with Trinity Church and the Boston Islamic Dialogue Center)

II. Collaboration Opportunities

1. Back Bay Community Thanksgiving Service –

Emmanuel Church and Boston Jewish Spirit have offered to host this third annual Service. One possibility is that a group of EM singers could offer an appropriate anthem, as part of its community service programming. Perhaps a donor could sponsor this performance. Another approach would be for one of Emmanuel Music's conducting staff to be the coordinator for the volunteer choir of singers from all of the participating congregations that has been organized in previous years, leading a pre-Service rehearsal of a simple anthem piece, and conducting it during the Service.

Scheduled Date: Tuesday, November 20, 2007

2. Joint Holiday Celebration

The three partners could join together in a special social/musical celebration of the Chanukah/Christmas/New Year season. BJS and ED could each provide a traditional ceremonial experience (Menorah/Advent Wreath Candle Lighting) with some Singing led by EM accompanists/singers.

Proposed date: Sunday, December 2 – 4:00 p.m.

3. *Pride Vigil at the New England Holocaust Memorial*

BJS/EC – are already co-sponsors of this annual Program for GLBT Pride Week.

Scheduled Date: June 11, 2008 -- 7:30 p.m.

4. *Joint Social Action/Community Service Projects*

To be planned.

III. One of the “Big Programs”

Howard’s proposed Joint Programs for the Center are primarily ideas that would need to be incorporated into Emmanuel Music’s plans and budget for the 2008-09 season. However, some of them might be able to be planned for the Spring 08 season, possibly in partnership with some of the other Musical groups using EC. Such cooperative opportunities might well be integrated into the tenancy options offered to these groups.

It would seem that with advance planning the “Music of the Spirit” program could be presented in the Spring as a joint effort of the Back Bay congregations, and the Pride Concert could be co-sponsored with other music groups.

IV. Coordination with EMI Season *(pending EMI Board approval)*

The two Evening Concerts planned for the Spring offer ideal opportunities for the kind of collaboration we have been working toward.

1. *The St. John Passion* on March 8 is revered for its musical sublimity and “notorious” for its highlighting of the most troubling Biblical texts that have been at the core of the tragic historic encounter between Judaism and Christianity. We are ideally positioned to present a pre-concert forum, with Howard and Maureen discussing the historical and theological issues behind the text, along with John Harbison’s discussion of the musical issues. We discussed joining in the preparation of program notes to supplement Craig’s already insightful and masterful perspectives. This program could be a major contribution, going far beyond the obligatory disclaimers that are tacked on to the performances of this complicated piece by other groups.

Scheduled Date: Saturday, March 8, 2008 – 5:45-7:00 p.m. – Light Supper with Forum presented by Howard, Maureen and Craig
7-7:45- Musical Talk by John Harbison
8:00 pm - Performance

2. *The B Minor Mass* scheduled for April 12 also presents a similar possibility. Due to the length of this piece, the Forum will be scheduled prior to the actual performance date –**Sunday, April 6, 2008**- 4:00 p.m. with Howard, Maureen and Craig joining in a general introduction to the Scriptural background and structure of the Roman Catholic Mass, with particular focus on its roots in Jewish liturgy and parallels to Episcopal and Protestant worship. Again, this kind of context is almost never offered to the general and diverse audiences that hear musical settings of the Mass with little or no knowledge of the deeper meanings and background for the texts, that could immeasurably deepen their understanding and appreciation for the work.

Date: Sunday April 6, 2008

Appendix 4

EMMANUEL CENTER - 2008-2009 PROGRAM IDEAS

The Emmanuel Center

Possible Joint Program Ideas (June 5, 2007)
Rabbi Howard Berman

1. "Holidays with Handel"

Our 3 partners could offer special programs for the major holiday seasons, combining readings/commentary and music that would reflect the historical context and common themes of each celebration. These programs would be conceived both as educational as well as performance experiences

Christmas/Chanukah – Selections from Handel's *Messiah* (Christmas sections) and *Judas Maccabeus* with explanatory narrative preceding each piece.

Passover/Easter – Handel's *Messiah* (Easter sections) and *Israel in Egypt*.

2. "Music of the Spirit"

A varied program of choral works from Jewish, Christian, and broadly spiritual/humanist sources on a common theme. Commentary/ reflections could be included as above.

Peace and Reconciliation

Celebrating and Caring for Nature

The American Tradition

3. "The Psalms: The Poetry of Praise and Prayer"

A concert of setting of the Psalms from a broad variety of traditions – particularly choosing a selection of text on particular themes, or well known passages – i.e. Psalm 23, as it has been interpreted in various traditions and periods.

4. Pride Concert

Possibly combining with other GLBT choral groups, a program for Pride Week that would draw on readings and music from various sources – contemporary literature, liturgical and classical as opposed to the BGMC popular approach.

5. "Abraham's Children: The Spiritual and Musical Traditions of Judaism, Christianity and Islam"

An interfaith/multi-cultural program of the music of each tradition and meditations/readings from Sacred Texts, reflecting common themes of peace, justice and understanding.

Joint Program Ideas (future)
Reverend Maureen Kemeza

1. Forum/panel discussions on the "big/difficult" topics
 - Sin and the Existence of Evil
 - Prayer
 - Life and Death
 - Creating a peaceful world
 - God and crimes of Humanity
 - Others...

2. Educational Travel and Study
 - UK tour of the masterpieces of Sir Ninian Comper (designed of Lindsay Chapel)
 - Israel
 - Eastern Europe (where Jewish & Christian cultures clashed)
 - Boston's Jewish Heritage in architectural form

3. "Sermons in Stone"

Exploring the spiritual message/meaning/values expressed in the buildings at 15 Newbury – how they express, extend, impede, and enable each organization's mission.

Appendix 5

EMMANUEL CHURCH/EMMANUEL MUSIC/BOSTON JEWISH SPIRIT Existing Programming Grid

Organization	Type of Event	Location	Current (C) - Proposed (P)	Frequency (wk)	Size of Group	Special Requirements for Space - Other Comments
EC	EDUCATION-Special Programming (with BJS/EMI)	Sanctuary	P	weekly		
EC	EDUCATION-Sunday School	Children's Center	C	weekly		
EC	WORSHIP-Quiet Days/Meditation	varied	P	monthly		
EC	WORSHIP-Services	Chapel	P	daily		
EC	WORSHIP-Sunday Service (2nd svc)	Lindsey Chapel/Sanctuary	P	weekly		
EC	WORSHIP-Holy week- Tenebrae	Sanctuary	C	Annual		
EC	WORSHIP-Holy week- Maundy Thursday	All night Garden	C	Annual		
EC	WORSHIP-Holy week- Good Friday-Stations	Sanctuary	C	Annual		
EC	WORSHIP-Holy week- Easter Vigil	Lindsey Chapel	C	Annual		
EC	WORSHIP-Holy week- Good Friday	Sanctuary	C	Annual		
EC	WORSHIP-Eucharist & Cantata	Sanctuary	C	weekly (Sep-May)		
EC	WORSHIP-Eucharist	Lindsey Chapel	C	weekly (May-Sep)		
EC	WORSHIP- Coffee Hour	Parish Hall	C	weekly		
EC	WORSHIP-Ash Wednesday	Lindsey Chapel	C	Annual		
EC	WORSHIP- Holy week- Maundy Thursday	Sanctuary	C	Annual		
EC	PASTORAL SERVICE-Weddings	Lindsey Chapel/Sanctuary	C	varied		
EC	PASTORAL SERVICE-Wedding Rehearsals	Lindsey Chapel/Sanctuary	C	varied		
EC	PASTORAL SERVICE-Memorials & Funerals	Lindsey Chapel/Sanctuary	C	varied		
EC	MEETING-Vestry	Emmanuel Room	C	monthly		
EC	MEETING-Executive Committee Meeting	Emmanuel Room	C	bi-weekly		
EC	MEETING-Staff Meeting	Maureen's office	C	weekly		
EC	MEETING-Counseling session	Maureen's office	C	daily		

Organization	Type of Event	Location	Current (C) - Proposed (P)	Frequency (wk)	Size of Group	Special Requirements for Space - Other Comments
EC	MEETING-Committee/Commission (6-7 separate committees each meet monthly)	varied	C	monthly		
EC	MEETING - Subcommittees of the 6-7 commissions also meet regularly)	varied	C	monthly		
EC	EDUCATION-Thursday Bible Study	Library	C	weekly		
EC	EDUCATION-Special Events (lectures)	Sanctuary	C	varied		
EC	EDUCATION-Poetry Conversations	Lindsey Chapel	C	weekly (summer)		
EC	EDUCATION-Lenten Series	??	C	Annual		
EC	EDUCATION-First Saturday	Sanctuary	C	monthly		
EC	EDUCATION-Child Care	Children's Rooms	C	weekly		
EC	EDUCATION-Adult Forum	Lindsey Chapel	P	weekly		
EMI	ARTS & CULTURE-Cantata	Sanctuary	C	weekly	150-200	
EMI	ARTS & CULTURE-Cantata rehearsal	Music Room	C	weekly	35	
EMI	ARTS & CULTURE-Evening Concert Series	Sanctuary	C	3 X season	600	
EMI	ARTS & CULTURE-Evening Concert Series Reception	Parish Hall, Kitchen	C	3 X season	600	
EMI	ARTS & CULTURE-Evening Concert series rehearsal	Music Room	C	3 X season	35	
EMI	ARTS & CULTURE-Evening Concert series rehearsal	Sanctuary	C	3 X season	35	
EMI	EDUCATION-Symposia	Parish Hall	C	3 X season	25-50	
EMI	ARTS & CULTURE-Chamber Series	Parish Hall	C	5 x season	125	
EMI	ARTS & CULTURE-Chamber Series Reception	Parish Hall	C	5 x season	125	
EMI	ARTS & CULTURE-Chamber Series Rehearsal	Music Room	C	5 x season	small groups	
EMI	ARTS & CULTURE-Chamber Series Rehearsal	Parish Hall	C	5 x season	small groups	
EMI	MEETING-Executive Committee Meeting	ED Office	C	monthly	8	
EMI	MEETING-Program Committee Meeting	ED Office	C	3 X season	8	

Organization	Type of Event	Location	Current (C) - Proposed (P)	Frequency (wk)	Size of Group	Special Requirements for Space - Other Comments
EMI	MEETING-Community Connections Committee	ED Office	C	2 X season	8	
EMI	MEETING-Development Committee Meeting	Library	C	monthly	6	
EMI	MEETING-Recording Committee Meeting	ED Office	C	3 X season	6	
EMI	MEETING-Marketing Committee Meeting	ED Office	C	2 X season	6	
BJS	EDUCATION-Interfaith Jewish/Christian Muslim Dialogue	Parish Hall or LLC	C	monthly	40	
BJS	MEETING-Board Meeting	varied	C	monthly	25	
BJS	WORSHIP-Sabbath Services	Parish Hall or LLC	C-P	weekly	80-100	
BJS	WORSHIP-Oneg Shabbat	Parish Hall	C-P	weekly	80-100	
BJS	EDUCATION-Torah Study	Mezzanine Library	C-P	bi-weekly	30	
BJS	WORSHIP-Chanukah Celebration	Parish Hall	C	Annual	100-120	
BJS	WORSHIP-Passover Seder	Parish Hall	C	Annual	300	
BJS	WORSHIP-Rosh Hashanah Eve	Sanctuary	C	Annual	300	
BJS	WORSHIP-Rosh Hashanah Morning	Sanctuary	C	Annual	300	
BJS	WORSHIP-Yom Kippur Eve	Sanctuary	C	Annual	300	
BJS	WORSHIP-Yom Kippur Day	Sanctuary	C	Annual	300	
BJS	WORSHIP-Purim Celebration	Mezzanine Library	C	Annual	40-50	
BJS	MEETINGS-Programs and meetings	Library	C	weekly	varied	
BJS	WORSHIP-Life Cycle events	Lindsey Chapel	C	varied	varied	
BJS	WORSHIP-Other holidays/festivals	Parish Hall	P	varied	varied	
BJS	WORSHIP-Receptions after Life Cycle events	Parish Hall	C	varied	varied	
BJS	EDUCATION-Weekend Study Retreat	Mezzanine Library	C	Annual	20-30	
BJS	ARTS & CULTURE-Tours	varied	C	varied	15-20	
CENTER	BUSINESS-Wedding "business"	Sanctuary/LLC	P	weekly	varied	
CENTER	BUSINESS-Functions	Parish Hall	P	weekly	varied	
CENTER	BUSINESS-Development Galas	Parish Hall	P	quarterly	varied	
CENTER	ARTS & CULTURE-Collaboration with Cantata Singers (composer focus)	Sanctuary/LLC	P	bi-weekly	varied	
CENTER	EDUCATION-Study Forum (BJS-EC)	Lindsey Chapel	C-P	monthly	75	

Organization	Type of Event	Location	Current (C) - Proposed (P)	Frequency (wk)	Size of Group	Special Requirements for Space - Other Comments
CENTER	EDUCATION-Interfaith Literary Forum	Parish Hall	P	quarterly	50	
CENTER	SOCIAL ACTION-Pride Day	multiple	C	annual		
CENTER	ARTS & CULTURE-Back Bay Chorale	Parish Hall	C	weekly		
CENTER	ARTS & CULTURE-NEWS	Music Rm	C	annual		
CENTER	SOCIAL ACTION-AA	Parish Hall	C	weekly	varied	
CENTER	SOCIAL ACTION-ETHOS	Parish Hall	C	weekly	varied	
CENTER	ARTS & CULTURE-Calliopy	Parish Hall	C	annual		
CENTER	ARTS & CULTURE-Boston Gay Men's Chorus	Parish Hall	C	weekly	100	
CENTER	ARTS & CULTURE-Common Art	Parish Hall	C	weekly		
CENTER	MEETING-Tripartite Retreat	Parish Hall	C	Annual		
CENTER	ARTS & CULTURE-Fibonacci Rehearsal	Music Rm	C	Annual		
CENTER	ARTS & CULTURE-Spectrum Singers Rehearsal	Sanctuary	C	Annual		
CENTER	ARTS & CULTURE-Spectrum Singers Concert	Sanctuary	C	Annual		
CENTER	ARTS & CULTURE-Old Post Road Concert	Sanctuary	C	Annual		
CENTER	ARTS & CULTURE-Boston Early Music Concert	Sanctuary	C	Annual		
CENTER	ARTS & CULTURE-BEMF rehearsals	PH, MR Sanctuary	C	Annual		
CENTER	ARTS & CULTURE-BEMF Festival	Parish Hall	C	Annual		
CENTER	ARTS & CULTURE-Schola Rehearsal	Lindsey Chapel	C	Annual		
CENTER	ARTS & CULTURE-Schola Concert	Lindsey Chapel	C	Annual		
CENTER	ARTS & CULTURE-Northeastern Univ. Rehearsal	Sanctuary	C	Annual		
CENTER	ARTS & CULTURE-Northeastern Univ. Concert	Sanctuary	C	Annual		
CENTER	ARTS & CULTURE-Song Fest Auditions	Music Rm	C	Annual		
CENTER	ARTS & CULTURE-Jazz Comp. Concert	Parish Hall	C	Annual		
CENTER	ARTS & CULTURE-Orpheus Rehearsal	Lindsey Chapel	C	Annual		

EMMANUEL CENTER – PROGRAM/CONCEPT COMMISSION
Current Programs

Org/Area	Arts-Culture	Education	Spirituality/Religion	Social Action-Outreach	Other
BJS (Boston Jewish Spirit)	Art & Spirituality Tours-MFA Walking tours of Boston (religious freedom, Jewish) Interfaith Literary Forum (BJS-EC co-sponsor) > Theater Forums (5/07 "Parade") Boston Jewish Film Festival – discussion group Weekend retreats >	Monthly Torah Study < Monthly Adult Ed (specifics) Program Study Forum (BJS-EC) Interfaith Couples	Monthly Shabbat Worship High Holy Days Passover Seder > Chanukah Celebration Interfaith Thanksgiving > Bar/Bat Mitzvah Other Life-Cycle events Purim Celebration Pride Holocaust Memorial (collab. w/Arlington St)	Interfaith Christian-Jewish-Muslim Dialog (monthly) Holiday Gift Collection (Safe Haven, Boston Living Ctr.) Co-sponsor annual breakfast – RCFM (Religious Coalition for the Freedom to Marry) RCFM – letter writing campaign on Marriage Equality	Monthly Board meetings BJS Website Kol Nefesh Newsletter (monthly)
EMI (Emmanuel Music)	Evening Concert Program (06/07: 3 Handel Operas) Composer Chamber Series (multi-year focus on one composer; current 5 years on Schumann) Weekly Cantata and sacred music as part of Church service (spirit/religion) >	< Symposia (in advance of evening concerts) Bach (published program notes, translations and website) Newspaper articles, radio, & TV programs Community Connections (serving Boston area schools) • Career Day (MMBI) • Recitals • Master classes • Choral classes • Field trips • Performances with professionals • Music Day (MMBI)	< Performance of Weekly Cantata and other sacred music (arts/culture)	Subsidized tickets - composer series • Year Up • Boston Arts Academy • Big Sisters of Greater Boston • Big Brothers of Mass Bay • Beacon Hill Village • Belmont Public Schools	Board meetings (periodic) Emmanuel MUSE (annual) EMI Website
EC (Emmanuel Church)	<u>EC Cultural Ministry</u> BGMC weekly rehearsals Back Alley Puppet Back Bay Chorale-rehearsals BEMF – rehearsal/festival Community Art exhibits BCMS – rehearsal CMS – rehearsals Cantata Singers – rehearsal H&H – rehearsals Jazz Composers Alliance NE Watercolor Society exhibits Orpheus Singers-rehearsal SoHip - rehearsals Spectrum Singers-rehearsal First Night Calliope Chorus Musicians of Old Post Road	<u>EC Ministry thru Education</u> Adult Study Forums (weekly w/ monthly groupings Worship-Word-World-Wonder) < Poetry Conversations First Sat. Discussion Genesis to Emmanuel (2 times/year) < Weeknight Courses Weekly Bible Study (Thurs. AM) Godly play for Children Lenten Evening Studies Reading Groups	<u>EC Worship</u> Weekly Eucharist ^ Weekly Cantata Holy Week Services Special services Life Cycle events (weddings, funerals, baptisms)	<u>EC Social Action Ministry</u> AA – reg. meetings Ethos-gay/lesbian sr. lunch Tri-City Mental Health Safe Haven Ecclesia Ministries Dioceses of MA – meetings & training < Aardvark Jazz Annual Fundraiser (culture & outreach) Gay Pride Parade (annual) OXFAM America (annual) Lobby Day (annual)	Emmanuel website VOICES (periodic) Child Care (Sunday?) Social Events Vestry Meetings Exec. Comm. Meetings Meetings EC Committees • Finance • Audit • Worship • Altar Guild • Sacristan • Ushers • Education • Social Action • Care Commission • Emmanuel Volunteers • Building & Space • History & Archives • Development/Enterprise • Capital Campaigns • Communication • New member • Stewardship • Personnel
Other			15-20 Weddings yearly (Lindsey Chapel)	BAGLY –meetings & events	

Appendix 6

EMMANUEL CHURCH: PROPERTY OWNERSHIP ISSUES

1. Owner of Record: Emmanuel Church Corp. is the owner of record of the property (structures and land) known as Emmanuel Church, Boston. The various deeds all name Emmanuel Church as owner. Emmanuel Church is registered with the Mass. Secretary of State as a non-profit Corporation.
2. Canon law overlay: Ownership is, however, subject to the provisions of the Canons of the Episcopal Diocese of Massachusetts.

Canon 18, Sec. 1 specifies: "No consecrated church or chapel,¹ nor any church or chapel which has been used solely for divine service, nor any property which is being used as a parish house or rectory, nor any land incidental to or regularly used in connection with any of the foregoing, shall be alienated or encumbered without the previous written consent of the Bishop, acting with the advice and consent of the Standing Committee."²

My understanding is that, so long as Emmanuel Church remains a parish or mission of the Episcopal Diocese of Massachusetts, it can sell, enter into long-term leases (defined as 3 years or longer in duration), mortgage, or otherwise encumber its property (as defined above) so long as it obtains the prior consent of the Bishop. Maureen has a copy of the Diocesan "Lien & Encumbrance Process" that George Dallas submitted to the Feasibility Task Force. This outlines the procedure when asking permission to alienate or encumber property.³

For example, if the three groups (Emmanuel Church, Emmanuel Music, and Boston Jewish Spirit) should decide to form a new 501(3)(c) corporation, title to the church (or, just the parish house and/or sanctuary) could be placed in the name of the new corporation, so long as the Bishop consents. This would give the Diocese future control over only 1/3 of that property. Any such requests to the Bishop via the Standing Committee would best be made with the participation of all three groups.

3. If Emmanuel Church owned property that was neither consecrated nor used solely for divine service, and that was neither a parish house nor rectory, it could sell or encumber that property without the consent of the Bishop, according to Canon 18, sec.2. For example, if someone willed their house to the church, it could sell that property without the consent of the Bishop.
4. Charitable Trust: The property, which was given or purchased with monies from donors for religious purposes, is by law (Mass.), a charitable trust. Because the property was deeded to Emmanuel Church, which was organized as a parish in the Diocese of Massachusetts, it is held in trust for the people of the Diocese of Massachusetts. In practical terms: if Emmanuel Church ceases to be a parish or mission of the Diocese of Massachusetts, the property would revert to the Diocese (more precisely, to the people of the Diocese of Massachusetts). This is the trust part of the equation. Under general principals of trust law, if there were no Diocese when the church ceased to be an Episcopal church, the courts would find another similar institution to which to place the property in trust.

¹ Emmanuel Church Sanctuary was consecrated in 1862, I believe. Lindsey Chapel was consecrated in 1924.

² The Standing Committee is the Council of Advice for the bishops.

³ Included with this packet is a summary of the Assessor's records and the Assessor's map showing the church property. The Commission will want this information in its future deliberations.

5. Other issues and questions that have been raised:

- **Q:** Was Emmanuel Church founded before the Diocese of Massachusetts? And, if so, would that trust relationship with the Diocese still exist?
A: The first diocesan bishop served from 1797 to 1803, so the Diocese was established long before Emmanuel Church was founded. If anyone has questions of a historical nature, contact Margaret Gardiner, Archivist of the Diocese. 617.482.4236 x504; mgardiner@diomass.org Hours: TWF 9-5.
- **Q:** Were all our buildings consecrated?
A: Our records show that the sanctuary and Lindsey were both consecrated. The Parish Hall might not have been consecrated, but it falls under Canon 18 nonetheless (see supra). No loophole there.
- **Q:** Does Lindsey Chapel have landmark status?
A: No. See the list of Registered Historic Places in Suffolk County, Massachusetts <http://en.wikipedia.org/wiki/List_of_Registered_Historic_Places_in_Suffolk_County%2C_Massachusetts>
- **Q:** Some of our deeds say that property is to be used for religious purposes. Is there any case law that defines how broadly "religious purposes" might be construed?
A: George Dallas knows of no case law on this subject. Kelly has a complete set of copies of our deeds.
- **Q:** Was a trust ever set up regarding Lindsey Chapel? Is there an implied trust?
A: No one knows for certain. The deed does not mention anything other than use for religious purposes. Church archival materials are not well organized.
- **Q:** Are there any other restrictions on our property?
A: 1) All external changes are subject to approval of the Back Bay Historical Association, because the church is a contributing property to the Back Bay Architectural National Register Historic District. 2) Lindsey Chapel also has a deed restriction placed because EC received grant monies from the Massachusetts Historical Commission (MHC) for repair of the roof in 1997. Those restrictions mandate that EC make no alterations (internal or external) unless "(a) clearly of minor nature and not affecting the characteristics which contribute to the architectural, archaeological or historical integrity of the premises, or (b) the Commission has previously determined that it will not impair such characteristics after reviewing plans and specifications submitted by the grantor ... " Kelly has a list of restriction guidelines, which define minor (o.k. to make without prior permission) and major alterations (requiring Commission review).
- **Q:** Are there any property attorneys in the EC congregation?
A: Susan Mygatt, at Goodwin Proctor, would be an excellent resource, if she has time: <smygatt@gph.com>

Appendix 7

EMMANUEL CHURCH: PROPERTY REPAIR ISSUES

Repair/ To Do List	COST		STATUS/SCHEDULE
	Low Estimate	High Estimate	
<p>URGENT MATTERS involving issues of building integrity, threat to life, threat to building shutdown and major morale</p>			
<p>Replace Electrical Panel</p> <p>Lindsey Chapel still has original basement circuit board: porcelain fuse receptacles with exposed cable attached to board covered by steel access panel. Access panel door is smaller than circuit board making it difficult to access a number of circuits. Fuse replacement exposes individuals to high voltage. It is the top priority for our electrician, Coleman Bros.</p>	\$4,000	\$5,000	<p>Building Commission recommends Vestry decision 6/07; implement by 7/07</p>
<p>Repair rear fire escape (failed inspection in 2000)</p> <p>Emmanuel was allowed to grandfather fire escape in 2000 in lieu of building interior staircase to third floor. Fire escape failed inspection due to paint loss, oxidation, broken and worn joints, too few and/or undersized bolts. Project includes lead paint removal, welding, bolting. Priming and repainting</p> <p><i>Comment: Risk of building shut-down.</i></p>	\$12,000	\$20,000	<p>Building Commission recommends Decision by 8/31, Contract by 9/30.</p> <p>Test case for prospective Building Managers: how would they proceed? David Harrington contact may have further advice (see below)</p>
<p>Repair front roof and water leakage issues.</p> <p>Most warranty work completed including installation of urethane epoxy in all horizontal regret joints and replacement of broken/and or missing slates on clerestory and main roof. Crocker Architectural (roof subcontractor) unable to reach main roof slates at higher elevations. Should return to repair/replace missing slates ASAP. Have placed two calls to Crocker since 1/26/2007.</p>	\$15,000	\$25,000	<p>Status unknown</p>

Roof over Craig Smith's office appears to be causing problems in 3rd floor restroom wall, 2nd floor hallway, Music Room and Parish Hall ceilings.

Consigli Construction under contract for \$21,000; uncertain whether this will solve problems. They believe they've found/resolved "pinhole" leaks.

Comment: Important to morale

Install fire detection and notification in most of the building (must be done in 2007), including:

\$86,000 \$120,000

5/06 Davco estimate \$86,000. Partial Simplex system in place has very bad reputation for cost, headaches.

First, mezzanine and second floor stair hall, East Narthex, Emmanuel Room, Parish Hall, Chapel, West Vestibule

David Harrington has a contact in municipal fire protection (another jurisdiction), who will do a gratis walk-through and advise on urgency

Building Commission doesn't know whether failure to initiate or complete work in 2007 risks building shut-down by BFD.

Subtotal: costed Urgent Items \$117,000 \$170,000

Lindsey Chapel: Replace hot air plenum on fan and repair steam leak

? ?

Leak appeared this season. Trigen examined leak on 3/26 and found a crack in one of the main radiation banks.

COMMENT: Proceed to confirm diagnosis & get estimate. Evaluate alternative (interim electric heating?). Note economic value of Chapel - don't lose rental income just because it's too cold!

Task for new Building Manager

PRIORITY MATTERS which require attention, BUT less urgent than the items above

Clean, repair, repoint rear (alley) wall masonry.

\$240,000 \$260,000

We have a \$257,000 quotation from RPM, including a \$20,000 contingency

Comment: This needs to be done within the next few years. Progressive deterioration will accelerate, leading to masonry loss, brick loss, cracks, leakage, and substantially increasing repair costs.

Resolve Lindsey Chapel water infiltration problems

? ?

Chapel roof was repaired in 1995 partially funded with a grant from Massachusetts Historical Commission, which now holds protective covenants. Roof received all new copper trenches (gutters), flashing, ice and water shield underlayment, selective slate replacement and new, reengineered internal leaders (downspouts). Originally the leaders (6" cast iron pipe) ran vertically from the trench down through each bundled limestone column into the basement and were joined into a single waste pipe that drained into the rear alley sewers.

The new system eliminated the vertical leaders in favor of slightly pitched horizontal leaders hidden above the groin-vaulted ceiling. The leaders then merge into two 8" cast iron pipes, drop vertically inside each rear corner of the chapel.

Unfortunately, this system also seems to leak during freeze thaw cycles. Wendell Kalsow, managing architect of the 1995 repairs and modifications, has examined the problems and suggested tightening the clamps on leaders. David tightened all the clamps and Consigli re-mortared reglets with a soft mortar in 2002 with no relief. This chronic-recurrent problem requires close inspection during a major weather event. Recent inspection suggests the reglets are failing - should be cleaned out, re-tightened and filled with urethane caulk.

Comment: Push forward to get confirmation of diagnosis & cost estimates. Consequence of inaction is deterioration of Chapel, and damage to morale.

new Building Manager

West Vestibule - rewire all electrical

\$6,000 \$12,000

Ceiling fixtures and outlets shorted out (2001), leaving inadequate or no lighting. Full rewiring appears necessary.

new Building Manager

Comment: This is a morale issue

OTHER ITEMS DISCUSSED. NOT PRIORITY OR URGENT, BUT NEEDING ATTENTION

Repair Flagpole over rear Sanctuary Door

? ?

Comment: Butt of flagpole rotted/split and is askew.

Julian Bullitt has made temporary repair, will fabricate & install new butt in July. Flagpole is punky and will need replacement in ~10 years.

Install pavers in meditation gardens

\$15,000 \$15,000

\$15,000 grant from Frog Pond fully funds project
Comment: Get it done. Not Urgent as defined above, but unacceptable to lose the funding.

Phil Mastroianni will do work for \$15k. David P will supervise (\$600)

Repair east narthex closet door

Lower hinge is missing – time only

Baylor Vestibule

\$0

\$0

new Building Manager

Repair, prep and refinish doors

?

?

new Building Manager

Install new hardware (kick-plates, slide bolts, etc)

?

?

NOTE: There are additional "Priority" items on David's list of 3/27/07 which are NOT included here. Building Commission may revisit them.

Appendix 8

EMMANUEL CENTER: NOT-FOR-PROFIT STATUS AS A SUPPORTING ORGANIZATION UNDER 509(a)(3)

Section 509(a)(3) Supporting Organizations

Provisions in legislation signed by the President on August 17, 2006, may affect the information on this page.

Supporting organizations are public charities that carry out their exempt purposes by supporting one or more other exempt organizations, usually other public charities. The category can cover many types of entities including university endowment funds and organizations that provide essential services for hospital systems. The classification is important because it is one means by which a charity can avoid classification as a private foundation, a status that is subject to a much more restrictive regulatory regime. The key feature of a supporting organization is a strong relationship with an organization it supports. The strong relationship enables the supported organization to oversee the operations of the supporting organization. Therefore, the supporting organization is classified as a public charity, even though it may be funded by a small number of persons in a manner that is similar to a private foundation.

Like all charitable organizations, a supporting organization must be organized and operated exclusively for purposes described in section 501(c)(3). A supporting organization must also be organized and operated exclusively to support specified supported organizations. Moreover, a supporting organization must have one of three relationships with the supported organizations, all of which are intended to ensure that the supporting organization is responsive to the needs or demands of the supported organization and intimately involved in its operations and that the public charity is motivated to be attentive to the operations of the supporting organization. Type I supporting organizations are "operated, supervised, or controlled by" the supported organization. Type II supporting organizations are "supervised or controlled in connection with" the supported organization. Type III supporting organizations are "operated in connection with" the supported organization. Since Type III relationships are less formal than a Type I or Type II relationship, Type III organizations must meet a responsiveness test and an integral part test. Section 1.509(a)-4(i)(2) and (3) of the Income Tax Regulations. These tests are designed to ensure that the supporting organization is responsive to needs of a public charity and that the public charity oversees the operations of the supporting organization. Finally, the supporting organization must not be controlled directly or indirectly by disqualified persons (defined in section 4946), who generally are substantial contributors and their family members. Section 509(a)(3)(C).

Some promoters have encouraged individuals to establish and operate supporting organizations described in section 509(a)(3) for their own benefit. There are a variety of methods of abuse, but a common theme is a "charitable" donation of an amount to the supporting organization, and a return of the donated amounts to the donor, often in the form of a loan. To disguise the abuse, the transaction may be routed through one or more intermediary organizations controlled by the promoter.

Organizations that operate for the personal benefit of their founders are not operated exclusively for purposes described in section 501(c)(3). Where part of an organization's net earnings inures to the benefit of private persons or where more than an insubstantial part of its activities benefit private interests, the organization will fail to qualify, or lose its tax-exempt status under section 501(c)(3). In addition, section 4958 excise taxes may be imposed on its disqualified persons and organization managers as defined under section 4958(f). Even in cases where the organization does not operate for the personal benefit of its founder, it may fail to qualify for section 509(a)(3) classification for several reasons. It might be controlled by disqualified persons. It might not be sufficiently responsive to the needs or demands of a supported public charity. It might not maintain a significant involvement in the affairs of a specified publicly supported charity. A specified public charity might not be motivated to be attentive to its operations. Loss of section 509(a)(3) classification means that the organization would be classified as a private foundation, subject to excise taxes under chapter 42 for a variety of reasons including self-dealing transactions and improper investments. (www.IRS.gov)

Appendix 9

EMMANUEL CHURCH IN THE CITY OF BOSTON

FEASIBILITY TASK FORCE RECOMMENDATIONS TO VESTRY

Approved by unanimous vote on July 18, 2006

1 NARRATIVE HISTORY

In October 2002, Emmanuel Church's Treasurer George Hallberg reported to the Vestry that the church was *at the Crossroad*:

Our aggressive, productive efforts to restore Emmanuel's damaged physical plant, to improve our fiscal management, and to assess the feasibility of a capital campaign to complete needed restoration of our home, has now provided us with some hard realities. The confluence of these issues has brought Emmanuel to a crossroad...Both short-term and long-term budget realities present us with some facts and issues that we must face...We must consciously and deliberately make a decision on the direction we will go...The problems and opportunities we face will require some...thoughtful and hard decisions.

After an overview of several aspects of the financial crisis, George concluded:

We are growing in number and spirit—yet not fast enough to fully pay our way. Our major fund-raising efforts will not be able to cover our major needs soon enough. So, we...must decide which direction do we go. Do we retrench to a smaller community, cutting staff and programs? Do we take some risks and invest to try to grow to the next level? ...Doing nothing, muddling along, is not an option! We must make a conscious decision for our future. [Crossroad report attached.]

Emmanuel Church's leaders faithfully responded to the challenge, but the fundamental problems remained unresolved by fall of 2005. That November, Emmanuel's Vestry determined to address the financial crisis before undertaking the new rector search.

In the February 2006 Vestry meeting, Senior Warden Ruth Tucker presented a preliminary Feasibility Task Force charge for discussion. Incorporating clarifications from the ensuing discussion, the charge was approved in the March Vestry meeting.

2 FEASIBILITY TASK FORCE

Vestry charged the Task Force to "recommend a course of action or a combination thereof that would generate ca. \$200,000 in annual income by the end of three to five years." The group was asked to investigate the following seven alternative options:

1. Sell the building, move the congregation.
2. Find a new tenant who could provide sufficient income to allow the Church to stay in the 15 Newbury Street building.
3. Re-develop the building to generate capital.
4. Establish a new non-profit entity at 15 Newbury Street, comprised of community and performing arts groups, making Emmanuel a community center.
5. In a redefined partnership with Emmanuel Music, improve the sanctuary as a new performance space that would also be used as a worship space for Emmanuel Church and affiliated religious groups.
6. Merge or share the present building with another congregation.
7. Do nothing different and keep going on as is. Shut down when the money runs out in several years, then mail the Bishop the keys.

Vestry then formally commissioned the Task Force. John Hsia, former Emmanuel Warden and Treasurer, and the Rev. Maureen Kemeza were appointed co-chairs. Task force members were Rabbi Howard Berman of Boston Jewish Spirit, Emmanuel members Scott Corey Dunbar and Warden Ruth Tucker, and, nominated by Jack Doran of the Diocese Congregational Development office, attorney/mediator George Dallas, an active member of Trinity, Concord. In the Task Force's first meeting on April 3 each member claimed responsibility to investigate one or more of the alternatives, as follows:

- Move the congregation/merge or share space with another congregation: John Hsia and Maureen Kemeza.
- Find a tenant who can provide income: Ruth Tucker.
- Redevelop the building to generate capital: Ruth Tucker and Howard Berman.
- Establish a new non-profit community center: Scott Corey Dunbar and Howard Berman.
- Develop the sanctuary as a performance/worship space in collaboration with Emmanuel Music and other faith groups: Maureen Kemeza.
- Continue as is: Ruth Tucker.
- (George Dallas would serve as consultant on Diocesan and legal questions.)

We consulted the following experts:

- Robert Walsh, President of RF Walsh Development Corporation
- Dan Quinn and others working as a project team from Meredith & Grew
- Jean Carroon, Principal of Preservation Projects at Goody, Clancy Architects
- The Rev. Gregory Jacobs, Bishops' Staff for Urban Congregations
- Charles Wilbiralske, Episcopal City Mission staff

We engaged in informal conversations with others in the wider Emmanuel Church, Emmanuel Music, Boston Jewish Spirit, the Diocese of Massachusetts, and neighboring Episcopal parishes. We have investigated how similar urban churches have reinvigorated their mission, particularly St. Bartholomew's Church on Park Avenue and 50th Street in New York. We have taken note of concurrent developments in Emmanuel's Vestry, which has begun to vigorously pursue new initiatives in community building and stewardship, in BJS's Board, and in EMI's organizational development. The Task Force met again early in June and held a final meeting on July 11.

3 RECOMMENDATION

Although we recognize that implementing our findings requires extensive further work, we offer the following recommendations to the Vestry:

Explicitly reject option #7; it is a counsel of despair.

Although **option #1**, to sell the building and move the congregation, would be legally and ethically defensible, we do not recommend that Vestry pursue this course of action at this time. It can be done, if the Bishop and Standing committee affirm the project. EC could sell the property, send out Requests for Qualifications to other Episcopal congregations, select the best proposal, and join that congregation. With Emmanuel Church's real estate value, the resulting congregation would likely have the largest endowment in the Diocese. Or, Emmanuel Church could build or buy another property in a lower-cost and auto-accessible area. It is not clear that EMI and BJS would accompany us to the new location. Moreover, this option would take several disruptive years to implement. We believe that there remain faithful and creative possibilities—indeed, unique gifts and opportunities—in the present central, high-profile, and valuable location.

Combine the other options. Invite Emmanuel Music and Boston Jewish Spirit to join Emmanuel Church in creating a new non-profit entity:

Emmanuel: an urban center for interfaith spirituality and the arts.

Each of the three partners can grow and develop their distinct missions in a creative collaboration in this location. In due time, the sanctuary might be redeveloped into an interfaith worship space, reflecting the latest creative thinking about effective liturgy, as well as a multi-purpose performance space. Lindsey Chapel would remain a traditional sanctuary. **(option #5).**

If EMI and BJS are willing to pursue this option, three-way discussion could go forward with the help of an impartial outside mediator, enabling each of the three to establish a) how they would be enabled to grow to their next level by this partnership b) what they fear in undertaking such a partnership c) what they would contribute to the partnership. Negotiation and planning might take six months to a year to complete.

[Part 1 of a 2 part vision statement attached.]

As a new non-profit, **Emmanuel** could mount a joint capital campaign to refurbish the sanctuary/performance space, without any of the entities surrendering their distinct publics or identities. Joint fundraising could be ongoing, enabling **Emmanuel** to continually improve and maintain the building to each partner's needs. Overhead expenses could be shared proportionately. In addition, to raise capital for this project or to replenish the endowment, EC might sell or redevelop the Parish House as either a residential or commercial project, **(option #3)** and construct offices, rehearsal space, recording rooms and meeting rooms to the rear of the sanctuary, between Lindsey Chapel and the big church, in the area now housing the unused organ, and/or in the significantly underused space available in the basement.

If *Emmanuel Center* should go forward, other performing arts and/or religious groups might make their residence in 15 Newbury Street under the joint administration of the partnership. **(option #4)** This would help to realize Emmanuel Church's mission to serve the greater Boston community as a center for worship and the arts. This possibility would leave room to continue to explore the possibility of another Episcopal congregation relocating under the Emmanuel roof, who might contribute resources and bring more liturgical and cultural diversity. **(option# 6)** We have approached St. John's Bowdoin Street and St. Paul's, the Cathedral Church, and both churches have expressed interest. In addition to these two churches, the Charles River Church, a start-up, non-traditional Episcopal Church in the Diocese of Massachusetts, offered a proposal to partner with *Emmanuel* that was not pursued on account of the two congregations' differences.

Appendix 10

BOSTON JEWISH SPIRIT – HISTORY AND HISTORICAL CONTEXT FOR THE EMMANUEL CENTER COLLABORATION

Boston Jewish Spirit had its origin in June, 2004, when Rabbis Howard Berman and Devon Lerner decided to create a new alternative High Holy Day experience for the Boston community. Recognizing the need for a progressive, inclusive Jewish experience for a variety of constituencies in the city's central neighborhoods, Boston Progressive Jewish Spirit was conceived as a special outreach to interfaith and multicultural families, LGBT people, urban dwellers and all spiritual seekers interested in an accessible encounter with the liberal ideals and traditions of Reform Judaism.

Our inaugural worship services were held on Rosh Hashanah, as guests of Arlington Street Church, coincidentally making these the first Jewish Services to be held in Back Bay in Boston history. Rabbi David Kudan participated in presenting special Family services on the afternoons of Rosh Hashanah and Yom Kippur. With an enthusiastic response from the 250 people who attended our worship, BPJS was born.

Surveys collected from participants indicated an interest in ongoing opportunities for worship, study, holiday celebrations and social events. An active core of committed volunteers and leaders emerged, and a monthly series of activities was developed over the following year: a Chanukah Celebration; a Sabbath Afternoon "Havdalah" study session on American Jewish history; a special tour of the Museum of Fine Arts, highlighting art of Jewish interest; a wonderful and festive communal Passover Seder; and a special Sabbath Eve Service commemorating the first anniversary of Marriage Equality in Massachusetts, as well as featuring the Naming Ceremony of our first newborn. In addition, we instituted an intensive bi-weekly "Exploring Judaism" course for prospective converts with 12 committed students and a resource/support group for interfaith couples.

In May, through the invitation of the Rev. William Blaine-Wallace, BPJS inaugurated a new relationship with Emmanuel Church on Newbury Street, an historic progressive Episcopal parish that offered us use of their facilities for our worship and programs. An interfaith dialogue group of members of both congregations have begun regular meetings to discuss our shared spiritual journeys, and to develop a series of educational programs for the broader community.

On June 20, 2004, the active core of BPJS participants met to discuss the future direction of our emerging spiritual community. The group enthusiastically decided to formally incorporate as a Reform Jewish congregation, to secure official non-profit status, and to begin developing a membership structure. We decided to "streamline" our name, to

Boston Jewish Spirit
A Progressive Reform Congregation for All in the City

As an outgrowth of the partnership between Boston Jewish Spirit and Emmanuel Church, which began in 2005 with the parish's gracious invitation to use its facilities, our congregation has been involved in ongoing discussions with the Church's leadership over the past year regarding the long-range relationship between our two congregations. As Emmanuel's "Rabbi in Residence", Rabbi Berman was part of a task force charged with developing a plan, representing BJS' potential partnership with the church in redeveloping the building, and creating a new interfaith corporation that would share it and develop a joint program as a spiritual and cultural community center. This vision has evolved into an incredibly exciting and unique opportunity for a creative collaboration that would place our congregation at the geographic and cultural center of Boston with vast potential for growth and influence.

The Emmanuel Vestry (Board) unanimously approved the Task Force's recommendation to move forward with BJS and Emmanuel Music (which is a separate entity) to create a partnership to be known as the "Emmanuel Center". This would be envisioned as an urban, interfaith Community for the promotion of Spirituality and the Arts. All three entities would have to work together to raise the funds to maintain the

building for an interim period, while possibilities for the redevelopment of part of the structure would be explored. The plan envisions the redesign of the Sanctuary to accommodate both the church's and our own worship - a unique Jewish/Christian sacred space, that would also serve as a performance space for Emmanuel Music. All three groups would have their own offices, and would share classrooms, meeting rooms, and other facilities.

Earlier this year, the three partner organizations formed a tri-partite commission, with delegations of members from each group, which has been meeting regularly to develop both the program concept and actual financial/architectural/construction models.

The Emmanuel-BJS partnership has been attracting great interest in the broader community, with major news stories on our unique relationship appearing during the 2006 High Holy Days in the Back Bay Sun, Beacon Hill Times, and in the Sunday Boston Globe, on Kol Nidre Eve, and a front page article in the Boston Courant in January 2007.

As plans continue to develop, we will keep you informed. We invite your thoughts and contributions as we evaluate the options and ultimate viability of this wonderful, challenging vision!

With the High Holy Days of 2007, we look forward to the beginning of a new year of activity and growth for our new spiritual community! Our Mission Statement clearly expresses the values we seek to affirm and proclaim to the people of Boston:

Boston Jewish Spirit is a liberal, inclusive Reform Jewish Congregation committed to the opportunities, challenges and diversity of urban life. We welcome all who are seeking to experience Judaism's universal spiritual ideals and traditions, regardless of religious background. We extend a special invitation to interfaith and multicultural families, LGBT people and residents of Boston's city neighborhoods. Together we seek to create a community of worship, learning and service, grounded in the timeless Jewish vision of a "house of prayer for all people," and responding to the mandate of our Hebrew Prophets to work for justice and peace in the world.

A major challenge facing America and the world today, is the necessity of a renewed and vital voice for the liberal religious community of our nation. In this time of strident political and religious conservatism and extremism, we progressive people of faith need to deepen our commitment and strengthen our support for inclusion, diversity and a broader perspective of "moral values." We hope that BJS can emerge as a meaningful setting and resource in these efforts.

Appendix 11

GRANT MATERIALS AND TOOLS

Components of a well-written Grant

- 1) Complete application cover sheets (maximum 2 pages) and place on top of application. This organizational overview provides a concise presentation of your organization and project.
- 2) Project Statement: a project description no longer than 5 pages describing the significance of the initiative, the strategy and its prospect for success. What needs or issues does the project address? The description should cover activity during the 12-month period the grant will be in operation. Show how short-term objectives relate to the longer-term goal.
- 3) Budget: Provide a detailed project budget for the 12-month period. Identify other sources and the likelihood of financial support (current and projected).
- 4) Provide a brief history of the accomplishments of the organization (1 page) and explain why it is suited to address the stated need.
- 5) Organizational structure: Describe the qualification of those responsible for the success of the initiative. State how much time they will devote to the project
- 6) Provide a list of officers and board members of the organization and describe the roles they intent to play.
- 7) Provide an audited financial statement for the prior year.
- 8) Provide documentation verifying the organization's tax-exempt status.
- 9) Evaluation: are there evaluative mechanisms built in? How will success be measured?
- 10) Goals and objectives: What are the specific goals? How does the proposal address these goals? Provide any additional attachments only if they are essential for clear understanding of the proposed project.

Other Guidelines

- Think in a creative, positive and concise way
- Grant readers are looking for a well-organized presentation
- The want to know what *you* have already done; not just what you are planning to do with the monies they allocate
- Best approach is to gather all ideas the Board wishes to convey and have two people actually write the grant proposal, with a third editing and being an overseer

- It is okay to apply to several Foundations and grant-givers, but they have to be listed in the proposal
- Comply with specific requests for forms, budget details, etc. They vary from grant-giver to grant-giver
- Be certain the foundation or grant-giving agency is a specific fit to our needs
- Target the organizational structure; How does the organization operate? Are there adequate staff/volunteers to implement the Board initiative
- Focus on the one good idea at the core of the proposal
- Is the budget reasonable? What funding is the organization putting into the project?
- Learn the deadline times for each foundation funding cycle

Provided by Gail Flatto 5/07