

Minutes & Reports, 6/28/2026

Meeting for Business in Worship, 6/14/2026

Friends Meeting at Cambridge (FMC) gathered in Meeting for Worship with Attention to Business on the 14th of June 2026, at 1:15 pm, with 23 people in the Meetinghouse and 12 people on Zoom.

After a period of centering worship, Christel Jorgenson read from *Messages to Meetings* by Brian Drayton, from the chapter "On Praying towards Unity."

Prayer takes many forms... A wordless, steady regard, in a time when one is quiet in reverence, is a powerful way of working – or rather of allowing oneself to be worked upon. When we are truly centered, even for a short space of time, we are tender, that is vulnerable and teachable. If then we bring into that place a longing or need that is on us, it can be a time of discovery and movement and imaginative participation in the concern we are holding and the community we love... One of the results of this kind of contemplation is heightened awareness. In that receptive place where we are most able to hear (or see or feel) the truth, we are often given fresh understanding. We may perceive more details about the community life – or one's own participation in it – and see connections, or even questions, that were not apparent before.

Christel reminded us of [Community Agreements](#) regarding clerked meetings.

Friends in the room and on Zoom introduced themselves.

David L. Myers read the Land Acknowledgment, approved by Business in Worship in February 2022.

Approval of Clerks for the Day

2026-030

Christel Jorgenson asked the Meeting for permission, for this Meeting for Business in Worship, to serve as Presiding Clerk, for David L. Myers to serve as Recording Clerk, and for TylaAnn Burger to serve as Elder. The Meeting approved this service.

Announcement

2026-031

Betsy Bragg's transfer of membership from FMC has been accepted by Framingham Monthly Meeting on May 17, 2026; her transfer of membership is complete.

Nominating Committee

2026-032

Susan Davies, Co-Clerk of Nominating Committee, presented for a first reading the following nominations:

Bill Heinemann: 1 year as Treasurer
Jane Jackson: 1 year as Assistant Treasurer
Sebastian Stockman: 3 years as Recording Clerk
Holly Lapp: 1 year as Recorder
Afroze Mohammed: 3 years on Avison Committee
Barbara Cannon: 3 years on Gardening and Landscaping Committee
Betsy Roper: 3 years on Nominating Committee
Jess Engebretson: 3 years on First Day School Committee
Kathleen Crosskill: 3 years on First Day School Committee
TylaAnn Burger: 3 years on Finance Committee
Wendy Sanford: 3 years on Membership Committee
Richard Ristow: 3 years on Ministry & Counsel

Susan presented for a second reading the following nominations (these were subsequently approved by the Meeting):

Andrew Szanton: 3 years on Membership Committee
Jim Hannon: 3 years on Ministry & Counsel
Martha Mangelsdorf: 3 years on Finance Committee
Marina Rothman: 1 year on Ministry & Counsel [*this is a correction of an initial report of an appointment to Finance Committee*]
Peter Jones: 3 years on Fellowship & Outreach Committee

Nominating Committee—Clerking Structure

2026-033

Susan Davies and Polly Attwood, Co-Clerks of Nominating Committee (Tom Sander, Diana Lopez, and Elizabeth Claggett-Borne are the other members of the Committee), presented the ideas that Nominating Committee has come up with for clerking of the Meeting in the future. Much work on this was done by Imagining Faithful Structures Working Group (IFSWG) and Blue Sky Group, along with Nominating Committee. What has arisen as the place to start is a Clerking Committee, a reworked co-clerking structure. Part of the reason for such a structure is that the tasks required of a Presiding Clerk seem to be too much for one person to handle. It is proposed to have a group of about six people to fill various roles: to prepare and preside over business; to record minutes; to take care of correspondence and business-related data; and to communicate with groups and individuals in the Meeting. These various roles may very well be shared and each person in the group may do several different tasks. Also, each person will be learning the skills needed for tasks with which they are initially unfamiliar.

Spiritual support is an important part of the plan; the aim is to have Elders involved to pray and make observations. The Elders will not be appointed members of the group but will volunteer to support the work of the Clerking Committee.

A workshop on clerking is proposed for Fall 2026.

It is recommended that there be periodic listening sessions, to which all Friends are to be invited, to discuss leadings and ideas. These would initially be implemented by the Clerking Committee or by another group working with them.

Nominating Committee intends to meet with individuals and IFSWG over the summer to refine their proposed structure and find people willing to join the Clerking Committee. Friends are invited to contact the Committee if they are interested in exploring these ideas. In the meantime, before a Clerking Committee is ready to function, Susan and Polly will work with Blue Sky Group to figure out whatever interim structure is needed by the Meeting.

Nominating Committee's set of two reports will appear in the June issue of *Minutes & Reports*.

Ministry & Counsel—Proposal for Fourth Sunday Worship Schedule

2026-034

Erin Bumgarner, Clerk of Ministry & Counsel, presented their proposal for our fourth Sunday schedule of worship. The full M&C update report about both (1) the 4th Sunday worship schedule and (2) the use of technology during hybrid Meetings for Worship will appear in the June issue of *Minutes & Reports*.

M&C has completed gathering feedback on the three-month exploration. Most comments were positive, and everyone thought that having the two Meetings on fourth Sundays was a good idea. There were concerns expressed that 9:00 am was too early for the hybrid Meeting, and that it was not practical to have two sessions of First Day School.

M&C proposed moving the hybrid Meeting from 9:00 to 9:30 am. This will be enabled by eliminating announcements after that Worship Meeting. There should be a virtual coffee hour on Zoom after worship, and there will be someone on Zoom to greet people who arrive expecting a 10:30 am hybrid Meeting.

First Day School will take place only once, during one or the other of the two worship Meetings, though childcare will be offered for both Meetings. The choice of the time slot for First Day School will be decided later.

Notes on the discussion of M&C's 4th Sunday scheduling proposal will appear in the June issue of *Minutes & Reports*.

Friends approved M&C's proposed schedule change, to start on the fourth Sunday in July 2026.

Ministry & Counsel—Proposal for Equipment Used in Hybrid Worship

2026-035

Erin Bumgarner, Clerk of Ministry & Counsel, reported that Friends have responded positively to the use of a DTEN in hybrid Meetings for Worship. The strongest reservation to the positive response was the small size of captions, which are used by some Friends in the Meetinghouse who have difficulty hearing messages.

M&C proposed that Meeting buy a larger (75-inch) DTEN for the Meetinghouse. The estimated cost is \$10,700 (or \$13,800 if an extended warranty is purchased). Captions are 15% larger than on Meeting's present 55-inch DTENs. Alternatives to this proposal would be (1) to continue to use the present 55-inch DTEN; or (2) to buy a new smaller (55-inch) DTEN for approximately

\$4,000 less than for the larger DTEN that M&C has proposed buying. The full M&C update report about both the 4th Sunday worship schedule and the technology to be used during hybrid Meetings for Worship will appear in the June issue of *Minutes & Reports*.

It was clear from the feedback that M&C received that going back to the camera and wall projection we had for several years was not favored by the Meeting. There was discussion of the caption-size issue and whether the larger DTEN would make enough of a difference in caption and face sizes to justify the expense of buying it. The inconvenience of having only one 55-inch DTEN in the Friends Center did not seem to Friends to justify buying a third 55-inch DTEN. Notes on the discussion about the technology to be used during hybrid Meetings for Worship will be found in the June issue of *Minutes & Reports*.

In the end, Friends were not in unity to buy a new DTEN at this time—neither the 55-inch nor the 75-inch—but decided that we should continue to use in the Meetinghouse one of the two 55-inch DTENs that we already own.

Friends voiced appreciation for all the careful, Spirit-led work by many Friends on this issue.

The Meeting adjourned at 3:44 pm, after a period of worship, purposing to meet again on June 28, 2026 at 1:30 pm, noting that the two-Meeting for Worship schedule on this date will necessitate a later starting time for Simple Lunch and for Meeting for Business in Worship.

Christel Jorgenson, Presiding Clerk for the Day
David L Myers, Recording Clerk for the Day
TylaAnn Burger, Elder

**A WORKING DOCUMENT TOWARD A REINVIGORATED CLERKING STRUCTURE for
BUSINESS at FMC
WHERE is FMC around having a clerking structure?**

As Nominating Committee (NomCom) mentioned at the April Meeting for Worship with Attention to Business, (MWB) we have been listening for where FMC is around creating a Clerking structure that reflects FMC's strengths and needs.

The Imagining Faithful Structures Group (IFSWG) has also been attending to this concern. They held a zoom gathering on April 13 where they invited insights & reflections on what Spirit-led clerking involves, shared some ideas for a collective clerking structure, and recorded notes on all the responses. In an email to the FMC community on May 21, they offered further seasoning of their ideas and hopes for a clerking structure.

Blue Sky has also been holding this concern. They faithfully facilitated bringing clerks forward to convene and guide our MWB over the last two years. Blue Sky is clear that it is time to lay itself down and to make way for a reinvigorated clerking approach for FMC. Richard Ristow crafted

and shared a thoughtful document reflecting his understanding of what grounded and Spirit-led clerking at FMC might look like going forward.

In the Light of all above, Nom Com has been holding our part and thinking about what a clerking structure for FMC might look like. In worship together, Nom Com also lifted up the gifts and skills needed across a group of people chosen to serve the Meeting as clerks of MWB, as well as the seasoning and follow-up work that goes into the “before and after” of a given MWB. Nom Com’s list and IFSWG’s list from April 13 echo each other strongly, while each also offers particular insights. Together they reveal that within FMC there is a deep knowledge of clerking, its joys and challenges, and the tasks involved in holding Spirit-led MWBs. Nom Com sees these needed gifts and skills embodied and present across the FMC community. FMC need not invent a new wheel or reinvent an old one!

In light of all the above, Nom Com and IFSWG see FMC as *READY TO REINVIGORATE SPIRIT-LED COLLECTIVE CLERKING FOR FMC AT THIS TIME!* WHY a Collective Approach to Clerking?

Nom Com & IFSWG are confident that FMC will be well-served by a Clerks group. We speak personally here, and hear this echoed by others. It’s not only the size of FMC that calls for a co-clerking structure; it is also that no one person carries all the gifts and skills needed. A Clerks group can:

- listen & pray together for Spirit’s guidance,
- draw on varied gifts for deeper discernment,
- listen to one another across multiple perspectives,
- create opportunities for mentoring and learning,
- support a continuity of listening & holding of MWB month to month,
- share the business-related work for the Meeting, and mutually support one
- another in a sustainable and joyful way.

So here is what Nom Com and IFSWG suggest as a way forward. . .

- **The Core Structure:** Approximately six F/friends who have the following gifts, capacities and skills among them to carry out the many tasks of a Meeting’s Presiding Clerk. We want this group to have flexibility in how it carries out the work, including people playing multiple roles. These are the three areas of care for the Clerks group:
- **Clerking:** Preferably two people *ready* to clerk MWB and support other key FMC gatherings as needed. We envision more members of the group sharing this clerking role through opportunities for learning and growth that can create more clerking capacity across the group.
- **Recording Minutes:** Sebastian Stockman has stepped up at this time to serve as a recording clerk. We hope that one more person in the group will be growing into this role and capacity to record as needed, so that MWB is not dependent on a single Recording Clerk for the whole year.

- **Correspondence i.e., carrying out administrative tasks** related to clerking business as the group spiritually discerns them. At least one person to take the lead on this aspect, with others ready to learn and join in. In previous years this role was carried by the Assistant Clerk, and worked well.
- **Communication** with committees, working groups, & staff across the Meeting.

HOW TO SUPPORT THIS EMERGING COLLECTIVE APPROACH?

As IFSWG noted in their email on May 21, ***“Monthly Meeting for Worship with Attention to Business is central to FMC, its heart. And is everyone’s responsibility! Everyone holds Meeting for Business in the Light.”*** To that end, we also see the following as potential supports for an emerging Clerks group:

- **Eldering presence to support and pray with the Clerks group.** Provide perspective and guidance as requested by the Clerks group and as elders are led. A number of Friends are considering and willing to play this role. More may be forthcoming. These Friends will work with the Clerks group to further clarify how best to support clerking in MWB.
- **Fall 2026 -A Two-part workshop on clerking** (likely on two consecutive Saturdays) for those with leadings/nudges to serve as part of this reinvigorated clerking structure and/or with a desire to deepen their understanding and practice of clerking.
 - We pray that Way will open for TylaAnn Burger and Wendy Sanford (with support from Richard Ristow) to lead this workshop.
- Some form of **“Meetings of the Whole”** , possibly quarterly, that further opens pathways for Spirit to move through our community as we do business. The Clerks group may also find other ways to achieve the following:
 - Listening sessions/open community meetings (possibly four times a year-see more below) during which FMC’s “micro-cultures” (from committees and working groups to various groups across the community, and individuals) can share concerns, questions, leadings.
 - Whatever form this takes, we do not want it to be a burden on the Clerks group. We suggest that these meetings be implemented once the Clerks group is ready and initially be organized by a group of Friends collaborating with the Clerks Group to help make it happen.
 - Such gatherings of the whole can call FMC to embrace and live into our knowing that Spirit is present in all across FMC, to a commitment to creating spaces for people of all ages to learn and contribute to the discernments of the Meeting, and *with particular attention to children, parents, and young adults as integral to FMC’s well-being and wholeness.*

In light of all the above, and in prayerful Spirit-led work together, Nom Com will continue to reach out over the coming months to people across the Meeting whom we see as having some of the gifts and abilities needed for this Clerks group. Please reach out to Nom Com if you are led to serve in this way or if you have people to suggest and encourage to serve in this way.

GIFTS, SKILLS, & CAPACITIES HOPED FOR ACROSS an FMC CLERKS GROUP (June 2026)

This list is a work-in progress draft. It draws from lists that arose in worship at the Imagining Faithful Structures Working Group on April 13 and at Nominating Committee's March meeting. This list does NOT describe the many tasks for a Clerks group, but rather begins to identify the gifts & capacities hoped for across a group of friends serving as a Clerks group.

- Listening, praying, and holding community in the Light all the time, walking amongst the community
- spiritually grounded
- available; have a thick skin - not take things personally
- trustworthy and transparent
- accept imperfection; show vulnerability that opens way for deeper discernment and supports everyone's learning
- engage collaboratively with others in Clerks group, supporting elders, FMC staff, committees & community members as related to Business
- open to drawing on support of elders
- listening both one-on-one and in groups in general.
- knowledge of Monthly Mtg business practices, include comfortable with helping community learn Quaker practices for Business
- seasoning what is coming before Meeting for Business, seeks ways to support friends to prepare items well
- discerning/shaping agenda for coming Business, including seasoning items, connecting with those bringing items for Business
- listening for, discerning and reflecting back – both verbally and in written minutes – a sense of the Meeting (including between the lines listening).
- sense for what is happening in the room, as much as possible – different threads of concern, insight, wondering, questions
- able to see & hear, and if recording, reflecting back the threads running through messages
- Sense of when to slow down and call for worship and prayer able to set boundaries, interrupt harm gracefully
- calling for love and slowing down when things get fraught
- follow-through, capacity for tracking loose threads, what's still to be done, what's coming, what's next...
- clear communication, written and verbal
- work to recognize budding conflict and address it
- have capacity for sitting in discomfort and conflict, see conflict as opportunity (not conflict averse)

An update from Ministry & Counsel (M&C) for Meeting for Business June 2026 about the Fourth Sunday schedule and use of technology during hybrid Meetings for Worship

Over the past three months, Friends Meeting of Cambridge (FMC) has explored two changes related to worship and technology:

1. A **revised Fourth Sunday schedule** that includes two Meetings for worship (9am and 11am) with a shared coffee hour between them, and
2. The **use of a DTEN** in place of the projector and Coolpo (Owl-type) camera during hybrid worship, which is based on technological proposals put forth by the Community, Ministry, and Technology (CMT) Group (see the DTEN [FAQ document](#) for more information).

During this time, **M&C asked for feedback from the community**. We received about 30 emails, letters, and submissions through the digital suggestion box, representing a wide range of preferences. As we reviewed the feedback, many of the challenges appeared solvable through relatively modest adjustments. Additionally, while Friends expressed different preferences about the details, we heard little interest in returning to previous arrangements. Therefore, the recommendations below reflect M&C's attempt to build on what is working during this exploration period, while responding to the most significant concerns that were raised.

We also want to note that Erin Bumgarner will be stepping down as Clerk of M&C this summer. Unfortunately, given this transition and the significant time and energy that has been required, **M&C does not have the capacity to continue guiding FMC through additional rounds of exploration**.

Given the amount of planning needed to institute any changes, we strongly recommend that **any proposed changes go into effect in July** (rather than rushing to implement during the Fourth Sunday in June).

We hope that we can use our time together at Meeting for Business to find a way forward that allows us to care for the diverse needs within our community, while freeing energy for the other ministries and challenges to which we are called. As we explore a way forward together, it is worth reminding Friends of our **process goals and guiding principles**:

Process Goals:

- Begin with an openness to new ideas and a willingness to have our perspectives change.
- Be solution-oriented, rather than dwelling on barriers or challenges.
- Engage the full spectrum of spiritual needs in our community—from Friends who rely on technology to participate, to those who find that technology interferes with their worship, and everyone in between.
- Encourage creativity.
- Promote accountability and transparent communication.

Guiding Principles:

- Emerge from the whole, rather than reflecting individual preferences.
- Prioritize the spiritual quality of worship.
- Prioritize accessibility and inclusion.

Schedule Change**Feedback about Success**

- Many Friends appreciated the rare time for worship without screens. Some Friends who left FMC shared they are attending again on Fourth Sundays during low-tech worship.
- Some Friends appreciated the opportunity to worship in smaller settings during the earlier time slot.
- Some Friends appreciated that low-tech was offered during the later time slot, given this is the only low-tech worship opportunity during the month.
- Some Friends appreciated that Friends with disabilities could now worship in the Meetinghouse setting (vs. the Parlor) on all Sundays.
- Some Friends observed that people arriving for worship after refreshments seemed more cheerful and connected.

Feedback about Challenges

- Many Friends commented that 9:00 a.m. was too early, and the early start time left Zoomers to worship in a relatively empty Meetinghouse. This was the most common piece of feedback.
- Some Friends noted that the schedule divides First Day School across two worship times.
- One Friend was concerned that if someone shows up at 10:30 by Zoom expecting worship, there would be no one online to greet them.
- One Friend noted that eliminating Forum and Afterthoughts on Fourth Sundays removes opportunities for Zoom participants to connect with the Meeting community.
- One Friend noted schedule changes need to be communicated on the website for newcomers.

Proposed Next Steps

9:30–10:30 1st Meeting for Worship (Hybrid)
10:30-10:45 Intros
10:30-11:00 Joint Coffee Hour (*Stay After Meeting or Arrive Early*)
11:00-12:00 2nd Meeting for Worship (Low-Tech)
12:00-12:15 Intros

- Move back the first worship hour to start a half hour later (at 9:30).
- To make the later start time possible, have introductions but share announcements by offering paper handouts (not verbally).

- Keep the later time slot for low-tech, given that Meeting for Worship is hybrid on other weeks.
- To improve fellowship opportunities for those on Zoom, offer a virtual coffee hour after Meeting for Worship. This would also ensure that those who arrive at 10:30 by Zoom are greeted and invited back.
- Offer one time for First Day School (based on family preference).

DTEN

Feedback about Successes

- Many Friends noted the DTEN is less visually intrusive and takes up less space compared to the projector-based setup.
- Some Friends noted the DTEN stabilizes the visual experience by eliminating the constant movement of the Owl camera.
- One Friend expressed appreciation that the DTEN makes it possible to use the fireplace during hybrid worship.
- One Friend shared that the DTEN integrates Zoom participants into worship more because they are at a similar level as others (vs. being projected above the fireplace).

Feedback about Challenges

- Many Friends shared that captions are too small on the DTEN.
- Some Friends commented that the DTEN location/position could be improved so that people don't crane their necks to see the screen. However, other Friends noted that it's never possible to see everyone in the room (if they are behind us, for example).
- Some Friends thought the reserved seats (to aid caption-viewing) were confusing and not well used. This also made the room feel empty for Zoomers, since the seats closest to the DTEN were not used.
- Some Friends shared a desire for an improved sound system that would allow worshippers to stand and speak without needing to use a handheld microphone.
- A few Friends noted the DTEN cost represents a significant expense.
- A few Friends wondered if the larger DTEN would feel intrusive.
- There will be some extra responsibility placed on the Facilities Manager to move the DTEN if the room is rented by people who prefer no tech. It also requires extra coordination to block off the DTEN corner when occupied by Material Aid and Advocacy Program (MAAP) participants.

Proposed Next Steps

- We recommend purchasing a larger 75" DTEN as it would best address the concerns about caption size. We estimate the total cost would be around \$10,700 to \$13,800, depending on whether we purchase additional warranty coverage. The larger DTEN measures 17 inches wider and 9 inches higher than the current screen and has captions

that are 16% taller (1.45 inches in height vs. the current 1.25 inches). Our sense is that relatively small increases in font size can make a big difference.

If the expense for a 75" DTEN is too high, we still recommend that FMC continue to use a DTEN by continuing with the current 55" DTEN in the Meetinghouse. We could continue to move the DTEN between the Parlor and Friends Room. (Another option could be to purchase a third 55" DTEN, but this would still be a significant expense—about \$6,600 to \$9,800 depending on whether we purchase additional warranty coverage.)

- M&C also proposes not to reserve seats near the DTEN in the future, as this seems to have more downsides than upsides.
- M&C recommends that we eventually upgrade microphones, although we do not propose doing that now given that it was outside the scope of this exploration period.

Notes on Discussion of Fourth Sunday Schedule for Hybrid/Low-Tech Worship at Meeting for Business in Worship, 6/14/2026

- It was pointed out that there is another low-tech Worship Meeting, on one Sunday a month at 4:45 pm.
- A Friend suggested we find a term other than “low-tech” worship.
- This process led by M&C has been handled well; we feel more unified than previously.
- I appreciate that there will be some fellowship for people arriving on Zoom at 10:30. Perhaps there could be an additional Zoom-only worship at 10:30.
- Some adjustment may be required on fourth Sunday of the month of June, since usually we have had a Business Meeting on that day.
- This may not be perfect, but it’s good and in a spirit of cooperation.
- Another advantage of this schedule is that people involved with First Day School have a chance to go to a Meeting for worship on 4th Sunday.

Notes on Discussion of Proposal to Buy a Large DTEN for the Meetinghouse at Meeting for Business in Worship, 6/14/2026

- A concern was expressed that we should have more advanced microphones. Any improvement in microphones is not part of this proposal, however.
- The securing of the DTEN and protection of it is a facilities concern. There are renters for the Meetinghouse who were signed up before the DTEN was installed.
- A Friend suggested that we upgrade the Assistive Listening Devices.
- Perhaps in the future, we could have a secondary display just for captions.
- Is the purpose of the purchase just to get larger captions?
- It would be desirable to have larger faces on the Zoom screen, as well.

- It works well to use your phone to read the captions on Zoom. Maybe we could have some phones at Meeting for this purpose. But is it a good look to have a number of Friends in the Meetinghouse looking at their phones during messages?
- Do we need more than two DTENS? Is it hard to move? It's a clear no-no to move it across the driveway very often. Right now, it is moved only inside the Meetinghouse.
- We seldom need two DTENS in the Friends Center at the same time.

Meeting for Business in Worship, 6/28/2026

Friends Meeting at Cambridge (FMC) gathered in Meeting for Worship with Attention to Business on the 28th of June 2026, at 1:30 pm, with 32 people in the Meetinghouse and 10 people on Zoom.

Clerks for the Day

2026-036

After introductions and a period of silent worship, Richard Ristow asked the Meeting for permission, for this Meeting for Business, for him and Betsy Roper to serve as Presiding Clerks, for Sebastian Stockman to serve as Recording Clerk, and for Wendy Sanford to serve as Elder. The Meeting approved this service.

- Betsy Roper previewed the agenda.
- Ben Warner read the land acknowledgment.
- Betsy Roper offered two readings:

*All that you touch
You Change.
All that you Change
Changes you.
The only lasting truth
Is Change.
God
Is Change.*

Octavia Butler, *Parable of the Sower*

The Meeting community is not just a collection of individuals who happen to sit together... once a week. It is a body of seekers who have committed themselves to look after one another's spiritual and physical well-being. To love the Meeting is to love the messy, beautiful reality of people striving to walk in the Light together.

Sandra Cronk, *Gospel Order: A Quaker Understanding of Faithful Church Community*

- Richard Ristow acknowledged the present time as one of endings and beginnings. Richard thanked the Meeting for its presence, prayers and discernment.

Announcements

2026-037

- Arthur Edward Pennell, the son of Arthur J. and SaraSue Pennell, was born October 17, 1958 and died May 15, 2026. He became a full member of FMC when Ed and Marian Sanders were the Resident Friends (in the early 1980s). He attended First Day School, and with a push from his father, Arthur J., led the other children out of Meeting for Worship to First Day School. Arthur Edward was born with a movement disorder of unknown etiology which progressed during his lifetime. When the medicine Artane was tried for him, he called it the “ArtTamer” and it was used for the rest of his life. Although seriously dyslexic, he had a huge vocabulary and a way with puns and jokes. Arthur had many challenges but led an active life. He loved speeding on a three-wheel adult tricycle through Lexington where he lived all his life. Earlier he had driven a motor bike, also as fast as possible. When he finally acquired a walker, he was reminded it was a walker, not a runner. He lived his last years at CareOne in Lexington. Arthur Edward made friends wherever he was. There will be a Memorial Meeting for Worship at 2:00pm August 8, 2026, at FMC.
- Staff reviews are late this year. The reviews will be taken up again in the fall, and a report will be made to the community at that time.
- Parents Phoebe Rogue and Conor Rogue-Burke as well as grandparents Ed Rodley and Jennifer Hogue joyfully announced the birth of Irene Dale Rogue-Burke, born June 9, 2026. The Meeting paused to hold in the Light Jennifer, Ed, Phoebe, Conor and Irene, in celebration of Irene’s arrival.

Cambridge Friends School Update

2026-038

Jan Nisenbaum announced that, despite their best efforts and strongest hopes, the Cambridge Friends School Board made the decision to close, effective the end of the school year this year. It had hoped that the school would be able to stay open through June 2027, but the enrollment drop for 2026-2027 made that impossible. With great sadness, the Board of Trustees made the decision that the School needed to close this year.

There will be an opportunity for students to return to say goodbye to the faculty and the facility. The Board will continue to meet as it closes the School and discerns how to continue Quaker education in a different form. Jan thanked the Meeting for its contributions over the years and for holding the School in the light over the last several months.

Blue Sky Group – Final Report

2026-039

Jennifer Hogue, Clerk of Blue Sky Group, presented that Group’s final report, a full copy of which will appear in the June 2026 issue of *Minutes and Reports*. “Individually and collectively, we have grown in experience, and deepened in joy, love, and trust together,” Jennifer said. Jennifer noted that the Group has come to the end of its agreed-upon service, and asks for permission to be laid down. The Meeting approved the Group’s laying down, effective June 30, 2026.

On the Blue Sky Group’s final recommendation, the Meeting approved the appointment of Richard Ristow and Gail Rogers as the initial members of an Interim Care of Business Team,

empowered to appoint two more Friends who have not served on the Blue Sky Group, with Virginia Swain as Elder, to serve from July 1 through October 31, 2026, with the following functions:

- Signing any official documents that require the signature of a Presiding Clerk.
- Calling Meetings for Worship with Attention to Business (MWABs), as needed.
- Finding Clerks for any needed MWABs between July and October.
- Supporting interim Clerks to prepare for MWABs.

Finance Committee Budget for Fiscal Year 2027

2026-040

Bill Heinemann, Clerk of the Finance Committee, presented the second reading of the proposed budget for FY 2026-2027, a copy of which will appear in the June 2026 issue of *Minutes and Reports*. Since the first reading of the proposed budget on May 17, 2026, the Committee has held an open meeting and received a number of comments and suggestions.

This reading of the budget includes two changes — an increase in budgeted donations, and the removal of the annual contribution to Cambridge Friends School. Bill noted that the projected deficit is about \$101,000, down from \$123,00 at the previous reading, and he expressed the Committee's intention to continue to address this situation over the next year.

Bill reiterated his thanks and deep, deep gratitude to TylaAnn Burger for her work as Treasurer over the last several years.

The Meeting approved the proposed budget.

Nominating Committee

2026-041

Susan Davies, Co-Clerk of Nominating Committee, presented for approval the second reading of 11 names for appointments:

- Afroze Mohammed — 3 years on Avison Committee
- Barbara Cannon — 3 years on Gardening and Landscaping Committee
- Betsy Roper — 3 years on Nominating Committee
- Holly Lapp, Recorder for 1 year
- Jess Engebretson — 3 years on First Day School Committee
- Kathleen Crosskill — 3 years on First Day School Committee
- TylaAnn Burger — 3 years on Finance Committee
- Wendy Sanford — 3 years on Membership Committee
- Richard Ristow — 3 years on Ministry & Counsel
- Sebastian Stockman – Recording Clerk for 3 years
- Bill Heinemann — Treasurer for 1 year
- Jane Jackson — Assistant Treasurer for 1 year

The Meeting approved those nominations with gratitude.

Susan presented for first reading the names of Olivia Brode-Roger and Kate Schassler for three-year terms on Fellowship and Outreach Committee.

Susan then presented the Nominating slate for 2026-2027. The Meeting approved the slate.

Polly Attwood, Co-Clerk of Nominating Committee, offered an update on the Committee's progress towards appointing a Clerks Committee. The Nominating Committee is in conversation with Friends about doing this joyful, significant work. The Nominating Committee is hoping to have a group of people who have experience and some who are willing to be Clerks-in-training.

The Committee is setting up a clerking workshop for the Fall.

Polly invited those who are interested or who have names of people they think have the gifts or the potential to grow gifts to serve the Meeting on a Clerks Team, to be in contact with her, Betsy Roper, Tom Sander, Diana Lopez, or Susan Davies.

New England Yearly Meeting Representatives

2026-042

Betsy Roper asked the Meeting who would like to serve as FMC representatives to the New England Yearly Meeting Sessions at Mount Holyoke College from July 31 to August 4 this year. Kim West and Jane Jackson volunteered. Friends accepted their appointment. Betsy expressed the hope that there would be participation by some Young Adult Friends.

Adjourned then, after a period of worship, purposing to meet again on September 13, 2026.

Betsy Roper and Richard Ristow, Presiding Clerks for the Day
Sebastian Stockman, Recording Clerk for the Day
Wendy Sanford, Elder

Blue Sky Report to FMC on June 28, 2026

Dear Friends,

On behalf of Blue Sky, I would again like to express our gratitude for being given the opportunity to serve the Meeting for the past three years. Individually and collectively, we have grown in experience and deepened in joy, love, and trust together. Each of us has found tremendous value in our time with this group. Now we have come to the end of our service. Blue Sky has two requests today that require your approval. We will ask to lay ourselves down, and we will ask you to appoint an interim group to facilitate a smooth transition to whatever comes next.

First, Blue Sky, having come to the end of our agreed-upon service, asks that you accept our intention to lay ourselves down. As we have reported previously, we are clear we have done what we can to fulfill our charge, and that it is time for something new.

Second, since we are still proceeding through a time of transition, we ask that the Meeting approve an Interim Care of Business Team to perform the following functions from July through October:

- Sign any official documents that require the signature of a Clerk
- Call Meetings for Worship with Attention to Business (MWABs) as needed
- Find Clerks for any MWABs between July and October
- Support interim Clerks to prepare for MWABs

We recommend a small, 4-person team that can call on others as needed. Two members of this team will be Friends who served on Blue Sky: Gail Rogers and Richard Ristow. The other two Friends will be from outside Blue Sky. We have reached out to a couple of Friends who have not yet responded. If they are unable to serve, we empower Gail and Richard (with our assistance) to name two additional folks. Virginia Swain has volunteered to serve as Elder for this group. We have already reserved dates for 2026-27 MWABs on the FMC calendar.

Thank you, Friends
Jennifer Hogue for Blue Sky Group

FMC Budget for Fiscal Year 2027

Second Reading June 28, 2026

The Finance Committee presents the Fiscal Year 2027 budget for the Meeting's final consideration and approval. Updates from the First Reading are shown in **bold**.

Income

FMC Friends have responded well to the need for increased contributions, and the committee is working on additional fundraising efforts. As a result, we feel we can propose a 10% increase over the last 4 year average, up from 5% in our earlier proposal. We are **now** budgeting for revenue totaling **\$400,000, including \$280,000 in contributions.** Income from our invested reserves provides around \$73,000, and the rest is income from facilities rentals and any net profit from our Simple Lunches. Rental income has been notably ahead of budget projections this year, and we expect that to continue as the Meeting strengthens its rental offerings supported by a full-time Facilities Manager.

Expenses

Expenses are **now budgeted at \$501,000, after removing FMC's annual donation to Cambridge Friends School given current information regarding their closing.** Most of FMC's expenses reflect the Meeting's commitment to staffing our operations (over 50% of the total, \$275,000). This year's budget reflects full staffing, along with a 3% increase in salaried positions and an increase for hourly staff. Insurance, particularly health insurance premiums, are budgeted for a 6% increase.

Costs associated with our property, grounds, and utilities represent just over 25% of our

expenses (\$140,000). Various forms of outreach, such as grants to external organizations like the Yearly Meeting and others are just over 10% (\$49,000). Office and administration accounts for around 5% of our expense budget, and committees are around 2%.

Deficit Budget

Although reduced from our First Reading, as the proposed budget currently stands, FMC is confronting another significant deficit for FY27. The Finance Committee is committed to engaging the FMC community in how to address this challenge to our long-term sustainability.

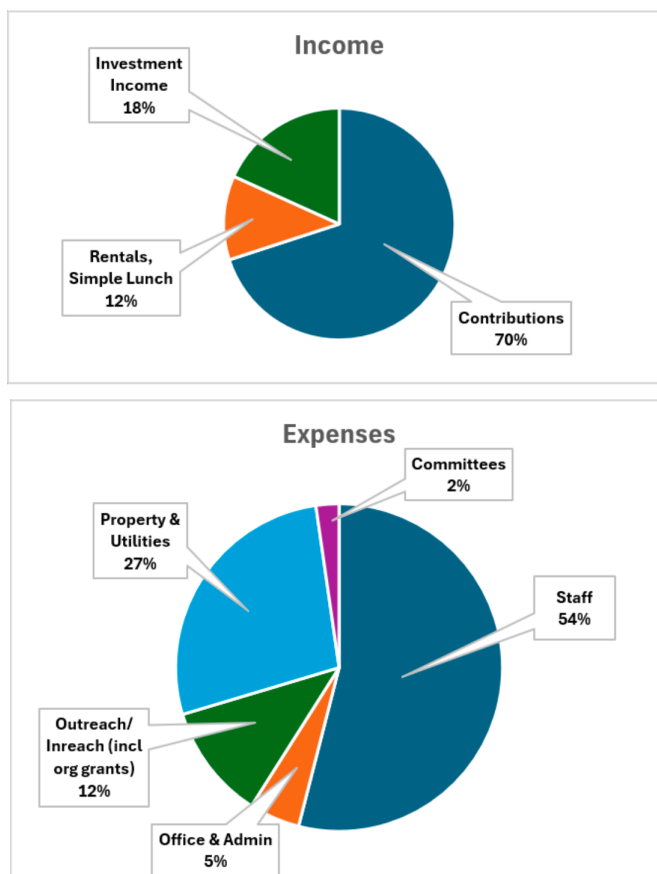
Detailed View

The more detailed budget adds two columns - the budgeted amount for the current fiscal year, and our best estimate for how this FY will conclude on June 30 2026. It, too, shows a major deficit, as this year's contributions have lagged significantly behind our revenue goals and our expenses. The FMC community has been made aware of this, and we are engaging in a major end-of-fiscal-year fundraising effort to help bridge the gap.

Friends Meeting at Cambridge FY27 Budget Overview 2nd Reading

July 2026 - June 2027

Income	Total
Contributions	280,000
Facilities Income	45,000
Other Income	2,000
Investment Income	73,000
Total Income	400,000
Expenses	
Staff	275,508
Office and Administration	25,600
Outreach and Inreach	49,650
Property and Utilities	139,450
Committees	11,650
Total Expenses	501,858
Net Income/Deficit	(101,858)



FY27 Budget Detail

	FY27 Proposed UPDATED	Anticipated FY26 Actual	Total FY26 Budget
Income			
4000 Contributions			
4010 Contributions	280,000	256,000	270,000
Total 4000 Contributions	280,000		
4200 Facilities Income			
4210 Facility Rentals	43,000	41,500	31,000
4220 Guest Room Income	2,000		2,000
Total 4200 Facilities Income	45,000		
4300 Other Income			
4330 Simple Lunches	2,000	2,000	2,500
Total 4300 Other Income	2,000		
4500 Investment Income			
4510 NEYM Pooled Funds Inv Income	55,000	52,800	54,000
4530 Friends Fiduciary Inv Income	18,000	17,200	17,500
Total 4500 Investment Income	73,000		
Total Income	400,000	369,500	377,000
Expenses			
5000 Salaries And Other Compensation			
5010 Salaries - Principal Staff	191,100	178,793	180,258
5020 Salaries - Hourly Staff	19,500	23,515	11,850
Total 5000 Salaries And Other Comp	210,600		
5500 Payroll Taxes			
5505 Fica Payroll Expense	14,617	15,326	14,696
Total 5500 Payroll Taxes	14,617		
5600 Benefits			
5610 Medical Insurance	23,750	17,354	14,000
5620 Disability Insurance	3,000	2,409	1,500
5630 Flexible Spending Administration	750	638	1,000
5640 Workers' Compensation	444	1,776	2,500
5650 Contributions To Retirement Plan	22,197	12,834	18,026
Total 5600 Benefits	50,141		
5700 Other Comp Related Expense			
5740 Recruiting Expenses	150	167	1,500
Total 5700 Other Comp Related Expense	150		
6000 Office And Administration Expense			
6010 Postage & Mailings	900	732	750

	FY27 Proposed UPDATED	Anticipated FY26 Actual	Total FY26 Budget
6020 Office Supplies	850	751	750
6030 Telephone & Internet	7,800	6,837	5,000
6120 Office Technology	3,700	1,399	7,500
6150 Hybrid & Communication Technology	3,000	2,042	7,500
6200 Photocopier & Outside Copying	2,300	2,398	2,250
6300 Legal Expense	150	131	200
6400 Accounting Services	2,400	2,134	2,000
6500 Payroll Services	2,400	2,102	1,750
6600 Other Office & Admin Expense	1,100	995	1,000
6700 Fundraising Expenses	1,000	952	2,250
Total 6000 Office And Administration Expense	25,600		
7000 Outreach And Inreach			
7320 Retreat Net Expenses (Income)	2,000	(1,000)	
7500 Org Memberships - NEYM	43,200	43,200	43,200
7600 Other Organization Grants	3,750	23,000	18,550
7720 Staff & Admin Mgr Discretionary	700	800	2,000
Total 7000 Outreach And Inreach	49,650		
8000 Buildings & Grounds			
8100 Major Projects	30,000	42,817	20,000
8200 Maintenance - General	50,000	50,532	40,000
8300 Property & Casualty Insurance	22,000	30,000	14,000
8310 Payment In Lieu Of Real Estate	4,700	4,500	4,500
Total 8000 Buildings & Grounds	106,700		
8500 Utilities			
8520 Electricity	18,000	16,852	15,000
8530 Natural Gas	9,000	7,866	6,500
8540 Water And Sewer	2,500	1,965	2,500
Total 8500 Utilities	29,500		
8600 Other Occupancy Expenses			
8610 Household Supplies & Expense	2,250	902	2,250
8620 Center Furnishings	1,000		500
Total 8600 Other Occupancy Expenses	3,250		
8700 Committee Expenses			
8710 Fellowship And Outreach	2,000	1,500	1,800
8715 Ministry And Counsel	2,000	500	2,000
8720 First Day School	3,000	1,800	3,000

	FY27 Proposed UPDATED	Anticipated FY26 Actual	Total FY26 Budget
8725 Young Adult Friends	300	300	1,000
8730 Library	2,500	900	1,000
8735 Disability And Accessibility WG	500	0	5,000
8750 FORJ	600	500	500
8790 Committee Expenses - Other	750	460	2,500
Total 8700 Committee Expenses	11,650		
Total Expenses	501,858	500,679	462,080
Net Income/Deficit	(101,858)	(131,179)	(85,080)

Nominating Slate for Fiscal Year 2027

	Until June 30, 2027	Until June 30, 2028	Until June 30, 2029
Blue Sky Group			
Presiding (Co-)Clerk			
Assistant Clerk			
Treasurer	<u>n Bill Heinemann</u>		
Assistant Treasurer	<u>+ Jane Jackson</u>		
Recording Clerk			<u>n# Sebastian Stockman</u>
Recorder (not an officer)	<u>+ Holly Lapp</u>		
Avison Fund Committee	<u>+ Betsy Hewitt</u>	# Lance Drane Liz Moore	<u>+# Chris Maddocks</u> <u>n# Afroze Mohammed</u> <u>+ David Smith</u>
Exhibits Committee	Brian Stevens # Kent Lydecker <u>+ Sara Sue Pennell</u>	George Campbell # Marion Foster Richard Wood	
Fellowship & Outreach Committee (F&O) Amanda Green (c) Brian Robison (c)	Sarah Allen Amanda Green # Amanda Marcus <u>+ Holly Lapp</u>	# Katie Stockman # MaryBelle Fisher	# Peter Jones <u>+# Brian Robison</u> <u>+ Christine Stewart</u> <u>n# Olivia Brode-Roger</u> <u>n# Kate Schassler</u>
Finance Committee Bill Heinemann (c)	Bill Heinemann (x) # Katie Stockman		Jane Jackson (x) Rick Talkov (L) Glen Cote <u>+ TylaAnn Burger</u> Martha Mangelsdorf
First Day School/Youth Programs Committee (FDS/YP)	Christel Jorgenson # Mary Lydecker Ali Wiggins (x)	# Avery Cook Lauren Mawe (x) <u>+# Liana Laughlin</u>	<u>n# Kathleen Crosskill</u> <u>n# Jess Engebretson</u>

	Until June 30, 2027	Until June 30, 2028	Until June 30, 2029
Friends for Racial Justice Committee (FORJ)%	n# Tyler Calabrese +# Liana Laughlin + Elizabeth Claggett-Borne + Daniel Fitzmartin + Suzanne Cooper		
Fundraising Committee			
Gardening & Landscaping Committee	Christel Jorgenson <u>n# Barbara Cannon</u>	Betsy Hewitt # Amanda Marcus # Maeve Whitty Mary Spitzer	
Library Committee Edward Fleming (c)	# Edward Fleming		Gail Rogers <u>+ # John Dickson</u> <u>+ Megan Gianniny</u>
Membership Committee*		Cornelia Parkes Rebecca Webb	Andrew Szanton <u>n Wendy Sanford</u> <u>+ Daniel Fitzmartin</u>
Memorial Meetings Committee Sam Duncan (c) Toni Lydecker (c)	Katy Cullinan # Sam Duncan Jane Jackson Toni Lydecker Sara Sue Pennell David L Myers	Tom O'Connor	
Ministry & Counsel Committee (M&C)*	Christel Jorgenson David Doms <u>n Marina Rothman</u> <u>+ Erin Bumgarner</u> <u>+ Jan Nisenbaum</u>		Naren Roy Jim Hannon <u>n Richard Ristow</u>
Nominating Committee*	Polly Attwood Susan Davies Diana Lopez	<u>+ Tom Sander</u>	<u>n Betsy Roper</u>
Peace & Social Justice Committee (P&SJ)%	+ Kim West + Dinah Starr + Skip Schiel + Holly Lapp +# Nancy Hewitt +# Don Gianniny + John Bach + Suzanne Cooper +# Michael Carey		
Personnel Committee*		Jan Nisenbaum	
Trustees Committee* David White (c) Mark Webster (c)	Jan Nisenbaum (x) Betsy Fox <u>+ Jo Ellen Hillyer</u>	Rick Talkov David White Mark Webster Michael Shanahan # Thomas Robertson	

underlined names must be approved by Business Meeting

n = new appointment + = reappointment @ = not to succeed self # = not a member of Friends
asst. = assistant clerk c = clerk/co-clerk/contact/convener L = liaison x = ex officio

* Committee generally requires FMC membership % Committee selects its own members

Friends Meeting at Cambridge State of Society Report, 2026

In April 2026, Friends Meeting at Cambridge (FMC) held a Forum to elicit reflections from community members for the State of Society annual report. Participants were asked to respond to several queries including “What do you value most about our FMC community?” and “What are some of the challenges that the community has faced over the past year?” In addition to the forum, a variety of smaller conversations (in committee meetings and informal gatherings) provided additional opportunities to gather thoughts. The following highlights are a summary of the perspectives gathered during those conversations.

What Is Most Valued by the Community?

- Meeting for Worship was noted consistently as the center of our community. Several people spoke to the importance of Meeting for Worship as they personally seek a deeper relationship with God (Spirit, the Divine) and the community. It was noted that in the silence, some find nurturance as the preparation for the upcoming week. Others noted that it is important to them that there be a balance between vocal ministry and a stillness that allows them to feel a connection to Spirit and others gathered in worship.
- Witness and a range of advocacy efforts for social justice concerns were also highlighted as something community members value greatly. Corporate efforts focus on the International Day of Peace, Good Friday Witness, and FCNL legislative priorities. For the past fifteen years, FMC has held a Meeting for Worship on the third Sunday of each month outside of Raytheon, one of the largest producers of weapons of war. In addition, there are witness and advocacy efforts supported by a significant number of individuals in the community and active processes for communication of key events and opportunities for participation. Some examples of these efforts include the Silent Witness outside of the ICE Detention Center every 3rd Tuesday morning, the Visibility Brigade stand outs, accompanying refugees / immigrants to court hearings, participation in No Kings Day events, participation in the Mother’s Day Walk for Peace, participation in Pride events, as well as engagement with prisoners and supporting those returning to the community after incarceration. It was noted that supporting the Material Aid and Advocacy Program serving unhoused individuals is an important reflection of our commitment to issues of social justice. In addition, there is an active group that meets to advocate for humanitarian needs in Gaza. These, and other similar activities, are a concrete demonstration of “letting our lives speak.”
- Another value raised up was the community itself and the importance for many of a sense of belonging, shared values, and the opportunity for nurture and fellowship. Among the activities that were noted as important to building that sense of community were the Simple Lunch held after Meeting for Worship on many Sundays, the wide variety of small groups for spiritual nurture and companionship, participation on various committees, and Meeting-wide retreats. It was also noted that an active Young Adult Friends group has come together to coordinate a monthly potluck and a variety of social opportunities. While our First Day School program has dwindled a bit in terms of number of children attending regularly, it still provides an important focus for families in

the community. This past year a group of parents have been gathering monthly for a Pizza Night which provided an important opportunity for sharing and reflection on raising children in a Quaker household.

Primary Issue That Continues to be Addressed

The primary issue that has continued to need the attention of the FMC community is the use of technology in Meeting for Worship. Addressing the needs of those who find it a challenge to worship with technology present and maintaining our commitment to ensuring that Meeting for Worship is accessible is a difficult balance. Over the past year we have explored alternative structures for using technology for one Sunday per month. Although hybrid worship is available every Sunday, on fourth Sundays both the hybrid worship and a low tech, in-person-only worship are available at two different times— both are held in the Meetinghouse. We continue to explore how to best use technology to enhance worship for those on-site and remote, while understanding the value of access to non-hybrid worship. We continue to try and find a balance. FMC is hopeful that way will open to an alternative structure that addresses as many of the needs as possible while maintaining our grounding in Spirit and supporting the various needs of members of the community.

Reflections from the Office—Amy Mercure, Office Manager, June 2026

The phrase “ministry of place” has been appearing here at FMC quite a bit lately. It seems like it might be appropriate to share some observations and thoughts about this from the perspective of my role as Office Manager.

“Ministry of Place” does require people. In my time here, I’ve had the opportunity to witness many quiet acts of service and kindness to FMC and to the greater world. I’ve had the chance to witness Nancy Cirillo wipe off the windows of the library door with paper towels and Windex she’d brought in her walker. MAAP clients who view FMC as their safe space and who care for the meetinghouse and grounds as if they were their own by raking, shoveling, trash pick-up and more. There have been countless notes, cards, poems, flowers, and more dropped off for the staff here.

I also just want to offer a heart-felt thank you to my fellow staff members here at FMC. It’s wonderful to get to work with you to figure things out here.

There are so many volunteers at FMC whose work may not be visible but whose quietly beautiful efforts make FMC a better and more inclusive place. Please forgive me if I leave your name off the following list: Holly Lapp for all she does to help EVERYTHING run smoothly and many other acts of kindness; David Myers for his initial startup of the Simple Lunch, his great care and faithful work on the FMC database, Blue Sky Bits, and many other things; all of the folks who helped to supervise staff and provided oversight during the interim transition and during COVID, including Jan Nisenbaum, Michael Shanahan, and Tom Sander; Jonathan Vogel-Borne and Cornelia Parkes for their work on the website and technology here at FMC; John

Bach for his unfailing humor and helpfulness; Davi Anick for his caretaking of the FMC listserv; our Treasurer TylaAnn Burger and Assistant Treasurers Jane Jackson and Bill Heinemann who patiently and kindly work with me on FMC's financial systems; and to Christa Redner who guided me when I arrived at FMC. Thank you as well to the many other FMC folks and community members with whom I've had the joy of communicating.

Thank you also to the many of you who serve on FMC committees and interest groups. Without your time and efforts, FMC would not be the vibrant community that it is or the agent for good in the world that it is at its best. It's a real privilege to witness so much of your work and your dedication.

In addition to all of the people here at FMC who make it what it is, the buildings and grounds serve as a ministry for renters and visitors. The Friends Room is the voting location for the neighborhood. When people needed a safe space to figure out what to do about their building that needed to be demolished, they came here. FMC hosts the Dances of Universal Peace, the Mennonites, the Baha'i, Zen groups, Palestinian support events, Jewish worship services, LGBTQ+-friendly tango classes, poetry readings, book launches, and more. We have held many weddings and memorials here — life-changing events where people find comfort and peace simply in being here.

There have been multiple notes left from members of the public pushed through the mailbox in the front door, thanking folks for the beauty and peace of FMC's grounds. People often take photos of the grounds and sometimes ask if they can come inside. Once, someone asked to come into the Friends Center. I heard the "click" of a phone's camera in the lobby. When I walked out to ask if our guest had any more questions, they were sitting on the stairs to the second floor, crying quietly. It seems that seeing the "All Genders" sign on the bathroom door touched them deeply.

In the almost 9 years(!) I have worked here at FMC, I have learned a lot. People may wonder how that can be given the nature of the tasks of the Office Manager position. These include helping folks learn about activities and events here, being a caring presence while working to help FMC be a welcoming, inclusive community and a safe one, scheduling all FMC events and rentals, working with the Treasurers on financial matters including bill payments, reimbursements, and contributions to FMC, supporting FMC committees and interest groups, administering employee payroll and benefits, ensuring that the special tasks for memorials and large events held at FMC are completed, and more.

While these are hidden tasks, they each bring their own lessons. Lessons about the depth of my own privilege. Lessons of understanding from people who have patience with me on a busy day. Lessons of hope that things will get better because there are people who are doing the work. Lessons like how to age gracefully with purpose and dignity. My favorite lesson of all is the lesson of humor. There are a lot of really funny people here at FMC and you all make my day.

I frequently talk about some of the unsung benefits FMC offers. We can wear our slippers at work in the wintertime. We get to see beautiful art and hear wonderful music for free. I feel very lucky to be here as one of the welcoming presences to this place. While most of my duties are hidden by their nature, it fits into the culture of less visible works that I've been able to observe at FMC and I find great joy in that and in being able to help folks here.

Cheerfully submitted,
Amy Mercure
6/2026