

**The Village Church – Rancho Santa Fe, California
Annual Report for 2025**

February 22, 2026

Jack Baca – Senior Pastor

After a brief time of devotional reading and prayer, I usually start my morning by looking at my calendar and preparing for the day and days ahead. I also look back over the few days just past and savor the memories and accomplishments contained within them. For me, looking at the past, present, and future is a way of staying balanced and in touch with the flow of life.

In a sense, it is the habit of most Presbyterian churches to do the same. We create an “Annual Report,” which is a way of looking back. Inevitably, though, looking back invites us to look into the future. The past sets a trajectory for us, and barring a significant break or change, that trajectory continues.

Within the pages of this report are stories, observations, facts, and figures, all of which blend together to tell the story of our immediate past as a congregation. The story is about the faithfulness of church members like yourself, who participate, lead, serve, give, and grow. The story is about those outside our membership and how they are touched by partners in our ministry. The story is about how—individually and corporately—we are following Jesus.

By any measurement, we are a large, strong, and healthy church. We are blessed with energetic members, dedicated staff, abundant resources, and a culture of community and learning that encourages us to keep growing. We are blessed with plenty of challenges as well, which might be seen as obstacles and problems, but which also can be seen as opportunities to rely even more on God’s faithfulness and guidance.

I am proud of our church, though I hope not sinfully so! I am thankful for our church. I am optimistic about our church, because of who you are, and because of who our Savior is. I hope you read this report with a thankful heart. And I hope you’ll find encouragement to keep following Jesus and serving his church, a part of which exists here in our Village.

Blessings,
Jack

Juan Acosta – Director of Worship

The ongoing project of 2025 was the implementation of the Strategic Planning process. The Worship Commission held several meetings to work on these items, including a half-day retreat in which nearly a dozen initiatives for each culture were discussed and later prioritized. The Worship Commission was able to initiate a number of these initiatives quickly and seamlessly

into the worship life of the congregation and will continue to do so over the next couple of years.

Worship numbers for 2025 were up slightly overall, with many signs of growth. We have developed a huge team of people who make worship such a powerful experience each week; from musicians in both the contemporary band, four choirs, and handbells, as well as lay readers, ushers, deacons, custodial staff, and tech team. We are grateful for the incredible support and involvement of folks at this church throughout the year.

In January we hosted Charles Frost, one of the members of the committee which helped design our new hymnal “Glory to God” for a hymn festival and workshop. Charlie walked us through the formation of this hymnal and how it was built on previous Presbyterian hymnals, as well as introduced us to several beautiful hymns culminating in a worship event on Sunday, January 26th which was attended by the Executive Director of the Presbyterian Association of Musicians.

In March, the directors of the Youth Choir and Children’s Choir, along with members of the Children’s Choir participated in the Choristers Guild Festival at Clairemont Lutheran Church. This event featured singers from churches all over San Diego County and was led by guest conductors Nancy Shirley and Nancy Gray.

During Lent a weekly prayer service was held on Thursday evenings between Ash Wednesday and Lent. Each week featured different musicians, liturgists, and preachers in services that were approximately half an hour. The Deacons went above and beyond to help provide greeters, readers, and pray partners for these meaningful services.

On Palm Sunday, the Village Community Chorale presented the Spring Choral Concert “Songs of Hope” with guest organist Dr. Nathaniel Gumbs. The concert featured Leonard Bernstein’s Chichester Psalms, Florence Price’s “Song of Hope,” Nathaniel Dett’s “Chariot Jubilee” and Felix Mendelssohn’s “Hear My Prayer.” The choir of nearly 80 singers, along with soloists, presented a heartfelt performance.

In May the Chancel Choir initiated plans for their fourth international tour, this time to Spain in the Spring of 2026. The tour effectively sold out with us reaching the capacity of a standard size bus. Fundraising efforts are ongoing to help provide scholarships for future tours.

In June Pastor Jack, Calieanne Grossheim, Susie Shick, and a handful of choir members were able to join me in Montreat, North, Carolina for the Presbyterian Association of Musicians annual Worship and Music Conference. There we had an opportunity to worship daily in a variety of styles and liturgical formats, attend classes and bible studies, and to work with master clinicians, directors, and scholars. Inspiration and lessons learned from that time continue to be reflected in worship throughout the year.

In July Pastor Jack and several worship leaders had a one-day retreat to work through sermon themes and scriptures for the upcoming year. This was the second year we have been able to

do this, and it has yielded several collaborations and innovations in worship throughout the year.

In August, the Chancel Choir participated in a one-day retreat at St. Peter's Episcopal Church in Del Mar. This retreat featured guest clinician Shawn Kirchner as we worked through a handful of pieces that he has composed or arranged over the years. In addition to copious amounts of singing, food, and fellowship, the choir participated in an evening worship service there at the church.

Echoing the services of Lent, we introduced this year an Advent prayer service for three Thursdays leading up to Christmas Eve. This service again featured different leaders, including a reflection offered by our Director of Adult Ministry, David Herman.

Other highlights of the Advent season were Carols in the Village, led by Barbara Haran and members of both the contemporary and traditional worship staff, and the Christmas Choral Concert. The 80 voiced Village Community Chorale presented "The Light of Hope Returning" by Shawn Kirchner, with the composer himself at the piano in two nearly sold-out performances.

I continued to be amazed and thankful for the thriving and abundant worship and musical life of this congregation and look forward to what this year has in store for us.

David Herman – Director of Adults

After a prayerful search process, David Herman began as the new Director of Adult Ministry in August to oversee and cultivate adult ministry offerings.

Education

- Our pastor-led Bible studies concluded Corinthians in the spring and began with the Kerygma Discovering the Bible series in September. The adult, men, and women studies average forty, thirty, and seventy weekly participants respectively, with the women raising up new group leaders to accommodate growing interest.
- Bill Hoehn and Brenda Meredith began the Gospel of Mark series in September on Sunday mornings. Their influence in our local area creates a "chamber of commerce effect" as twenty community business leaders and residents attend weekly.
- In the fall, Director Christine Hecker began a Moms Group with a dozen regular biweekly participants, which Lori Ramsay and Lori Edwards will continue to lead in the spring.
- Wendy McClave continues to facilitate the Journey Through Grief group for those who are grieving and need to experience the love of Jesus in their dark times.
- The High Ground Men's Bible study continues into its thirty-eighth year, with a dozen men meeting weekly to journey through the Bible.

Engagement

- The Annual Women's Spring and Christmas Luncheons, managed by Robin Singer, welcome our guests with beautifully appointed tables and delectable menu items, which foster fellowship and cultivate connections in our holy day seasons.
- The Family Summer BBQ in July also created opportunities for the congregation to make connections with one another and to provide a venue for fellowship.
- Our annual Village Fest in August again deepened relationships, and the format of its accompanying guide is now helpfully repurposed for new members and visitors.
- Our New Member Explorations Class in October held its highest participation in years, welcoming twenty-four to the class, eighteen of whom became members.
- A social group for dads of school-aged children grew organically and now welcomes about fifteen men monthly, with a retreat planned for March 2026.

Formation

- Kingdom Academy introduced the churchwide series Jesus: The Game Changer on the culture-transforming effects of Jesus' teachings. Weekly attendance ranged from one to three dozen. Its post-service time slot became popular and continues with the churchwide Practicing the Way series in 2026.
- Three Kingdom Academy cohorts met regularly to discuss books by Dallas Willard and James Bryan Smith.
- Kingdom Academy will develop a Village Church discipleship pathway to be implemented in September 2026.
- Laura Metzger continues to assemble our daily devotional readings, as well as welcome contributions she incorporates into our Lenten and Advents devotionals during the year.

We are thankful for the generosity of our congregants in making all the above possible to help us continue to follow Jesus for life!

Board of Deacons

During 2025, the Board of Deacons was called to serve as the hands and feet of Jesus to the church and greater community throughout the year. Through loving care, prayer and support, deacons served the spiritual, emotional, and sometimes physical needs of the congregation.

- The Deacon Flock Ministry coordinated the mailing of greeting cards to flock members four times in 2025 and encouraged deacons to reach out to their assigned flock through visitation, email, and phone contact, as well as personal conversations.
- The Deacon Prayer Ministry worked closely with the church-wide prayer chain throughout the year on individual prayer requests. It also worked with the Church Worship Committee on the Lenten services, Blue Christmas, and Advent services. Deacons were available for individual prayer following worship services.

- The Deacon Care Ministry assembled hundreds of Care Bags which church members gave out to people in the community. The Care Ministry coordinated and stocked the Welcome Table on the church patio; coordinated the Blood Drive in the spring and fall; worked with the Missions Commission on Christmas in July and the Alternative Christmas Market. The Care Ministry was responsible for vetting and presenting opportunities for the Deacon leaders to give nearly \$17,000.00 in Benevolence Fund assistance in 2025.
- The Deacon Worship and Sacraments Ministry trained six more deacons on the preparation and set-up of communion elements and initiated a system for scheduling individuals each month. Plans were made for Deacons to take over the scheduling of communion servers starting January 2026. The W & S Ministry served at 17 Memorial services in 2025.
- These are just a few of the ways Deacons served The Village Church in 2025.

The Deacons served the Lord by serving the congregation and it was our joy to do so.

“The joy of the Lord is your strength” - Nehemiah 8:10

Chris Hecker – Director of Youth

Youth Ministry celebrated its 3-year Anniversary in 2025 since its relaunch. Several strategic developments emerged last year: 1) youth ministry is blessed to have a consistent and well-trained staff who are well-known and loved by the parents and students; 2) the Youth Committee has grown and includes more parental support, and 3) we launched more age-appropriate lessons and activities to accommodate the developmental differences between Middle School and High School students which include separate small groups.

In May 2025, we celebrated seven confirmands and 17 graduates (eighth grade students & seniors). Our summer youth camp was once again a sell-out and included seven new students that attended camp for the first time. One of the families is now a consistent attender of the Village Church. We also had three student baptisms (two at the beach).

Our culture of service and leadership continues to be prominent in our youth ministry. One of our students who is a junior in high school, Zachary Albers, completed his Eagle Scout project, which was a collaborative partnership between youth ministry, the mission commission, and UrbanLife farms. He planned and executed a beautiful, brand new green house at UL Farms, and led a boisterous group of Boy Scouts in the process of building it onsite. In addition, we continued our outreach efforts with Ladle Fellowship, New Day Urban Ministries, Interfaith Community Services, Care House, and Plant with Purpose. Our Sunday youth program has also hosted several leaders from the community as part of our ongoing culture of leadership strategy.

Our youth band had some musicians graduate and be replaced by younger musicians who are learning to be the next generation of worship leaders. Our youth band led worship twice in 2025 and our youth families and students were engaged in three of our Christmas Eve services.

In 2026, we will continue to focus on our strategic culture initiatives. We are also excited about our upcoming domestic mission trip to Salem, Oregon as well as youth summer camp. We have begun making preparations for approximately 10 incoming sixth graders this year which included a parent/student introduction to youth ministry this January.

Michelle Yuen – Director of Children

In 2025, Children’s Ministry was shaped by our amazing teachers, dedicated volunteers, and wonderful, enthusiastic children. We continued to build upon the strong foundation of the previous year and were pleased to welcome new families, returning visitors, and familiar faces to Sunday School. Even more encouraging was witnessing both children and adults forming deeper relationships. Our kids grew more comfortable with one another, opened up to their teachers, and demonstrated a growing understanding of God’s love. We are deeply grateful to the families who trusted us to teach and mentor their children each week.

Missions remained a significant focus of our ministry. Our children were given opportunities to recognize the needs of others and participate in hands-on service projects. Through our collaboration with the Missions Ministry, our students learned how their small acts of kindness can have a big impact. From decorating collection boxes to assembling toiletry kits for the unhoused, so many of the children embraced opportunities to show empathy and served with compassion and joy.

Our holiday events once again provided meaningful opportunities for families to gather and build relationships. Attendance reached record numbers at some of our annual traditions, such as Breakfast in Bethlehem, Eggstravaganza, and Trunk or Treat. These events brought together participants from church members, preschool families, and the wider community. Vacation Bible School remained a highlight of the year, offering a high-energy week of faith, learning, laughter, and friendship. We had a fantastic group of kids, parents, volunteers, and staff, which lent such a sense of community to the week.

This work would not be possible without the commitment of our staff and volunteers, who were so generous with their time, energy, and love. We are grateful for every individual who partnered with us to nurture the children in our care. In the coming year, we pray that we will continue to flourish as our children and families strengthen relationships, grow in faith, and experience God’s love through our ministry.

Nancy Betts – Director of Preschool

The Village Church Preschool experienced a highly successful and active year in 2025. We proudly served approximately 100 children with the support of a dedicated team of 15 staff members, including nine classroom teachers, an outdoor environment team, enrichment instructors in Spanish, Yoga, Art Studio, and Music, an on-site substitute, and two administrators. Enrollment remained strong throughout the year, with a waitlist exceeding 130 families extending through the 2027 school year—all achieved without investing in paid advertising.

We kicked off the school year by welcoming families to campus for a Meet-the-Teacher event, giving parents and children the opportunity to spend time together in the classrooms. Community-wide events continued throughout the year, including a Fall Picnic attended by more than 100 families for an evening of pizza, face painting, and a jumper. Our Halloween Ice Cream Parade offered a fun after-hours celebration where families decorated their cars and themselves for a drive-through parade that concluded with a special ice cream treat. Mother's Day and Father's Day celebrations invited parents to join their children for hands-on activities centered on building, creating, and playing together. We also hosted Bubble Magic, which provided engaging, hands-on STEM experiences exploring concepts such as surface tension, molecular bonds, and light refraction. Our End-of-the-Year Celebration was a highlight, drawing more than 300 attendees to a picnic featuring carnival games, prizes, food, face painting, and a jumper.

From October through December, our Music Enrichment program introduced the children to themed songs, chants, fingerplays, and dances that were later showcased in our Christmas Program. Held in the Main Sanctuary, the program brought all classes together as students performed Christmas carols while the Nativity story was read. In addition, the preschool hosted regular all-school Chapel Times, where multiple classrooms gathered to act out Bible stories, participate in group activities, and sing and dance together. Families were invited to join these monthly celebrations of worship and fellowship, with some events welcoming more than 40 parents. Preschool staff also participated in broader church events such as Eggstravaganza, Breakfast in Bethlehem, and family movie nights, maintaining a strong visual and volunteer presence within the church community.

Professional development remained a priority in 2025. Staff participated in growth opportunities including attendance at local workshops and conferences. Our staff also visited Roger Rowe Elementary, the local elementary school, to observe the kindergarten program, gaining valuable insight into the skills and readiness expectations for our preschoolers as they transition to the next stage. The visit also fostered a meaningful connection with our local school and community. These training experiences supported teacher growth, enhanced classroom management, and strengthened the use of current pedagogical strategies.

Throughout the year, the preschool team demonstrated an exceptional commitment to health and safety while fostering independence, responsibility, and a lifelong love of learning in every child.

Gretchen Scruggs – Director of Missions

In 2025, through its Mission Commission, The Village Church continued to engage with both our local and global mission partners.

This past year, the church budget allocated \$247,417 to the Mission Commission. In response to the fires in Los Angeles the congregation donated over \$250,000 that was distributed to three churches: First Presbyterian Altadena, La Cañada Presbyterian, and Pacific Palisades Presbyterian. We also donated tangible goods that were delivered to Los Angeles through a

member's company. Members sent over \$100,000 to Texas for flood victims. Several hundred cans of food as well as toiletry items and \$15,171 were collected and distributed to five of our partners in response to the government shut down.

The following activities were completed through the direction of the Mission Commission:

- Eighteen core missions were supported with guaranteed financial support as well as supplemental support to several core and validated mission partners with additional needs.
- We had another successful Souper Bowl Sunday collecting more than 800 cans of food for New Day Urban Ministries and Grace Presbyterian Church in Vista. In addition to the canned goods donated, \$875 was contributed.
- Christmas in July and Homeless Veteran Initiative engaged many church members and the community. We filled one and a half trucks with furniture and clothing for Alliance for African Assistance as well as members arranging for home pick-ups. In addition, \$23,987 was raised to provide housing items for our homeless veterans.
- Our annual Alternative Christmas Market raised \$40,386 in gifts for our mission partners.
- We made quarterly visits to Interfaith Community Services. Each visit 8 - 15 volunteers assembled toiletry bags and made over 100 sack lunches.
- A multigenerational group, including students from both our Youth and Children's Ministries, made quarterly visits to UrbanLife Farm where we worked alongside UrbanLife students to harvest fruit and vegetables as well as prepare raised beds for future planting. A member of our youth, Zachary Albers, built a new greenhouse on the property for his Eagle Scout Project.
- The congregation and community came together to donate 312 books and \$250 to Care House.
- Coordinated with Youth Ministries to provide on campus service opportunities including assembling toiletry bags for Interfaith Community Services and snack bags for Care House.
- We helped Branch BBQ serve the homeless in Mission Bay.
- As part of our culture of learning and leadership we have implemented the practice of having our Moment for Mission speaker visit the Youth Ministry to provide information about their organization and ways the youth can get involved.
- We took three mission trips to visit partners in Brazil - Hope Unlimited, Egypt – Evangelical Theological Seminary Cairo, SAT-7, and Oaxaca, Mexico – Plant with Purpose.

In 2026, we will continue with many of the same activities noted above along with our annual trip with Amor Ministries in Mexico. We have two mission trips planned to visit the Elma Barnett Children's Home in Kenya and Plant with Purpose in Puebla, Mexico. We will introduce Partner Parlor Chats several times during the year. These will be one-hour presentations,

immediately after second service. Two or three of our partners will provide more detailed information about their organization along with ways as a group and individually we can get more involved.

Adrian Narlock – Director of Media

In 2025, we focused our efforts on building deeper connections through enhanced digital communication. Our goal is to ensure that whether someone is sitting in our pews or tuning in from across the world, they encounter a clear path toward community, forgiveness, and spiritual growth, furthering our mission of "Following Jesus for Life."

Our online presence continues to serve as a vital connection point for the body of Christ.

- **Worship Reach:** Each Sunday, our services connect with over 200 households globally.
- **Viewer Growth:** We saw significant growth on our dedicated worship page, averaging 274 views per week (+ 56%)
- **Service Breakdowns:** The Traditional Service livestream maintains strong engagement with an average of 278 views each month, while the Contemporary Service livestream continues to grow with an average of 132 views each month.

Through strategic content and marketing efforts, we have expanded our digital footprint.

- **YouTube:** Added 142 new subscribers, bringing the total to 572 (+32%)
- **Facebook:** Grew to 755 followers (+71)
- **Instagram:** Grew to 582 followers (+68)
- **Marketing Outreach:** Our paid social media strategies successfully reached over 50,000 views and generated 1,700 direct clicks, inviting them to our online community.
- **Ministry Support:** Helped to facilitate Print, Web, and Email communications for over 100 church events throughout the year.

The Media Ministry staff expanded this year as well. We welcomed Matthew Carley to our Audio/Visual Tech Team, joining Drew Middleton, David Outzs and Nic Thibodeau, providing seamless support for worship and special events, both in-person and online. This past November we also welcomed Francesca Ngo, our new PR coordinator, to help deliver creative media with our various online channels and in our wider church community.

I'm grateful for Elders Jason Karches and Francie Murphy for their guidance and support with the Media Commission. Their professional expertise has been a "well of knowledge," providing invaluable support to our ministry.

Looking ahead, I am incredibly thankful for the unique gifts and talents our team shares as we continue our mission to spread Christ's love. As we look toward 2026, we are eager to refine our strategies and celebrate the 70th Anniversary of The Village Church as a community devoted to "Following Jesus for Life."

Mary Thibodeau – Executive Administrator

The Support Commission and its ministries—Administration, Finance, Facilities, Hospitality Services, Human Resources, Information Technology, Safety, and Strategic Planning—were highly active throughout 2025, providing essential operational support and infrastructure to advance the mission and ministry of the church.

Administration and Finance achieved another unqualified independent financial audit, demonstrating sound fiscal stewardship and effective internal controls. Core accomplishments included the administration of the generosity/stewardship campaign; facilitation of comprehensive budget planning processes; coordination and oversight of estate bequests; and the development and implementation of an investment strategy aligned with long-term organizational priorities. In addition, consistent oversight of accounting, fiscal management, and administrative operations ensured continuity and financial stability throughout the year.

Facilities Management provided continuous custodial and sanitation services across the campus while supporting property enhancements and long-term planning initiatives. Continued contributions to campus landscape architecture and maintenance planning helped sustain a safe, functional, and welcoming environment for worship, fellowship, and ministry activities.

Hospitality Services successfully managed all food and beverage operations in full compliance with safety, sanitation, and supervision standards established by the San Diego County Department of Environmental Health, Food and Housing Division. Services included Sunday patio beverages and donut holes, along with food and/or beverage support for numerous church events, including *Songs in the Key of Love*, *Eggstravaganza*, *Strategic Planning Workshop*, *Kingdom Academy Gatherings*, *Vacation Bible School*, *Breakfast in Bethlehem*, *Women’s Bible Study Spring and Winter Luncheons*, *New Member Luncheons*, *Church BBQ*, *Village Fest*, *Blue Christmas*, *Leadership Gathering*, and receptions for weddings and memorial services.

Human Resources and Safety strengthened organizational readiness by updating and implementing policies, procedures, and training programs in response to evolving legal and regulatory requirements. Ongoing responsibilities included payroll and benefits administration, personnel management, and oversight of safety programs and protocols to maintain a secure, compliant, and supportive environment.

Information Technology advanced the church’s operational capabilities through the implementation of new fund accounting software and the evaluation of church management software solutions. Continued emphasis was placed on strengthening cybersecurity protocols, along with providing user education and training to promote information security and risk mitigation.

Strategic Planning continued to collect and assess data related to church demographics, congregational dynamics, and spiritual and organizational trends at both local and global levels.

Analysis of this information provided critical insights and supporting data that enabled the Session to finalize long-range planning initiatives and chart a strategic path forward for the future of the church.

Special Projects of the Support Commission encompassed several key initiatives to strengthen governance and long-term financial sustainability, including the redrafting of church bylaws, the dissolution and integration of The Village Christian Foundation, the formal establishment of a Legacy Giving Program, and the assessment and conversion of non-producing assets into revenue-generating resources.