



With your faithful support of God's ministry at Grace Chapel, lives are being changed here, now, and for eternity!

Overall Vision and Campaign

Q. Are the Vision projects in some sort of order of priority?

A. No, they really aren't. After many months of prayer, work, analysis and discernment, we believe the Lord has given us a Vision which requires all four of the components (Sanctuary, New Campus, Partnerships and Reducing Debt). These projects are fully integrated and have mutual dependencies in order to achieve our vision of reaching greater Boston.

Q. Will \$13 million be enough to do all of the projects listed? What will we do if we don't achieve the campaign goal? What will we do with any extra money we raise beyond the \$13 million campaign goal?

A. Each of the four Vision components was developed with an implementation spectrum in mind; e.g., parts we must do at a minimum, parts we plan to do if we reach the target, and parts we'd dream of doing if the Lord allowed Grace to raise even more. Based on our current projections, we believe we can complete the planned aspects of the Vision as communicated in the brochure for \$13 million. If the congregation's commitments end up less than that, we will still press forward with all four components but will have to lean toward the lesser side of the spectrum for these projects. If the total campaign commitment is higher than \$13 million then we'll have the opportunity to consider some elements contained in the higher range.

Q. What is the anticipated timing of all of these projects? Do we have to wait for all the money to be raised?

A. This is a three year campaign, so the funds will be contributed from May 2010 through May 2013. Our desire for the timing of the four components would be as follows: Our first worship service at our campus in the Reading Area around Easter of 2011; beginning the sanctuary renovations in 2011 so that most of the construction can be focused on the summer months; and supporting our partnerships and reducing debt as the monies becomes available over the three year period.

Q. Where can I get more information on all this?

A. Pastor Bryan will be discussing many aspects of the vision between now and May 23rd. We will keep our website updated with any new information as we have it. Pastoral staff and elders will be attending LIFE Communities meetings to discuss the vision and answer questions. There are also informational meetings scheduled for April 28, May 6, and May 16 at church for all who are interested.

Refurbishing the Sanctuary

Q. Where will we worship during the sanctuary renovation?

A. The various options and plans for sanctuary renovation are still being worked on. The sanctuary will need to be closed for some period of time in order to complete the work. Our current thinking is that this renovation project will begin immediately after the Reading Area campus is launched. So on Sundays, while the construction at Lexington is underway, our spaces to

host worship will include our current Courtyard Venue in Fellowship Hall, the gym, and lots of seating at our new campus.

Planting a New Campus

Q. Why are we planting a campus of Grace Chapel rather than just planting a new church? What is the difference anyway?

A. Planting a church usually means that a small group of people leave the parent church to form a fully autonomous and independent church from scratch in a new area. The staffing and financial challenges of that model are significant. It is so much work to create a startup church without the supporting infrastructure that it is difficult for the leaders to focus on growth. We have planted 2 churches that have done well. But the reality is that most startup churches either fail entirely or never get beyond 100 people or so. Often many of the people who initially move to the planted church return to the parent church since the ministry experience and ethos of the planted church is so different from what originally attracted them and their children to the parent church.

On the other hand, new church campuses that are planted start on Day 1 with a larger congregation and with all of the infrastructure, vision, ethos and ministries already in place. The experience at the campus is also closely matched to the main church since they share worship, teaching, staff, and other ministry programs. Current research shows that 80% of campuses that are planted by churches survive and thrive. There is an analogy here to the restaurant industry. New startup restaurants have the highest failure rate of all new businesses. Yet a healthy and successful restaurant can open a new location more easily, at a lower cost, and with a much higher success rate. We believe God is leading us to plant new campuses in order to more quickly and cost-effectively reach so many of those who are “starving” in the greater Boston area.

Q. What will be the scope of ministry at the new Grace Chapel campus in the Reading area?

A. The ministry at the new campus will be based on Grace’s historic commitment to a full and balanced five core value ministry: Worship, Discipleship, Community, Outreach and Service. On Sundays, there will be two morning services with worship led locally by the campus

worship leader and worship team. There will be a Campus Pastor who will be the shepherd of that congregation and who will be hosting the service. The campus congregation will typically receive the main Grace Chapel message of the morning via video broadcast. There will be a few Sundays a year where the campus pastor may bring a specific message just to the Reading Area congregation. Sundays will also include the full Kidstown and Youth Ministry programs and some Adult Discipleship opportunities. LIFE Communities will be a foundational component of the campus ministry model for purposes of community and discipleship. In the coming months we’ll be deciding which additional ministries may be part of the local campus at its launch. We want to be sure to start with the right number of ministries that can be delivered with excellence and strong volunteer leadership. More ministries will be added over time. Of course, Reading Area people will still be able to participate in specific mid-week ministries, special events, and retreats at the Lexington campus, as well.

Q. Will people really accept the idea of a receiving a Sunday sermon via video?

A. Because of the lack of larger churches here in New England, this may seem like a novel and untested idea to us. This strategy has been used successfully for 10 years or more and today in the U.S. there are over 3000 multiple campus churches. Each Sunday over 10% of evangelical Christians -- more than 5,000,000 people -- worship in churches with this multiple campus model. Grace leaders (with some healthy skepticism about the video aspect) visited successful churches like this and were surprised how they quickly became comfortable with this use of technology. The amplification of sound in previous decades allowed small churches to become larger and share in the same message. The appropriate use of video technology is now another viable way for the church to deliver its historic message.

Q. How will it work with the preaching; where will it originate?

A. We expect that after the new campus is launched and the sanctuary refurbishing is complete, the preaching will typically originate at the Lexington campus and be delivered via video to the Reading Area campus. There will also be a few Sundays a year where we expect that the campus pastor will bring a different message directly and in person, to the local campus congregation.

Q. Isn't this a very expensive way to do ministry – multiple staffs and multiple sites?

A. Actually, many churches have adopted this campus planting strategy because it is more effective and better stewardship of their resources. Multiple campuses can share much of the same ministry resources and support structures while spreading costs over a larger group of people. It is more cost-effective than building a new mega-sanctuary and parking complex.

Q. How will launching a new campus change things at our Lexington campus?

A. Actually, we don't really anticipate significant changes in the ministry that takes place in Lexington. One of our specific hopes is that, with many people worshipping at our new campus and with an increase in seating capacity in the Lexington sanctuary, we may be able move to a schedule with two morning services at more optimal hours (e.g., 9:15 and 11:00am) along with our evening service. This would give us more usable capacity in Kidstown (currently, there is more demand for the Kidstown at the 10:00 hour than we can support), would allow us more time between services so that our worship doesn't feel quite as rushed, and would provide more time for connection and community on Sunday morning. This change would also allow more time for the parking lots to clear from the first service allowing the next group to arrive with fewer traffic jams caused by people "hovering" for spots to open up. Planting the new campus would also open up seats in Lexington which would allow for significant new growth here.

Q. Who do we expect will begin worshipping at the Reading Area campus? Will anyone be forced to go?

A. Our hope would be to launch the Reading Area campus with 300 to 400 committed Grace Chapel adults and their children -- including 200 who have committed to serve in the local Reading Area ministries for at least one year. This will give us the critical mass to start with two worship services (so volunteers won't have to skip worship) and well-attended, vibrant Kidstown and youth ministries. This total group will be made up of people who are excited about bringing a more accessible Grace Chapel to their local community, as well as people for whom this new campus location is closer or more convenient than Lexington. No one will be forced or

pressured to go! Grace Chapel will be one church with two campuses.

Q. How was the Reading Area selected as the place for the new campus?

A. The team that was working on this identified a number of key factors to be evaluated for a few potential locations. They looked for an area about 25 or more minutes away with a high concentration of Grace people, accessibility for people in more distant areas that might be driving by, a core of committed leaders in this area who are already serving, and a strong group of local LIFE Communities that could become the core group for a new campus launch. We also looked for an area that was under-reached by other local churches. While perhaps not a place we had originally envisioned, we sensed the Lord led us in this direction and, in fact, the Reading Area aligned very well with all of the factors. Preliminary conversations with some of our highly-committed Reading Area folks confirmed their passion and desire to be leaders in this new campus launch.

Q. How many campuses do we expect to launch?

A. It is, of course, too early to really know for sure. We want to plan well and invest heavily in the launch of our first campus to help ensure its success. We also expect to learn a great deal in this process that will help us refine our campus strategy and launch any future campuses more easily and at a lower cost. So we don't have any firm plans yet for how many more or for when the next might be. Yet our vision is to reach greater Boston and we believe strongly that launching new campuses is a key element of our strategy.

Q. Won't this weaken the churches in the Reading area?

A. We do not want to hurt local churches in any way and will work hard to make sure that doesn't happen. Our vision is not to draw Christians out of local churches. We believe that over 95% of people in the Reading area are not currently being served by any evangelical church. Our vision is to have a local presence in the towns where our current Grace people live so they can invite their friends and neighbors and impact their local community with the Gospel. We have already begun contacting the other local churches and will be looking to build strong relationships with them and partner in the Kingdom ministry in any way we can.

Q. What about staffing at the new campus?

A. The Reading Area campus will be launched with some

dedicated staffing in place such as a campus pastor, worship leader, Kidstown and youth ministry leaders, and administrative support. Some of the funds raised by the capital campaign will be used to fund this staffing until the campus congregation grows to the point of covering their local costs.

Q. Will there be Reading elder(s)?

A. Our vision is for one church worshipping and meeting on multiple campuses and overseen by one Grace Chapel elder board. It will be important for one or more of the elders to be part of the new campus experience for a variety of good reasons. However, there will not be separate boards for each campus nor any sort of rigid elder representational requirements for each campus. We will still be one church with one board of elders.

Developing Partnerships

Q. Why are we doing foreign mission projects when our vision is for Greater Boston?

A. We believe that one of the reasons why God has blessed the ministry at Grace Chapel is our overall balance and commitment to both spiritual depth and outreach and to advancing the Kingdom locally, regionally and globally. A New Day of Grace builds on our history, legacy and commitment to all of these areas.

Q. Why aren't we doing more for missions rather than making ourselves more comfortable? Why don't we just paint and carpet the sanctuary to save money?

A. Grace has a 60 year legacy of missions-mindedness and our goal is certainly not to make ourselves more comfortable. There are some things we believe we need to do in order for the Grace Chapel ministry to achieve the vision that the Lord has put on our hearts to reach greater Boston and beyond. Some of these are long overdue life-safety and infrastructure issues like sprinkler systems, handicap accessibility and updated electrical, HVAC and A/V systems. If we want our sanctuary to work for the next 20 to 30 years, we need to make these improvements.

Other vision elements will allow us to reach more unchurched people, like expanded seating in Lexington and launching a new campus. The partnership aspect of this vision will add to that legacy immediately through its commitment to projects in Haiti, Moldova and Lynn. Reaching new people with the gospel will allow us to increase the base of missions-minded Christians who will

use their lives, gifts and resources to support missions and outreach for generations to come. We believe this will ultimately multiply the resources available for missions and for all aspects of Kingdom ministry.

Reducing Debt

Q. I see we're reducing debt. How much debt do we have? Why aren't we paying off all our debt?

A. Grace Chapel is very sound financially. We are continuing to carry some mortgage debt on our buildings like most homeowners. We have a mortgage of about \$3M on the #1 Militia Drive building we purchased some years ago. This building is fully leased to business tenants and the rental income covers our principal and interest payments on this mortgage. We also have about \$6M of mortgage debt that is left over from the construction of our new Community Life Center at 59 Worthen Rd and our purchase of 2 Militia Drive. Our goal is to pay off half of this amount through the monies raised in this campaign. The savings we realize in interest and principal payments on this \$3M debt reduction will be redirected to the ministry component of our operating budget and allow for some additional staffing to support the growth we anticipate through addition of a new campus. We will continue to pay off the remaining \$3M through our budgeted repayment process. We believe that our Kingdom goals are best achieved by deploying \$10M of the \$13M of this campaign toward the other 3 Vision components while continuing to carry this remaining \$3M in mortgage debt.

Stewardship Campaign

Q. How much can we reasonably expect to raise in A New Day of Grace?

A. We believe the \$13M goal is a realistic goal for the campaign, given the economic realities of our day. This target was established after a thorough review of the vision God has placed in our path, Grace's campaign history, general fund giving over the past three years, and consideration for economic impact in the Boston area. Grace leaders are also expectant in Him, confident that God has placed all the resources necessary to tackle these projects within the church family.

Q. What is an expected or appropriate level of commitment as I process my giving decision?

A. This is a question that demands a personal response; i.e., what is appropriate for one person may be completely out of reach for the next. Just as God has entrusted a varying degree of resources to people in the church, our response

should be reflective of His blessing, our desire to be wholeheartedly devoted to His work through Grace, a demonstration of faith, and most importantly – God’s leading. Decision points like these often become defining moments in our lives; times in which we step back, tune out the noise of our lives, and genuinely partner with God through the Word and prayer.

Q. What will it take for the church to achieve the goal of \$13M?

A. Meeting or exceeding the \$13M target can be accomplished with:

- Each of us doing what Gods asks us to do. Some will be able to do more than others, but we can all do what God asks of us.
- Leadership: Throughout Scripture, people respond as leaders set the pace. We’ll need our leaders to lead well. Leaders will be asked to make an early commitment.
- Resolve: For sure, these are tough days economically. So as a church, we will need to be resolute in adjusting our current lifestyle and keeping A New Day of Grace a personal priority.
- God-Dependence: We must be willing to “lean into God,” sincerely desiring to hear His voice, responding in faith as He provides.

Q. What is GC’s track record when related to meeting campaign goals?

A. Our last campaign - Heart of Grace – set a goal of \$10 million. We raised \$10.1 million in commitments, with a 95% fulfillment rate. We then extended the campaign one year and raised an additional \$1+ million.

Q. Is giving to A New Day of Grace over and above my regular giving?

A. All giving to A New Day of Grace should be over and above our regular giving (general fund and missions) to the church. In “capital initiatives” from the pages of Scripture, the resources needed to build/complete projects were over and above the regular giving [tithe]. Regular giving to Grace Chapel allows the day-to-day ministry to operate at full strength, while over and above giving provides for ministry expansion.

Q. Is it wise to be attempting a stewardship campaign in today’s economy?

A. Wise? Yes – if God is leading! Effortless? No! Yet lives still need transformation, even in hard economic times. We can trust the Lord to provide all that we need in order to accomplish what He asks us to do. Remember that this is a three year campaign, which we hope and pray will transcend short term financial disruptions. While difficult, there are even some benefits to launching a stewardship campaign in this economy. Economic challenges cause us to become better stewards of the resources God has entrusted to our care. We also become more sensitized to the condition of others experiencing hardship, both locally and abroad. God wants to “relocate” the roots of our joy from the pleasures of the world and plant them deeply in the glory of His grace! We are reminded that God intends for His Kingdom mission in the world to advance, regardless of financial circumstances.

Q. What about new people who begin attending Grace Chapel’s Lexington or Reading Area Campus? Will they be involved in A New Day of Grace?

A. New people to both the Lexington and Reading Area campuses will be invited into the campaign throughout the three-year giving period. We will be proactive in communicating campaign progress and life-change impact to everyone at Grace during this time. Our expectation is that God will add scores of new people to the A New Day team during that timeframe.

Q. Have past gifts to GC in stewardship campaigns been stewarded well?

A. The numerous campaigns undertaken by Grace Chapel throughout its history have all had significant and meaningful results in advancing The Lord’s Kingdom mission here and around the globe. And by God’s grace and through wise leadership, Grace Chapel has a 60 year unblemished record of solid financial management both in financial controls and appropriate use of funds. Our financial structure meets the highest standards of controls, oversight and accountability.

Q. What is GC’s history of completing the projects that have been tackled?

A. Since Grace Chapel’s founding there have been at least 15 major facility expansion and upgrade/ renovation projects. Without exception, they have all been successful. Remarkably, especially given the general

history of construction projects, they have all been consistent with expectations in terms of time and cost.

Q. I've been adversely affected by the recession and cannot make a large commitment. Is there still a place for me in A New Day of Grace?

A. Absolutely! In 2 Corinthians 8:2-4, we see the Macedonian Christians playing a significant role in the meeting of needs – even in a time of economic hardship. There is a place for everyone in A New Day of Grace! Commitment is primarily a matter of the heart, not a dollar amount.

Q. Does my gift make a difference regardless of size?

A. Yes, your gift does and will make a difference. Think of the illustration from Scripture in Exodus 35. Moses asked those with a generous heart to contribute to the building of the Tabernacle according to what they had been given. Those who had gold and silver gave gold and silver. Others gave beautiful yarns, some gave fine linen, and still others gave goat hair! Though not everyone contributed to the same amount, or item, it was everyone responding with a generous heart, providing what they could, that resulted in more than enough to do the work! Moses had to ask the people to refrain from giving more!

Q. What happens if I find that I cannot complete my commitment?

A. If, at any time during the three-year giving period, you reach a point of being unable to fulfill your commitment, simply contact the Finance Office and let them know. They will note the adjustment and that's all there is to it. There may also be others to whom God provides resources to increase their commitment or to complete it earlier than anticipated. Simply contact the Finance Office.

Q. What are other churches experiencing in terms of campaign results in this economy?

A. Generally speaking, churches are experiencing a downturn in capital commitments compared to what might have been expected three to four years ago. With unemployment numbers up over that timeframe, that makes sense. There are certain areas of the country that are affected to a greater or lesser extent, as you would

expect. At the same time, there are churches experiencing results equal to or greater than prior time periods. In our planning, we recognized both challenges facing many of our people and also the greatness of our God. We believe that He wants to use Grace as a catalyst for Kingdom expansion and life-change, not because of who we are, but rather, because of Who He is!

Q. Should we expect a decline in general fund giving due to a capital campaign ask?

A. Capital campaigns should not detract from or deter general fund giving. In many cases, giving to the general fund actually increases as a result of a campaign. Biblical teaching on stewardship has an effect on hearts. God says His Word will never return void. As people grow in their understanding of God's ownership of all that we possess, overall giving increases.

Q. What are the critical success factors for a campaign?

A. There are many critical success factors in a campaign including:

- **Compelling Vision:** We believe that A New Day of Grace embodies a vision that is bold, creative, relevant, and altogether consistent with the heart of God and His call upon this church to advance His mission in greater Boston and beyond.
- **Leaders who are willing to invest deeply and lead by personal example.**
- **Unity:** A church family united in their passion to see God's work through Grace expanded, in order that more lives than ever are transformed by the surprising message of God's grace.
- **Full Participation:** A New Day of Grace is not for a select few, but for everyone who considers Grace Chapel their church home.
- **Willing and Wholehearted Response:** I don't commit because I feel obligated, rather, I commit because I have it in my heart to see God's great work advanced.
- **Sacrificial Commitment – Successful campaigns share the common denominator of sacrifice.** After all, that is imitating the example of The One who demonstrated the greatest act of radical grace ever!

Q. Is there a way for me to give non-cash gifts to this campaign?

A. Yes, non-cash gifts can be an exciting and viable way to support God's work -- in conjunction with cash giving or as an alternative. As you consider your giving decision, you are encouraged to take a holistic view of your giving potential, recognizing that in the final analysis God owns it all. If there are ways in which you can strengthen your cash giving, or support God's work through A New Day of Grace by including non-cash assets, please do so. Later in the campaign, you will receive a "Giving Guide" which will provide you with some additional ideas on non-cash giving. You can note on your commitment card that you have non-cash giving considerations that you would like to discuss with the church.

Q. What are examples of non-cash gifts that could be considered?

A. Examples of non-cash giving opportunities are numerous; e.g., real estate, securities, books/collections, art, jewelry, planned gifts, charitable gift annuities, charitable remainder trusts, giving of donor advised funds, bequests, etc. If these or any other non-cash resources are of interest to you, please contact the church's Finance Office.

Q. Are we paying an outside firm to assist with A New Day of Grace campaign?

A. Yes, we have partnered with INJOY Stewardship Solutions, based in Atlanta, GA, to assist us with the campaign. INJOY is one of the largest such firms in the country and has a strong track record of effectiveness and success. They are providing invaluable advice, coaching and experience to the pastoral team, the campaign team and the elders on how to organize and implement a complex campaign such as this. INJOY will be supporting us throughout the entire three year vision journey -- providing guidance, coaching and follow-through from beginning to end.

