

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 1 of 26

September 14, 2019

1. Background - Page 1
2. Executive Summary - Page 2
3. Goals / Desired End States - Page 4
4. Timelines - Page 5
5. Plan Component Details
  - a. Buildings & Grounds - Page 8
  - b. Parish - Page 14
  - c. Community - Page 21

1. **Background:** This plan is built on the foundation of the work that the Members of Grace Church had done through Appreciative Inquiry and the development of the Parish Profile for the search for its 18th Rector. We would not have come so far so quickly if that work had not already been done.

The three-year plan started at the Vestry Retreat in February, 2019 and continued with a Parish-wide meeting on May 18. At that meeting and a subsequent meeting in July, year-round and seasonal members of Grace Church were asked to identify and share their 'hopes, dreams, and aspirations' for Grace Church, concentrated in the three areas of Buildings & Grounds, Parish, and Community. Approximately forty members, representing approximately half of the households of Grace Church, participated. Their thoughts and input were categorized by the Planning Committee<sup>1</sup> and re-presented to the Parish at another Parish-wide meeting in late July to gather additional input and to make certain that the Planning Committee had presented the material correctly. Approximately twenty five members participated in this meeting.

The Parish's original thoughts, hopes, dreams, and aspirations had been organized into broad categories (See Section 5 below), subsequently prioritized by the Planning Committee, with more specific focus areas in each category similarly prioritized by the Committee.

This plan is developed directly from the thoughts, dreams, hopes, and aspirations of the members of Grace Parish. It is intended to guide the Parish of Grace Church through the next three years by identifying needs, gaps and existing services within and without the Parish, with the overall unifying principle and desired end state of becoming a self-sustaining Parish in perpetuity.

---

<sup>1</sup> The Planning Committee consists of Glenn Alberich, Kim Garrison, Rev'd Stephen Harding, Karen Huff, and Peter Landry.

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 2 of 26

September 14, 2019

- 2. Executive Summary:** This plan assumes the ongoing continuity of all existing programs and committees, particularly the Messiah, Community Suppers, Lobster Rolls, each of which presents Grace's public face to the world. Over time, each group that currently meets will be evaluated for its viability and furtherance of Grace Church's overall mission to serve the residents and visitors of Martha's Vineyard.

This plan is not the Rector's plan or the Vestry's plan. It is the Parish's plan and it is crucial that the parishioners, year-round and seasonal, be involved in making this plan work. A 'Responsibility' column in the details has deliberately left blank so that those who are interested in any given area can sign up and make it their own.

Implied in this plan are Grace Church's role, function and purpose within its local community of Martha's Vineyard and its wider standing in the Church. Mindful of its place as a destination for the thousands of summer visitors and residents who come to us for Lobster Rolls, we have an obligation to keep a perspective wider than our own.

In reviewing the hopes, dreams, and aspirations of the Parish, we suggest the following guidance to clarify our intent as we move forward: *Based on our core values, expressed in our Baptismal Covenant, "to seek and serve Christ in all persons, loving our neighbor as ourselves" and "to strive for justice and peace among all peoples, respecting the dignity of every human being", Grace Church is to serve residents and visitors of Martha's Vineyard in a way that is nourishing in worship and spirituality; ample in food and social programs; integral to Martha's Vineyard; with a perspective and a voice in the world.*

We have an excellent mission and the passion to make it happen. We need to develop an economic model that will allow us to become economically self-sustaining. Grace Church needs to begin developing a sustainable economic model that decreases our reliance on Lobster Roll sales, increases its endowment and develops additional sources of revenue. Because of the uncertainty of lobster prices and availability and climate change, developing a sustainable economic model is a priority in each of the next three years.

\*

Some of the goals expressed by parishioners cannot be met in a three year period. We feel it is important to state the goals and then work to achieve them by completing some of the steps toward that goal each year until the goal has been reached.

The objectives and goals in the Timeline section (Section 4) do not yet have a detailed timeline, other than within Year 1, Year 2, or Year 3, so that the as yet to be determined committee of involved parishioners can develop it for each project. The

**Grace Church of Martha's Vineyard**

**Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community**

Draft 1; page 3 of 26

September 14, 2019

component parts and details to achieve each goal stated in the Timeline section are found in the Plan Component Details in Section 5.

This plan is not limited to the attainment of three year goals. It follows the model of "Assessment, Intervention, and Re-assessment", so that the process becomes one of ongoing quality improvement. The end of the third year becomes the beginning of the first year of the next three-year cycle of planning.

This plan reflects the work of the year-round and seasonal members of Grace Church. It is one that looks ahead, and it expresses confidence in our future.

Respectfully submitted,

Glenn Alberich  
Kim Garrison  
Rev'd Stephen Harding  
Karen Huff  
Peter Landry

September 16, 2019

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 4 of 26

September 14, 2019

**3. Goals or Desired End States for our Buildings and Grounds, Parish, and Community Involvement:**

**BUILDINGS & GROUNDS:**

- That our **BUILDINGS**: Church, Bell Tower, Office Wing, Parish Hall, Rectory, and Shed, be
  - structurally sound;
  - well-maintained and kept in good repair;
  - Energy-efficient;
  - useable according to the needs of the Parish and our wider community;
  - have the ability to adapt and incorporate advances in energy & technology.
- That our **GROUNDS** be
  - Safe;
  - well-maintained and in good condition;
  - that their use be maximized for the benefit of the parish and for our wider community.

**PARISH:**

- That our **PARISH**
  - Be built on a spiritual and economic foundation that will allow us to be self-sustaining in perpetuity;
  - Provide space where our shared liturgy and worship deepen our individual and collective spirituality;
  - Develop a sustainable economic model that fosters our mission and outreach to others as well as ourselves;
  - Communicate our mission, programming, and experience frequently and transparently, within the Parish and in our community
  - Provide for decentralized authority and shared leadership,
  - That is centered in mutual trust
  - and in the service of a well-articulated and well-defined goal
  - Provide enough structure to sustain our current members and be open enough to welcome, make room for, and absorb new ones

**GOALS FOR GRACE CHURCH'S INVOLVEMENT WITH OUR COMMUNITY:**

- That our Parish be relevant to the rest of the Island and beyond.
  - That we identify gaps in existing services available to our Island Community and assess whether we can mitigate them, in partnership with others or on our own.
  - That we be a visible symbol of good in our community through our community presence and programs
  - That we remain faithful to our Baptismal Covenant.

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 5 of 26

September 14, 2019

4. **Timelines:** The timelines are based on the Categories and the Focus Areas provided in Section 5, below.

**Year 1:**

**Buildings & Grounds:**

1. That the Parish identify and hire a Building Conservator, Architect, or Engineer to conduct Conditions Surveys of all our Buildings and Grounds, together with a Master Plan with Cost Estimates for restoring, replacing, and renovating them; and, if not included,
2. Identify and hire (an) Engineer(s) to perform conditions surveys for our HVAC, heating, electric, plumbing systems and a Master Plan with Cost Estimates for restoring, replacing, or renovating them.
3. Once the Conditions Survey and Master Plans have been delivered, assess benefits and costs involved in restoring, replacing, renovating, or installing a new system, make a decision on what is best for the parish, and, working with Building Conservator, develop a plan to ensure our buildings and grounds' structural stability and efficiency.
4. Put in place the structure and a plan for a Capital Campaign to raise money to restore, replace, and renovate our buildings and grounds according to the above Master Plans.
5. Once costs are known, implement campaign

**Parish:**

1. Maintain and improve the quality of our spiritual growth and worship through assessment and improvement of our liturgies and programming.
2. Conduct an assessment of parishioners' strengths and interests, and use it to
3. Strengthen the relationships and trust between members through shared parish events, cottage suppers, projects.
4. Begin to develop an economic model that ensures financial self-sustainability for Grace Church in perpetuity.
5. Articulate Grace Church's leadership model and
  - a. Deepen the pool of leadership through education and training to that end
6. Continue to develop educational programming for Grace Church Members and our community
7. Build on existing communication pathways and improve them to ensure transparency and knowledge of parish events and ongoing status.
8. Create updated Parish Directory

**Community:**

1. Conduct a survey of our building and grounds use in order to assess what resources we have to offer our community.
2. Conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment of our Community and
3. Adapt Grace Church ministries and programs to meet (a) need(s)
4. Strengthen existing relationships with current Partnerships and identify potential new Partners for shared ministry.
5. Create space for social infrastructure in our community

## **Timelines, Continued**

### **Year 2:**

#### **Buildings & Grounds:**

1. Fundraising continues as per Capital Campaign
2. Working with Building Conservator, develop project specifications and plans
3. Send project(s) out to bid
4. Hire contractor
5. Begin work on most urgent items.
6. Maintain existing structures; perform minor repair and replacements as needed in accordance with Master Plan.

#### **Parish:**

1. Maintain and improve the quality of our spiritual growth and worship through assessment and improvement of our liturgies and programming.
2. Continue to develop and populate the economic model for self-sustainability.
3. Continue to build on and improve inter-Parish communication
4. Assess programming and ministry areas for relevance and content and
5. Improve them as needed.

#### **Community:**

1. Create space for social infrastructure for our community.
2. Advertise & market Grace Church as a community resource
3. Based on Year 1 survey results, fill identified gap(s) in services with Gace Church/Partnered ministries and/or programming
4. If viable, create service program for families of opioid users
5. If viable, create youth outreach program
6. Increase use of our space by community for
  - a. Weddings
  - b. Events
  - c. Education
  - d. Work space

## **Timelines, Continued**

### **Year 3:**

#### **Buildings & Grounds:**

1. Complete work as per Master Plan
2. Develop Maintenance Plan for all buildings.
3. Maintain existing structures; perform minor repair and replacements as needed in accordance with Master Plan.
4. Assess for structural, systems, or Grounds areas that are unfinished or need work & develop Buildings & Grounds Plan for the next three years.

#### **Parish:**

1. Maintain and improve the quality of our spiritual growth and worship through assessment and improvement of our liturgies and programming.
2. Continue to develop and populate the economic model for self-sustainability.
3. Continue to build on and improve inter-Parish communication
4. Assess programming and ministry areas for relevance and content and
5. Improve them as needed.
6. Assess health, status, and needs of Parish & develop plan for Parish growth over the next three years.

#### **Community:**

1. Create space for social infrastructure for our community.
2. Advertise & market Grace Church as a community resource
3. Reassess existing space use and partners, and
4. Based on survey results, adapt and fill identified gap(s) in services with Grace Church/Partnered ministries and/or programming
5. If viable, create service program for families of opioid users
6. If viable, create youth outreach program
7. Increase use of our space by community for their needs
8. Assess community use of our space and relationships with our partners;
9. identify new partners & new needs, and
10. Develop plan to deepen Grace Church as integral to Martha's Vineyard community over the next three years.

**5. Plan Component Details**

**Buildings & Grounds:**

**Buildings, Grounds, & Facilities:**  
 (Church, Bell Tower, Offices, Rectory, Grounds)

**Summary:** The collective feedback from the Grace congregation in reference to the buildings, grounds, and facilities associated with the Grace Church campus showed seven categories to be addressed through strategic planning—(a) needs assessments, (b) financial capital, (c) expansion, (d) and maintenance (inclusive of retrofit, repair, and replace).

Priority	Category	Description—“ <i>Parishioners overall feel that...</i> ”	Focus Areas (consider prioritizing)	Timeline	Responsibility
<b>B&amp;G 1.0</b>	<b>Conditions Surveys/ Needs Assessments:</b> Conditions of structures and facilities	there are various reasons for which professional needs assessments must be conducted.	<ol style="list-style-type: none"> <li>1. Identify and hire Building Conservator/ Architect / Engineer, to</li> <li>2. Perform 1) Conditions Surveys, 2) Master Plan with cost estimates, &amp; 3) Bid Specifications for:                             <ol style="list-style-type: none"> <li>2.1. Bell Tower</li> <li>2.2. Church Building</li> <li>2.3. Stained Glass Windows</li> </ol> </li> </ol>		



Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 9 of 26

September 14, 2019

			<ul style="list-style-type: none"> <li>2.4. Parish Hall</li> <li>2.5. Office wing &amp; Andersen Room</li> <li>2.6. Rectory</li> <li>2.7. Playground &amp; Playground safety</li> <li>2.8. Shed</li> <li>3. Systems <ul style="list-style-type: none"> <li>3.1. HVAC</li> <li>3.2. Electric</li> <li>3.3. Heating</li> <li>3.4. Plumbing</li> <li>3.5. Security</li> <li>3.6. A/V <ul style="list-style-type: none"> <li>3.6.1. are we up to date with hearing-impaired</li> <li>3.6.2. is DVD connected to large TV</li> <li>3.6.3. do we need an upgrade</li> </ul> </li> </ul> </li> <li>4. Trees</li> <li>5. Organ</li> </ul>		
<b>B&amp;G 1.05</b>	<b>Reassessment/Expansion:</b> roles, use and style of facilities/buildings, as well as accommodations	Grace Church is at a point where it will need to expand in various areas to accommodate the desire to grow membership of the parish and use of the building and facilities.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Columbarium for full Memorial Garden/or expansion</li> <li><input type="checkbox"/> Innovative and new use of building &amp; spaces/including rentals (e.g. community rooms for meetings; shared work space)</li> <li><input type="checkbox"/> Solar components: panels, lighting in garden</li> </ul>		

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 10 of 26

September 14, 2019

			<ul style="list-style-type: none"> <li><input type="checkbox"/> Parking (e.g., more handicap spaces, a parking lot)</li> <li><input type="checkbox"/> Growing the physical church structure, expanding width and additional spaces (e.g., meeting spaces, more space for growing parish and summer services, more gardens)</li> <li><input type="checkbox"/> More exterior lighting (e.g., Woodlawn)</li> <li><input type="checkbox"/> Add signage throughout the campus buildings and spaces</li> <li><input type="checkbox"/> provide access for persons with disabilities</li> <li><input type="checkbox"/> Have ability to lock kitchen &amp; have ability to not rent it to certain groups</li> <li><input type="checkbox"/> Housing / Warming Centers</li> <li><input type="checkbox"/> Add more art</li> </ul>		
<b>B&amp;G 1.075</b>	<b>Reassessment / Retrofit:</b> using spaces and facilities in new ways that are more efficient, accommodating, and user-friendly	aspects of the spaces and facilities that exist can be enhanced by adding parts, changing aspects of layout and use, and modernizing components.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Energy conversion (e.g., oil to propane)</li> <li><input type="checkbox"/> Update HVAC (e.g., efficient heat and A/C)</li> <li><input type="checkbox"/> Update plumbing (e.g., sacristy and exterior drainage on Woodlawn)</li> <li><input type="checkbox"/> Update lighting &amp; electricity (e.g., motion sensors, better outlets)</li> <li><input type="checkbox"/> Playground (e.g., upper level use)</li> <li><input type="checkbox"/> Security and locks (e.g., less keys required)</li> <li><input type="checkbox"/> Chair lift on interior</li> </ul>		

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 11 of 26

September 14, 2019

			<p>stairs/elevator</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Modernize (e.g., Rectory kitchen/remodel offices, update Vestibule/Parish Hall entry)</li> <li><input type="checkbox"/> Usability: Access and flow between building spaces (e.g., connect parish hall:church, make chapel accessible) and organization (e.g., music)</li> <li><input type="checkbox"/> access</li> <li><input type="checkbox"/> front steps (to church) made more inviting &amp; accessible</li> <li><input type="checkbox"/> put kneeling cushions at altar to soften falls</li> </ul>		
<b>B&amp;G 1.1</b>	<b>Financial: Capital Campaigns</b> Planning and Growth	planning for large projects and efforts to build finances should be addressed at the same time as or prior to Conditions Surveys being done	<ol style="list-style-type: none"> <li>1. Capital Campaign             <ol style="list-style-type: none"> <li>1.1. Identify Capital Campaign structure for Grace</li> <li>1.2. Hire consultant to make it work</li> <li>1.3. Identify high net worth individuals w relationship to Grace</li> <li>1.4. Develop gift chart</li> <li>1.5. Develop Case for Giving</li> <li>1.6. Consider hiring fundraising assistant for campaign</li> <li>1.7. Ensure capacity for accepting large gifts &amp; increased donations</li> <li>1.8. ensure capacity &amp; system for writing</li> </ol> </li> </ol>		

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 12 of 26

September 14, 2019

			<p>contractors' &amp; supply checks</p> <p>1.9. Refine online giving options</p> <p>1.10. ensure capacity/system for tracking gifts</p> <p>1.11. Draft thank you letter</p> <p>1.12. Raise money, based on Conditions Survey estimates.</p> <p>2. Endowment</p> <p>2.1. refine Endowment structures</p> <p>3. Planned Giving</p> <p>3.1. Use Fundraising Consultant to develop Planned Giving Campaign for current or later use.</p>		
<b>B&amp;G 1.15</b>	<b>Once Funding in place</b>	proceed with next steps for restoration / replacement	<p>1. Send specifications out to bid</p> <p>2. align bids</p> <p>3. develop contract</p> <p>4. select contractor</p> <p>5. work starts, as per <b>Capital Campaign</b></p>		
<b>B&amp;G 2</b>	<b>Maintenance:</b> ongoing upkeep of the campus	there is an overwhelming need for the entire Grace	<input type="checkbox"/> Paint (e.g., exterior, interior, staining doors) <input type="checkbox"/> Fellowship (e.g., helping Sexton to		

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 13 of 26

September 14, 2019

	and its facilities	campus to receive new paint and stain, once the underlying foundations and structures have been assessed and repaired, as well as to have a participatory and strategic plan for maintenance.	<p>fix small fixes)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Plan in place for outside maintenance (e.g., keeping sidewalks clear of snow and facilities)</li> <li><input type="checkbox"/> HVAC - possibly obtain maintenance contract</li> </ul>		
<b>B&amp;G 2.5</b>	<b>Repair</b>	some facilities need repairs that preclude replacing them.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Organ, pending conditions survey/needs assessment</li> <li><input type="checkbox"/> Stairs: exterior and interior, including railings</li> <li><input type="checkbox"/> Rectory porch</li> <li><input type="checkbox"/> Windows</li> </ul>		
<b>B&amp;G 2.75</b>	<b>Replace</b>	some aspects of Grace cannot benefit from either maintenance or repair, but rather need to be replaced.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Carpet throughout</li> <li><input type="checkbox"/> Push bars on exterior school doors</li> <li><input type="checkbox"/> Rot and faulty windows building-wide</li> <li><input type="checkbox"/> Church roof</li> <li><input type="checkbox"/> Pew cushions</li> <li><input type="checkbox"/> Sidewalks (town)</li> </ul>		

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 14 of 26

September 14, 2019

**PARISH:**

<b>Parish</b>					
<p><b>Summary:</b> According to many Grace Church community members, focus for Parish planning should ensure financial and spiritual sustainability by staying relevant and connected through (a) opportunities for growth, (b) communication within the Parish and with the Island community, (c) building and maintaining relationships, (d) focusing on finances (e) and programming, and (f) establishing a shared leadership.</p> <p>A representative model for the Grace Parish involves self-understanding, building the parish beyond the Grace campus (getting into the community), changes that reflect community needs and an understanding of societal behaviors, which include being inclusive in all aspects of the word. In addition,</p>					
Priority	Category	Description- <i>“Parishioners overall feel that...”</i>	Focus Areas (consider prioritizing)	Timeline	Responsibility
<b>P Core Value</b>	<b>Spiritual Growth &amp; Worship</b>	We should pay attention to and deepen our spiritual lives, faith, and worship, individually and as Members of Grace Church.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Spiritual formation &amp; growth</li> <li><input type="checkbox"/> Worship</li> <li><input type="checkbox"/> Music</li> <li><input type="checkbox"/> Healing Ministries</li> <li><input type="checkbox"/> Order of St. Luke</li> <li><input type="checkbox"/> Weekly Centering Prayer group</li> <li><input type="checkbox"/> Increase number of Pastoral Visitors &amp; LEMs</li> <li><input type="checkbox"/> Meditation group</li> <li><input type="checkbox"/> Midweek Eucharist</li> <li><input type="checkbox"/> Education</li> <li><input type="checkbox"/> St. Francis Day animal blessing</li> </ul>		
<b>P 1.0</b>	<b>Relationships (parish &amp; community)</b>	socialization, outreach, and inclusion are important principles for building	<ol style="list-style-type: none"> <li>1. Parish: Building trust through understanding each other               <ol style="list-style-type: none"> <li>1.1. Sharing “What we get from Grace” and why people come here</li> </ol> </li> </ol>		

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 15 of 26

September 14, 2019

		<p>relationships in the Parish and with the larger Island community, which relies on getting to know one another and building trust.</p>	<ul style="list-style-type: none"> <li>1.2. Looking out for one another (e.g., Parishioner care)</li> <li>1.3. Get togethers (e.g., at homes, Parish suppers)</li> <li>1.4. Inventory of Grace Church parishioners             <ul style="list-style-type: none"> <li>1.4.1. Conduct a survey of talents &amp; spiritual gifts of our community</li> </ul> </li> <li>1.5. Visitors program (e.g., visitor card, ambassador program)</li> <li>1.6. Flowers to those who are sick or needy</li> <li>1.7. Secret friend in church</li> <li>1.8. Coffee/tea at meetings</li> <li>2. Community: Knowing who we partner with (e.g., bulletin board)             <ul style="list-style-type: none"> <li>2.1. Deepen existing partnerships</li> <li>2.2. Seek new opportunities to partner with others</li> </ul> </li> <li>3. Both:             <ul style="list-style-type: none"> <li>3.1. Establish a needs network (i.e. meals, going with people/bringing people to doctors' appointments, shopping, etc)</li> </ul> </li> </ul>		
--	--	--	---	--	--

**Grace Church of Martha's Vineyard**

**Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community**

Draft 1; page 16 of 26

September 14, 2019

			<ul style="list-style-type: none"> <li>3.2. Increase number of Volunteers/Create Volunteer list - invite those who have more time to give.</li> <li>3.3. Avoid over-burdening a few</li> <li>3.4. Develop next generation of involvement</li> </ul>		
<b>P 1.1</b>	<b>Shared Leadership</b>	inclusion of all members and fostering a shared responsibility for making Grace a strong and thriving spiritual community relies on developing a shared leadership model.	<ul style="list-style-type: none"> <li>1. Identify Leadership Model for the Parish                             <ul style="list-style-type: none"> <li>1.1. Mutual Ministry/ Decentralized authority / Delegation, all within</li> <li>1.2. Clearly articulated goals &amp; vision</li> <li>1.3. Other models</li> <li>1.4. Become more systematic &amp; organized</li> </ul> </li> <li>2. Establish a secure leadership community (e.g., building on individual knowledge and strengths as well as collective strengths)                             <ul style="list-style-type: none"> <li>2.1. Teach congregation to think like Vestry members; every Member of the Vestry has the ability to become a Warden.</li> <li>2.2. More presence of committees and updates on work</li> </ul> </li> </ul>		



Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 17 of 26

September 14, 2019

			<ul style="list-style-type: none"> <li>2.3. Support Stephen in parish care</li> <li>3. Building on work already done, develop and articulate Grace's reason for being.</li> <li>4. Education: Evening program; laity involved &amp; coached by Rector in certain duties of Ministry</li> <li>5. Expand staffing as needed and practical: Deacon, etc.</li> </ul>		
<b>P 2.0</b>	<b>Finance</b>	<p>[we should begin] deliberate financial planning that works to build an economic model of financial self-sustainability.</p> <p>This entails assessing opportunities for conserving money as well as expanding our revenue streams and generating revenue through internal and external giving</p>	<ul style="list-style-type: none"> <li>1. Develop economic model that ensures financial self-sustainability in perpetuity: <ul style="list-style-type: none"> <li>1.1. Decrease reliance on Lobster Rolls &amp; develop other sources of revenue.</li> <li>1.2. Educate parish as to finances &amp; financial goals</li> <li>1.3. Develop planned giving plan:</li> <li>1.4. Create a Legacy society (e.g., leaving money to the Church, beneficiary)</li> </ul> </li> <li>2. Annual Stewardship Campaign supports long-term sustainability <ul style="list-style-type: none"> <li>2.1. Build pledging units first, then build commitment levels</li> <li>2.2. Stewardship face to face conversations about our</li> </ul> </li> </ul>		

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 18 of 26

September 14, 2019

		<p>programs and campaigns.</p>	<p>beliefs &amp; needs as individuals</p> <p>2.3. Vestry phone-a-thon as part of stewardship campaign</p> <p>2.4. Visitors' meetings for solicitation</p> <p>2.5. Giving programs (e.g., written testimonials about stewardship, local funders and philanthropy, end-of-year gift fundraiser)</p> <p>3. Balance revenue/expenditure</p> <p>3.1. Establish a financial structure (e.g., allocation of finances across programs and positions, economic model)</p> <p>4. Capital Campaign (e.g., specific fundraising for building restoration and endowment; for future needs and sustainability)</p> <p>4.1. Visitors' meetings for solicitation</p> <p>5.</p>		
<b>P 3.0</b>	<b>Communication</b>	<p>sharing knowledge, problems, opportunities, and information about who we are, and ongoing follow-up</p>	<p>1. Build on existing communication pathways and improve them to communicate ongoing finances, progress, and goals</p>		

**Grace Church of Martha's Vineyard**

**Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community**

Draft 1; page 19 of 26

September 14, 2019

		<p>to discussions which include the use of social media and other ways to communicate parish-wide and with the Island community is essential to flourish as a spiritual community.</p>	<ol style="list-style-type: none"> <li>2. Increase use of the newsletter/social media / website (e.g., 21st Century modes of communication)</li> <li>3. Stream services online</li> <li>4. Regular open &amp; shared forums / updates on parish issues</li> <li>5. Everyone shares what they do (e.g., committees)</li> <li>6. Birthday dates</li> <li>7. Showcase/profile parishioners</li> <li>8. Increase number of volunteers from church community to help with communication</li> <li>9. Increase use of bulletin boards to convey information</li> </ol>		
<p><b>P 4.0</b></p>	<p><b>Programming</b></p>	<p>opportunities to use programming for transforming the Parish involves promoting committees and establishing more spiritual groups, expanding service, education, and music options; to name a few.</p>	<ol style="list-style-type: none"> <li>1. Meals             <ol style="list-style-type: none"> <li>1.1. Community Suppers</li> <li>1.2. Lobster Rolls</li> <li>1.3. Afternoon Tea</li> <li>1.4. Brainstorm about Coffee Hour</li> </ol> </li> <li>2. Education (e.g., adult education, curriculum to educate parishioners)             <ol style="list-style-type: none"> <li>2.1. Music for services (e.g., traditional hymns, choices, rehearsals)</li> <li>2.2. Bible Studies</li> <li>2.3. Prayer Book</li> </ol> </li> <li>3. Burgess Committee</li> <li>4. Opioid crisis</li> <li>5. Wish list</li> </ol>		

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 20 of 26

September 14, 2019

			6. Conduct a Strengths assessment of Parish		
<b>P 5.0</b>	<b>Growth</b>	through ministry, engagement, and using our strengths to grow means welcoming and retaining new members, understanding the collective strengths of the Parish and giving the support needed to grow.	<input type="checkbox"/> Increase membership (e.g., engage community by living out Grace, continue to focus on welcoming nature) <input type="checkbox"/> Rector full-time <input type="checkbox"/>		

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 21 of 26

September 14, 2019

**COMMUNITY:**

**Community - how we prepare in order to meet their needs**

**Summary:** Through its ministry, the Grace congregation widely agrees that it has a collective responsibility to use the worship community's resources to support the MV community at large across various topics of concern (e.g., substance and alcohol abuse, childcare, aging, homelessness, and hunger). Mainly, parishioners feel this is best done through (a) expanding building use and (b) programming, (c) engaging in information campaigns, marketing, and (d) outreach through ministry and advocacy, as well as (e) using assessments to understand community needs and what works well at Grace. Finally, parishioners acknowledge that (f) partnerships with other spiritual communities are important to this work.

Priority	Category	Definition— <i>“Parishioners overall feel that...”</i>	Focus Areas (consider prioritizing)	Timeline	1. Responsibility
<b>C1</b>	<b>Assessment</b>	continuous assessment and evaluation of community needs and Grace's capacity to meet them is warranted to stay relevant and to meet the needs of others.	Assessment of: <ol style="list-style-type: none"> <li>1. SWOT (strengths, weaknesses, opportunities, and threats)-what is going well that can grow?                             <ol style="list-style-type: none"> <li>1.1. Expansion &amp; Ministry (e.g., Kitchen for hunger initiatives, developing an affordable day care program, grow the Friday program)</li> <li>1.2. Conduct Needs Assessments for</li> </ol> </li> </ol>		

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 22 of 26

September 14, 2019

			<ul style="list-style-type: none"> <li>land use and community gathering spaces</li> <li>1.3.</li> <li>1.4. Community needs</li> <li>2. Responding to gaps in demographics</li> <li>3. What's missing on the Island?</li> <li>4. Planning in anticipation of needs</li> </ul>		
<b>C2</b>	<b>Building &amp; Grounds Use:</b> financial growth and potential outreach	Grace congregation has a responsibility to acknowledge community needs through its ministry and the use of its building to serve the larger community.	<ul style="list-style-type: none"> <li>1. Assess for             <ul style="list-style-type: none"> <li>1.1. Use of spaces and grounds</li> <li>1.2. Financial Growth (e.g., kitchen rental, birthday parties, coffee house, etc.)</li> </ul> </li> <li>2. encourage indirect ministries, such as renting to Island Theater Workshop</li> </ul>		
<b>C3</b>	<b>Partnership</b>	Grace church cannot and should not engage in this work alone, but rather that partnerships provide greater opportunity to service others.	<ul style="list-style-type: none"> <li>1. Existing Partnerships:             <ul style="list-style-type: none"> <li>1.1. Jabberwocky</li> <li>1.2. First responders</li> <li>1.3. Public Schools</li> <li>1.4. Pre-school</li> <li>1.5. Interfaith cooperative</li> </ul> </li> </ul>		

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 23 of 26

September 14, 2019

			<ul style="list-style-type: none"> <li>1.6. Other congregations</li> <li>1.7. West Tisbury First Congregational</li> <li>1.8. Hebrew Center</li> <li>1.9. Universalist Unitarian aging to saging</li> <li>1.10. Hunger Crop Walk</li> <li>2. Desired Partnerships: <ul style="list-style-type: none"> <li>2.1. Portuguese churches</li> <li>2.2. Existing youth groups</li> <li>2.3. Island Food Pantry</li> <li>2.4. Early childhood providers</li> </ul> </li> </ul>		
<b>C4</b>	<b>Marketing &amp; Campaigning:</b> getting the word out	for Grace to grow, get to know the community's needs, and engage community members that marketing and campaigning must include various types of media and communication—beyond the walls of the Congregation.	<ul style="list-style-type: none"> <li>1. Strengthen internal communication</li> <li>2. Include Summer residents in communication</li> <li>3. Keep up with website and sermons (expand on this and social media)</li> <li>4. Community invitations to services, suppers (e.g., "Come to Grace)</li> <li>5. Participate in community events <ul style="list-style-type: none"> <li>5.1. Presence at WT</li> </ul> </li> </ul>		

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 24 of 26

September 14, 2019

			<p>Fair and other community events</p> <p>5.2. Participate in Tisbury Street Fair</p>		
<b>C5</b>	<b>Ministry</b> -all aspects of support and outreach to serve the community's needs	the love of Grace parishioners can be shown to the Island community by supporting those who are afflicted by various adverse life experiences, as well as those who are impacted by the systemic issues associated with the Island.	<ol style="list-style-type: none"> <li>1. Additional individuals to help provide pastoral care</li> <li>2. Homebound parishioners/community members</li> <li>3. Volunteering in the community/at Grace</li> <li>4. Outreach programs to attract young people             <ol style="list-style-type: none"> <li>4.1. Mentoring youth /internship</li> <li>4.2. Youth homelessness/safehouse teens</li> </ol> </li> <li>5. Opioid addiction             <ol style="list-style-type: none"> <li>5.1. Services for suicide + OD families and victims</li> </ol> </li> <li>6. Alcohol addiction</li> <li>7. Expanded use of kitchen             <ol style="list-style-type: none"> <li>7.1. Produce for non-profit use / CSA</li> </ol> </li> <li>8. Affordable/temporary housing</li> <li>9. Immigrant population</li> <li>10. Access to quality</li> </ol>		



Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 25 of 26

September 14, 2019

			healthcare		
C6	<b>Programming:</b> expanding and broadening the scope	many opportunities exist for additional programs to be developed. Remaining true to our values and core competencies, such additional programs would serve various demographics' quality of life and spiritual needs, and engage more community members.	<ol style="list-style-type: none"> <li>1. Develop social infrastructure for Community             <ol style="list-style-type: none"> <li>1.1. similar to the libraries, Grace could remodel itself as a Community Center</li> </ol> </li> <li>2. Meals             <ol style="list-style-type: none"> <li>2.1. Community Suppers</li> <li>2.2. Lobster Rolls</li> <li>2.3. Afternoon Tea</li> <li>2.4. Midweek Eucharist with food</li> <li>2.5. Pious Pints - have group gatherings over beer for 30-40 year olds</li> <li>2.6. Coffee House (see above Building Use category)</li> </ol> </li> <li>3. Adult Bible study</li> <li>4. More like Burgess Committee &amp; Stitches</li> <li>5. Youth group             <ol style="list-style-type: none"> <li>5.1. Time use vs. Drug use</li> <li>5.2. After school</li> </ol> </li> </ol>		

Grace Church of Martha's Vineyard

Three Year Plan (2019 - 2021) for Buildings & Grounds, Parish & Community

Draft 1; page 26 of 26

September 14, 2019

			<ul style="list-style-type: none"> <li>programming</li> <li>5.3. Alternatives to negative choices (youth)</li> <li>5.4. Parent support</li> <li>5.5. Preschool</li> <li>6. More groups and programs for those who are over 50 (large Grace population)</li> <li>7. Opportunities to socialize within Grace             <ul style="list-style-type: none"> <li>7.1. "Tea" for older populations</li> </ul> </li> <li>8. Visiting program for the home-bound &amp; hospitalized</li> <li>9. Mens and women's meetings (expand)</li> <li>10. Men's group exposed to the Island</li> <li>11. Island Theater Workshop</li> <li>12. Musical events</li> <li>13. Disability population</li> <li>14.</li> </ul>		
--	--	--	---	--	--