



Nathaniel Mission

Invest. Restore. Transform.

Strategic Vision Plan

2018

The Nathaniel Mission

Core Values: Invest, Restore, and Transform

Centralizing Strategy: Community Development – Versailles Road Corridor

Our Mission: To develop the communities of the Versailles Road Corridor through investment, restoration, and transformation, specifically in the areas of poverty intervention and prevention, health and wellness initiatives, and children and youth development opportunities.

Our Vision: For the Versailles Road Corridor to be transformed through the investment of neighbors and friends in restoring the hope and dignity of forgotten and marginalized neighborhoods and peoples.

Guiding Principles

Community Development: We seek to empower individuals and groups of people by providing them with the skills they need to effect change in their own communities with the goal of long-term transformation in people and systems.

Faith Based: We stand in a theological tradition that affirms a life-giving faith and strong social engagement. Jesus said our faith can be summed up in two inseparable commands: Love God and Love Your Neighbor. We believe our relationship to God calls us to seek the good of our neighbor in humble service through the example of Jesus, and by the power of the Holy Spirit, who brings reconciliation to our own hearts and reconciliation to others. We desire to bring people into a life-giving community of growth where hurts are healed, faith is restored and people become fully alive.

Asset Base Strategic Partnerships: We affirm that God is already at work in agencies, groups, schools, churches, and individuals along the Versailles Road Corridor. Many of the gifts, talents, and resources already exist for a thriving community. We seek to avoid duplication of services or energies, striving instead to support and utilize existing efforts through building strong collaboration.

Pathways Out of Poverty: We seek to help children and families escape the damaging effects of poverty. This happens best through education and mentor relations. Around these two areas, we will strengthen holistic efforts of individuals and groups to meet community needs and aspirations. Efforts will focus on enriching quality of life for children, families, and neighborhoods.

Relationships Focus: We seek to join with others as equal partners for mutual benefit. We recognize that diversity is a strength and will seek to involve all people as active participants in their community. Thriving communities cultivate mutual respect and human dignity, sharing both its responsibilities and celebrations. We recognize this takes a long-term commitment, demonstrated in consistency, intentionality, trust, respect, and rapport built between the Nathaniel Mission and our neighbors.

Family Focus: We believe that families are the nucleus of any community, and the catalyst for community development. By focusing on the whole family through varied efforts and programs, we seek to empower and equip parents to lead, children to learn, and families to experience restoration and transformation.

Education Focus: We believe that transformation occurs when communities are given the tools to understand and effectively address their hurdles. More than simply fixing issues ourselves, we seek to educate our neighbors on how they can be agents of change and restoration in their own contexts. We will continue to forge strong partnerships with schools and community partners in order to support their work with our neighbors. Our efforts and activities will incorporate learning that is hands-on and engaging.

Impact Focus: With a goal of impact, our leadership is establishing a guide to excellence in the delivery of our services and in the cultivation of relationships. We believe that success is measured by outcomes, and will seek to deliver results that benefit both individuals and the community.

Executive Summary

This plan arises from extensive community research, community development principles, relational and program development and a vision and call from the Lord. The result is a clear sense of focus around three key areas: **resourcing our mission and vision, relationship development, and community investment programming.**

The Nathaniel Mission's focus is to invest our lives in the communities surrounding the Versailles Road Corridor to bring restoration and transformation through poverty intention & prevention, health & wellness, and children & youth development. We are focusing on this targeted areas to have the maximum impact and concentrated resources. Our goal is to building long lasting, strong relationships with neighboring families and individuals, which takes a comprehensive plan.

In escaping the negative effects of poverty, education and mentoring relationships become the primary tools for our neighbors. Undergirding all of this is a faith-based approach that is focused on sharing the love of Jesus that we have experienced ourselves. The Mission will bring many opportunities that enhance and enrich life in the community and raise hope that God can and does bring restoration and transformation to people and systems.

Section 1 offers an assessment of the current reality in a SWOT analysis format (Strength, Weakness, Opportunity, Threat).

Section 2 will outline general strategies, goals, and objectives for meeting our three key areas of focus.

Section 1 - Assessment of Current Reality

Strengths:

- A leadership structure is in place with hiring of Dan Baer as Executive Director the Summer of 2016, Meghan Travis as Program Director in the Summer of 2017, as well as the efforts of Sheila Faust and Sierra Bonham.
- United Methodist Church Partnership: The Mission is a ministry of the Lexington District of the Kentucky United Methodist church. The district consist of 77 churches, many of which have long term relationships with the mission.
- Fuente De Avivaniente, a Hispanic United Methodist congregation located in Cardinal Valley to provide language support.
- A partnership with Calvary Church of the Nazarene located in Cardinal Valley that is currently doing seasonal outreach and Wednesday evening children & youth programs for those in the community.
- Developing partnership with Cardinal Valley Elementary School & Harrison Elementary School as well as providing Christmas assistance and school supplies.
- Through current ministry, The Mission has thriving partnerships with community organizations such as Glean KY, Lexington-Fayette County Health Department, and UK Extension Office, as well as a myriad of social service organizations downtown.
- The Mission facility includes access to large meeting spaces, small classrooms, full kitchen, and potential outdoor space.

Weaknesses:

- Location: The Mission is no longer located in the center of a single community. Located by businesses and major roadways, the only neighborhood within walking distance is a small neighborhood called Speigle Heights. With a lower income population, transportation can be a barrier to access to our facility.
- Transportation: Many of our community research conversations confirmed that transportation is generally a significant barrier for our neighbors.
- Language: With nearly 80% of our neighboring population being Latino, we will need major language support for connecting, communicating, and building long term relationships.
- Lack of Relationships in Community: Though the Mission's presence and reputation are generally known within our communities, there is much work needed to build the kind of rapport, respect, and trust that leads to transformative relationships.
- Communication: Consistent connection with other churches and community organizations about the successes, needs and potential of the Mission has been insufficient.

- Additional Support Staff: The need for an Office Administrator as well as additional part-time support and program specific staff is critical as more opportunities and programs become active.

Opportunities:

- Seeing the need for out-of-school-time programs for students in Cardinal Valley and Harrison school districts and that there aren't any organizations meeting that need in Cardinal Valley, opens the door for pilot programs during summer and school year.
- Receptiveness of community organizations:
 - The receptivity of CVES and HES administrators to partner with The Mission in enrichment and educational initiatives led by The Mission is cementing a partnership that will provide an open door for new initiatives. Vocalized support in communicating programs, connecting students and families, and potentially being a site for programs.
 - Cardinal Valley Park Association
 - Invited to sit on the board to assist with efforts and provide leadership.
 - Calvary Church of the Nazarene: Located at the end of Valley Park
 - Partnering with Community Events: Adopt the Park & Easter Egg Hunt
 - Vocalized support in communicating program and potentially being a site for programs.
 - Partners for Youth:
 - Cardinal Valley Community Organization Meetings, which are held every other month to communicate needs and programs to help organizations connect.
 - Adopt a Park: Through their connections, organizations adopt Valley break from 1-4pm during Spring Break and throughout the summer months.
 - Potential Funding: Applied for funding for summer camp through their Grassroots Allocations Program.
 - Urban Impact:
 - Leadership: Providing training and support to program leaders and volunteers
 - Christ UMC: Running Mentoring and Tutoring Program at Harrison, targeting the Coolavin Area. Partnering to put on one week of summer camp at Coolavin Park
 - Lexington Public Library: Village Branch - A source of communication to the Cardinal Valley Community through staff awareness and bulletin boards.
 - Local Law Enforcement willing to assist with communication of program.
- Building relationships through volunteering at The Library and with a club at Cardinal Valley.

- Asbury University, Transylvania University, and University of Kentucky offers great potential for partnership.
- Potential for volunteer recruitment through United Methodist Churches is a huge resource.

Threats:

- Failure to form relationships with people of diverse economic and sociological backgrounds because of language or lack of addressing or listen for real needs, could result in ineffectiveness and/or failure of the development plans.
- Failure to develop strong partnerships with school, community organizations, and church will leave the program lacking essential resources need to bring transformation to the community.
- Having inadequate funds for staffing, facility, equipment, material, and curriculum will affect the impact of programs and the development of future initiatives.
- Fear or hesitancy in regard to endeavors that are outside of the Mission's more recent models of ministry

Section 2 - Strategies, Goals and Objectives

Strategy #1: Resourcing the Mission and Vision

- Develop an **Advisory Team for each Ministry Focus** that monitors program needs and progress, plans for sustainability and builds strong partnerships
- Inspire, Equip, and Support **Volunteers and Staff**
- Research and pursue **Funding Streams** for all program areas yearly
- Develop a yearly **Scholarship Campaign** designed for churches

Strategy #2: Relationship Development

- Connect with the **families and neighbors** of Cardinal Valley, Speigle Heights, Irish Town, and Bennet Ave., establishing long lasting relationships.
- Develop a communication strategy with **Churches** that is consistent, clear, and easy to connect with.
- Develop a communication strategy with **Neighborhood Organizations** that is consistent, clear, and easy to connect with.
- Engage consistently and intentionally with **Neighborhood Gatherings**, organizations, groups, and leaders to demonstrate our commitment and build rapport in our communities.

Strategy #3: Community Investment Programming

- **Assist** existing efforts in our communities to reach known need by offering our resources and staff to build up underdeveloped or underresourced community partners.
- **Build bridges** in our communities by leveraging rapport with groups, organizations, leaders, and partners to establish consistent and intentional community gathering events.
- Locate areas of critical need within **Micro-Communities** where our efforts could be focused with accuracy and effectiveness to effect transformation and build momentum within the wider community.

Strategy #1 Resourcing the Mission and Vision

1. Area: Leadership

Goal: Develop an **Advisory Team for Each Ministry Focus** that monitors program needs and progress, plans for sustainability and builds strong partnerships

- Recruit team from current and future community partners with include: school administrators, local business, churches, agencies, board and community members
- Schedule regular meetings as necessary centered around:
 - Program Development
 - Strengthening Partnerships

- Program Evaluation
- Staff/Volunteer Needs: Recruitment, Retention, and Training

Goal: Inspire, Equip, and Support **Volunteers and Staff**

- Recruitment:
 - Develop a communication strategy with churches that is consistent, clear, and easy to connect with.
 - Connect with college campus ministries to recruit volunteers during the school year.
 - Research internship opportunities for college students to provide leadership in programs
 - Research Americorp Program for staffing needs
- Expectations & Experience:
 - Develop volunteer/staffing job descriptions
 - Establish Program Policies and Procedures
- Training: Require program specific training for all volunteers, which includes time for opportunities to facilitate during the training
- Support: Create a volunteer connection strategy that includes program information, personal reflection, group feedback, shared stories, and appreciation.
- Evaluation: Establish a system of continual improvement cycles for staff performance (specifically for interns/paid staff)

2. Area: Funding

Goal: Research and pursue **funding streams** for all program areas yearly

- Apply for at least 4 small community grants
- Seek out at least 2 business grants
- Apply for grants through the Kentucky UM Conference
- Research pros and cons of state and federal grants for programs.

Goal: Develop a yearly **Scholarship Campaign** designed for churches

- Set timeline of task including develop of yearly theme and language, connecting with church leadership, and evaluation of campaign
- Design a communication plan, which includes social media, email & letter campaigns, publications, bulletin blurbs, testimonies, and video.

Strategy #2: Relationship Development

1. Area: Community

Goal: Connect with the families and neighbors of Cardinal Valley, Speigle Heights, Bennett Ave, and Irish Town to establish long lasting relationships.

- Plan & implement two relationship-building events targeted for families of Cardinal Valley.
- Plan & implement two relationship-building events targeting families in Speigle Heights, Irish Town, and Davis Bottom.
- Look for ways to partner with agencies already doing community engagement. (ex. Calvary Church of the Nazarene Easter Egg Hunt)

2. Area: Partnership Development

Goal: Develop a communication strategy with Churches that is consistent, clear, and easy to connect with.

- Create a database of church leadership and outreach/mission committees
- Maintain and expand relationship with leaders by developing an informative communication, connecting with each church every 6-8 weeks.

Goal: Develop a communication strategy with Neighborhood Organization that is consistent, clear, and easy to connect with.

- Attend regular community meetings: Partners for Youth - Cardinal Valley, Cardinal Valley neighborhood association, Valley Park Association
- Create a database of organizations working in our targeted areas and doing similar work
- Maintain and expand relationships with existing community partners by developing a communication strategy to keep partners connected and informed on programs and needs by contacting each every 6-8 weeks.
- Make initial contact with partner to determine receptivity.

Strategy #3: Community Investment Programming

1. Area: Assist Existing Community Investment

Goal: Develop consistent, intentional partnership with Case Management operations at Village Branch Library

- Connect with Library staff to discover areas of family and community need in regard to social services

- Resource Library staff with Mission staff time and presence in order to connect with neighbors and offer assistance in seeking solutions
- Assess impact of case management work through relationship built and effect leveraged in community

Goal: Discover opportunities for partnership with Hispanic ministries and programs

- Build consistent relationship with Community Action Council's office in Cardinal Valley
- Build consistent relationship with Fuente de Avivamiento and other Hispanic congregations
- Discover practical areas of service, collaboration, and investment in Hispanic communities through existing community partners

2. Area: Build Bridges in Community Collaboration

Goal: Develop monthly Community Gatherings in Valley Park

- Partner with Hope Springs Church's monthly picnic in Valley Park to create foundation for community gathering events
- Collaborate with community partners to garner interest and investment in gatherings
- Work closely with community leaders/business owners/artists/etc. to create gathering programming

Goal: Develop monthly Community Gatherings in Speigle Heights Park

- Partner with Antioch Baptist Church's fellowship events to create foundation for community gathering events
- Collaborate with community partners to garner interest and investment in gatherings
- Work closely with community leaders/business owners/artists/etc. to create gathering programming

Goal: Create Consistent Engagement in Youth/Children in Cardinal Valley

- Initiate monthly events in Cardinal Valley targetted at at-risk youth and children
- Build relationships with children and families to discover needs of micro-communitites
- Address mentoring and educational issues and redirect families to other programming