

CHURCH OF THE NATIVITY OF NORTHBOROUGH



Vestry

Revd. Chad McCabe Rector
Deb Hesek Sr. Warden
Aaron Ting Jr. Warden
Henry Terwedo Treasurer
Cathy Terwedo Clerk
At Large
Lynn DeAngelis
Cindee Morin
Sean Nelson
Sally Kazarian
Ted Flanagan

STRATEGIC PLAN

2020

OUR MISSION

To **Embrace**, **Empower**, and **Equip** ordinary people to live extraordinary lives for the Kingdom of God.

OUR VISION

That everyone who comes in contact with our church knows they are **Embraced** by God's love, **Empowered** to do the miraculous, and **Equipped** to impact the world.

GOALS

1. Strong Leadership
2. Good Stewards of God's Resources
3. Engaged and Welcoming Communities
4. A Center for Christian Formation and Pastoral Care
5. Attractive to Youth and Families

INTRODUCTION

Upon accepting the call to become the next Rector of Church of the Nativity, one of my promises was to work in community with the Vestry and the congregation to develop strategic plans that would chart a way forward for the future of Nativity. My assessment took into account where we had been and the path that we were on as a parish. The conclusion I shared was that to go from 'surviving to abundance' would take between 5-7 years and would be accomplished in phases.

In the fall of 2016, the Vestry and I, through prayerful discernment, dedicated ourselves to the work of intentional Strategic Planning. The objective of this work was to consider the needs of our congregation and to evaluate who we are, where we are, and where we are headed, and to generate strategies that would meet those needs. Given the size of the Vestry, we recognized we would benefit by employing formal group-process methods. These methods included Affinity Diagramming and Force Field Analysis.

The Vestry appointed one of the members with prior, related experience to offer a general framework for the process, to facilitate various steps, and to document our progress. During the Vision process, we added a second monthly Vestry gathering seated within Evening Prayer (that we named the Vision meeting), attended Vestry Retreats, took a Spiritual Inventory Test, and created a Vestry Covenant to help us achieve our goal of a timely and productive plan.

OVERVIEW

The strategies defined at the end of this document are intended to illustrate new and existing possibilities for achieving alignment with the Mission and Vision of our parish. We recently invited existing ministries to contribute and actively prioritize their work around the strategic plan. The strategies will be revised and adjusted as we move forward in execution of the plan, and any newly created ministries will be encouraged to include their plans as part of the process going forward.

Implementation of the ministry and staff recommendations listed in this report are subject to the leadership of the Spirit and the availability of funds, staff, and volunteers in coordination with the Vestry. The strategic plan provides spiritual direction for our life as a church over the next five years. It requires broad church support. The existing governance, including Ministry committees and Vestry review, as previously practiced will continue according to the Canons for the Episcopal Diocese of Western Massachusetts.

THE PROCESS

The process is intended to align the congregation with our new vision, keep us focused on the vision going forward, and provide the ongoing strategic work necessary to accomplish the vision. The Ministry Management Team, in conjunction with the Vestry, will provide oversight and accountability for the implementation of our strategic plan and bring any changes back to the Vestry for approval.

The Ministry Management Team will provide oversight and accountability for the implementation of our strategic plan. This will be accomplished through:

- Communication across ministry groups (to avoid duplication of effort or anything important falling through the gaps for lack of a ministry “owner”)
- Prioritization of ministry activities and the authorization of existing resources within established limits, consistent with the approved Strategic Plan; and
- Periodic measuring and monitoring of our progress and the reporting of this information to the Vestry.

Ministry Management Team

Worship: Rector

Music Ministry: Rachel Manley
Facility Management: Junior Warden
First Impressions: Cathy Terwedow
Community and Hospitality: Vacant
Finance Team: Mark Hausser
Outreach: Janet Wilcox
Pastoral Care: Rector
Preschool: Stacey Paradise
Christian Formation Sally Kazarian

The Ministry Management Team is charged with communicating with the Vestry and their respective ministries and advising on their progress toward the vision. They will generate a quarterly report that will allow them to assess and share their progress with each other. These reports will be shared with the Vestry. They'll meet with their respective Ministry Leaders at least quarterly to check in, pray, and communicate.

WORKING THE PROCESS

The Ministry Management Team looks at measurements and provides input and recommendations if the proposed course of action needs revision or if a new initiative is needed. They recommend and consult with the Vestry and Ministry Leaders for the necessary budget, staff, and facilities needed to accomplish each goal. The congregation will receive regular updates on progress.

It is each Ministry Leader's responsibility to review their monthly budget and designated funds, to keep their ministry in compliance with the approved budget, and to recommend changes to the Ministry Management Team. Requests for non-budgeted items that require funds begin with the Ministry Management Team and are recommended to the Finance Committee for their review.

STRONG LEADERSHIP TEAM

More people will embrace leadership roles in the congregation and community, use their spiritual gifts to build the body of Christ, and respond to God's call to service.

GOAL 1

OBJECTIVES

- A. Equip our members to serve in leadership
- B. Use spiritual gifts to build the body of Christ.
- C. Accept roles in all ministries and service opportunities.
- D. Align Subcommittee Visions with church Vision.
- E. Enjoy confident, healthy, and well supported leadership.

WHAT SUCCESS LOOKS LIKE

New and existing leaders growing in Christian Leadership Lifestyle,

Serving in our congregation,

Training a new generation of leaders,

Equipping one another to use their gifts to follow God's call and be commissioned into service.

CONTEXTUAL DYNAMICS

Using the model of servant leadership from John 13, and the spiritual gifts of Ephesians 4, 1 Corinthians 12, and Romans 12, we will help people discover their gifts and empower people in places of service. We recognize the need to have more people in service and to provide training for emerging generations of leaders.



GOAL 2

GOOD STEWARDS OF GOD'S RESOURCES

The congregation embraces Stewardship as a way of life, not just as a season during the year, as we actively seek out, promote, and implement measures that are reflective of our commitment to stewardship of finances, time, talents, and God's creation.

OBJECTIVES

- A. As a congregation, maximize the impact of our member's offerings of finances, time, & talents in service of accomplishing God's work.
- B. Utilize the most environmentally sound practices and measures at every level of ministry.
- C. Establish an endowment of \$200,000.
- D. Plan and execute a \$500,000 Capital Campaign by 2021.

WHAT SUCCESS LOOKS LIKE

Transforming the technologies we currently utilize in our facilities to green technology by 2022 in the most cost-effective way.

To serve as a model to our community that Creation Care is at the heart of being a community partner.

To have 100% of all people who call Nativity "home" pledge of themselves their time, talents, finances, and other gifts to follow God's call, and be commissioned into service.

CONTEXTUAL DYNAMICS

Beginning in Genesis 2:15, humanity has held a particular place within creation. God entrusted our first parents with the awesome responsibility of caring for His creation. This responsibility also carries over to the work of the Church in accomplishing God's mission of reconciliation of all things unto Christ. Because of this, we view Stewardship in all its forms as loving, liberating, and life-giving.



GOAL 3

AN ENGAGED AND WELCOMING COMMUNITY

All our efforts as Christ's followers need to be founded in love and in a desire to bring others to Christ, while helping them grow in faith and service. Jesus' clearest directive to his followers found in Matthew 28:19-20, known as "The Great Commission," also included a call to be a welcoming community, especially to those who are seeking to know the love of God. Going, making disciples, welcoming the sojourner, baptizing, teaching. That's who we are meant to be.

OBJECTIVES

- A. Model a culture of welcoming in all aspects of ministry.
- B. Be a nurturing community to newcomers and members.
- C. Leverage parishioners' spiritual gifts to increase evangelism and volunteerism.
- D. Be a church that is safe and accessible to all.

WHAT SUCCESS LOOKS LIKE

Through our efforts to follow an intentional process we will:

Model a welcoming community,

Have an attractive welcoming campus,

And grow church membership.

CONTEXTUAL DYNAMICS

Believing our call is to transform and offer God's shalom, that many believe in God but not Jesus, we recognize that in order to reach people for Christ in our community we must reach out and prepare a place for them. By demonstrating Christ-like friendships and intentionality, communicating effectively with the community, discovering our spiritual gifts, and helping people find their fit, we will model an engaged and welcoming community together. We will share this message with the larger community through community engagement, our website, media, and marketing, and by caring for our campus. By working together, we will show our community the love of Jesus Christ.



GOAL 5

ATTRACTIVE TO YOUTH AND FAMILIES

Following Jesus's call in Matthew 19:14, we want to make Nativity more attractive to Youth and Families in Northborough and the Greater Worcester Region.

OBJECTIVES

- A. Offer a dynamic and sustainable Youth and Family Ministry.
- B. Offer relevant and impactful Family Ministry courses.
- C. Grow Nativity Youth program to 100 by 2023.
- D. Create a Youth Christian Formation program grounded upon scripture.
- E. Produce theologically grounded youth.
- F. Hire a Youth and Family Minister by 2021.

WHAT SUCCESS LOOKS LIKE

That our congregation becomes the "family church" in Northborough.

CONTEXTUAL ADVANCES

Northborough's youth and young families represent 48% of the population. Nativity is surrounded by six public schools and has a strong and sought-after Preschool Ministry of our own that is well known throughout the community. By leveraging our strength, continuing to capitalize on our community outreach initiatives, and focusing on building up our Youth and Young Family Ministry, we can become the "family church" in Northborough.



Recommended Strategies for 2020-2025

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- D. Align Subcommittee visions with church vision 1.
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- D. Be a church that is safe and accessible to all.
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GOAL 4

A CENTER FOR CHRISTIAN FORMATION AND PASTORAL CARE

In order to make Christ known, the work of Christian Formation and Pastoral Care is the equipping work, nurture, care, and development of the believer and the Christian home into a life of holiness and the knowledge of God and His people.

WHAT SUCCESS LOOKS LIKE

That people of every age, gender, life stage, and ability will have the opportunity to engage in an intentional community of learners and practitioners to achieve spiritual growth and wholeness.

OBJECTIVES

- A. Promote Biblical literacy.
 - 1.
 - 2.
 - 3.
 - 4.

- B. Challenge people to grow in their faith.
 - 1.
 - 2.
 - 3.
 - 4.

- C. Offer Christian Education for all phases of life.
 - 1.
 - 2.
 - 3.
 - 4.

- D. Provide Spiritual Formation opportunities to all.
 - 1.
 - 2.
 - 3.
 - 4.

- E. Minister to the needs of parishioners.
 - 1.
 - 2.
 - 3.
 - 4.

- F. Comfort the afflicted.
 - 1.
 - 2.
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