

Strategic Action Plan

Westside Unitarian Universalist Church

Fort Worth, Texas

June 12, 2011

Prepared by the WUU Strategic Planning Committee:

Caroline Nixon, Bob Vann, Reed Bilz, Jeff Bullock,

Andrea Petty and Charles Palmer

### Summary

The enclosed strategic action plan for Westside Unitarian Universalist Church presents our vision, mission, values, internal assessment, objectives, strategies, goals, and plans to attain those goals within the scope of the next five years.

### Strategic Plan

- Mission – Westside UU Church makes a positive difference in the lives of our members, our families, and the world at large through supportive relationships, religious exploration, and social action.
- Vision – Westside UU Church will continue to grow and will continue to be an influential liberal religious presence through active service in our community and the world at large.
- Values – (a) The inherent worth and dignity of every person; (b) Justice, equity and compassion in human relations; (c) Acceptance of one another and encouragement to spiritual growth in our congregations; (d) A free and responsible search for truth and meaning; (e) The right of conscience and the use of the democratic process within our congregations and in society at large; (f) The goal of world community with peace, liberty and justice for all; (g) Respect for the interdependent web of all existence of which we are a part.
- Strengths, Weaknesses, Opportunities, & Threats
  - Strengths
    - Good location
    - Quality minister & worship services
    - Welcoming & caring community

- Building utilization
- Attendance and membership growth
- Community outreach & activism
- Children's religious education
- Weaknesses
  - Limited community visibility
  - Internal communication
  - Insufficient property
  - Emotional growing pains
  - Insufficient staffing
  - Insufficient income for growth
- Opportunities
  - Further develop programming
  - Manage membership
  - Strengthen fellowship
  - Acquire new space
  - Improve communication methods
- Threats
  - Attrition due to change
  - Insufficient resources
  - Volunteer and leader burnout
  - Inadequate space
  - Lack of a ministerial succession plan

- Objective – Westside Unitarian Universalist Church will continue to grow and continue to be an influential liberal religious presence through active service to our community and the world at large.
- Strategies and Goals
  - Growth
    - Sufficient space to accommodate current congregation and anticipated growth
    - Programming that meets the needs of our growing congregation
    - Further development of our welcoming and caring fellowship
    - Sufficient resources for children’s religious education
    - Sufficient financial support to meet our goals
    - Effective internal communication
  - Influential Liberal Religious Presence
    - Increased community visibility
    - Sufficient human resources and staff development
    - Programming that meets the needs of the greater community
  - Active Service
    - Identify and meet the needs of the local community
    - Exert robust social action in the world at large
    - A process of continual leadership development
- Goal Implementation
  - Growth

- Sufficient space to accommodate current congregation and anticipated growth

Action Plan	Assignment	Completion Date
Remodel stage to accommodate 40 more seats in the sanctuary.	Board, Aesthetics, & Building Committees	November 1, 2011
Conduct financial feasibility study for new property.	Organize committee	July 2011
Conduct property search.	Third party specialist realtor, designated committee	January 2012
Craft purchase/sale proposal to congregation.	Board of Directors & Finance Committee	July 2012
Submit loan application to NTAUUS or other lending entity.	President of the Board	September 2012
Sell 901 Page Avenue property & move.	Third party specialist realtor	January 2013

- Programming that meets the needs of our growing congregation

Action Plan	Assignment	Completion Date
Develop a program Council to coordinate church scheduling & activities.	Board of Directors & Membership Committee	January 2012
Develop an adult RE Committee to research, suggest, and implement adult RE programming.	Adult RE Committee	December 2011
Contract with AMS to relieve building constraints in order to increase children's programming, for WUU and the community, outside of Sunday morning.	Board, AMS, & other stakeholders to be determined	May 2012
Expand OWL program to the community.	DRE & CRE Committees	July 2012
Develop a coming of age program for congregation.	DRE & CRE Committees	July 2012
Appoint a Youth Advisor to aid in creating and implementing a junior high and high school youth group.	DRE & CRE Committees	July 2011

- Further development of our welcoming and caring fellowship

Action Plan	Assignment	Completion Date
Strengthen the chaplain corps.	Minister	Ongoing
Develop covenant groups (small group ministry).	Adult RE Committee & Programming Council	April 2012
Refine present greeting process.	Membership Committee	Ongoing
Encourage a variety of social activity events.	Social Committee	Ongoing
Support shared interest groups (bridge, quilting, and book clubs).	Programming Council	Ongoing
Reaffirm “Welcoming Congregation.”	Board of Directors & Membership Committee	January 2012

- Sufficient resources for children’s religious education

Action Plan	Assignment	Completion Date
Contract with AMS to relieve building constraints in order to increase children's programming, for WUU and the community, outside of Sunday morning.	Board, AMS, & other stakeholders to be determined	May 2012
Bring paid staff levels up to UUA guidelines for the size of our church: full time DRE.	Board of Directors	July 2011
File for NTAUUS grant in support of full time DRE.	Board of Directors	December 2011
Appoint a Youth Advisor to aid in creating and implementing a junior high and high school youth group.	DRE & CRE Committee	July 2011
Continue cooperative activities with other churches.	DRE & RE Committee	Ongoing

- Sufficient financial support to meet our goals

Action Plan	Assignment	Completion Date
Establish stewardship as a standing committee.	Board of Directors	January 2012
Develop a more robust finance committee: develop a rolling 4 quarter plan.	Finance Committee	January 2012
Establish and publicize a 5 year financial plan.	Finance Committee & Treasurer	January 2012

Develop membership recruitment/marketing plan.	Board of Directors, Membership, & Finance Committees	January 2012
Launch capital campaign for new building acquisition.	Board of Directors & Finance Committee	July 2012
Seek UUA assistance in fund raising campaigns.	Finance Committee & Board of Directors	November 2011
Explore training opportunities for the Finance Committee.	Finance Committee & Board of Directors	July 2011

- Effective internal communication

Action Plan	Assignment	Completion Date
Remind membership of the importance of reading publications regularly & include expectation in Exploring Westside class. Publish in written and electronic forms.	Minister, Membership Committee, & Board of Directors	Ongoing on a quarterly basis
Review committee functions and publish for membership.	Board of Directors & Committee Chairs	Ongoing on an annual basis
Create a communications position on the programming Council.	Board of Directors	July 2011
Enhance website and other existing communication to support various forms of internal communication.	Webmaster & Programming Council	Ongoing
Use social media such as Facebook and Twitter.	Programming Council & Membership Committee	August 2011
Refine congregational surveys geared towards needs/desires.	Committee on Ministry	As needed

- Influential Liberal Religious Presence

- Increased community visibility

Action Plan	Assignment	Completion Date
Offer building use to community organizations that share values	Minister, Programming Council, & related Committee Chairs	Ongoing, first offer by 12/31/2011
Support Minister in efforts to participate in community groups	Board of Directors & Committee on Ministry	Ongoing
Partner with community social, education and action groups for support and advocacy	Social Justice Committee & Adult RE (Forum)	Ongoing

Westside U.U. 2011 Strategic Action Plan

Research local community to determine needs for social concern.	Social Justice & Neighborhood Committees	September 2011
Develop programs to appeal to local community including children.	Programming Council & RE Committees	September 2011
Continue loose plate offerings donations.	Social Justice Committee	Ongoing
Train a primary liaison with media.	Board of Directors	October 2011
Actively seek opportunities for free media exposure.	Programming Council	July 2011
Seek inclusion on all listings of Fort Worth churches.	Programming Council	July 2011
Continue loose plate offerings donations.	Social Justice Committee	Ongoing
Seek out/fund/participate in educational institutions sponsoring religious communications, i.e. TCU Church Fair.	Membership Committee & Social Justice Committee	Ongoing

- Sufficient human resources and staff development

Action Plan	Assignment	Completion Date
Provide Fair Compensation to all paid staff.	Board of Directors	July 2014
Maintain a listing of available training opportunities.	Programming Council	Annually
Increase DRE to full time.	Board of Directors	July 2011
Increase Administrative Assistant support.	Board of Directors	July 2013
Bring paid staff levels up to UUA guidelines for the size of our church.	Board of Directors & Finance Committee	January 2013
Enable WUUC to become a teaching congregation for intern ministers.	Minister, COM, Board of Directors	September 2013

- Programming that meets the needs of the greater community

Action Plan	Assignment	Completion Date
Develop programming that meets the needs of greater community (SMART, OWL)	Board of Directors & Programming Council	6/30/2012



Partner with community social, education and action groups for support and advocacy	Social Justice Committee, Programming Council, & Adult RE (Forum)	Ongoing
---	---	---------

○ Active Service

- Identify and meet the needs of the local community

Action Plan	Assignment	Completion Date
Continue current involvement with SCAC, Samaritan House, etc.	Social Justice	Ongoing
Ask congregation to identify new opportunities to meet the social justice needs of the local community.	Social Justice	July 2011
Continue to provide meeting space for SMART.	Minister	Ongoing
Collaborate with other UU churches and identify joint projects.	Minister, Board of Directors, Social Justice, & DRE	Ongoing

- Robust social action in the world at large

Action Plan	Assignment	Completion Date
Partner with community social, education and action groups for support and advocacy.	Committees as appropriate	Ongoing
Continue to fund third world small business loans.	Social Justice & Micro Lending Committee	Ongoing
Establish a letter writing process to make our voice heard on social justice, political and other matters.	Social Justice	July 2014
Organize attendance at city and state government sessions to better understand processes and express our opinion.	Committees as appropriate	Ongoing
Participate in UUA Social Action.	Social Justice Committee & G.A. delegates	Ongoing
Hold forums and workshops on exerting influence, lobbying, etc.	Programming Council	January 2012

- Continual leadership development

Westside U.U. 2011 Strategic Action Plan

Action Plan	Assignment	Completion Date
Create Leadership Development Program for congregation.	Board of Directors	3/31/2012, begin implementation by 12/31/2012
Ensure leadership development programs are included in annual budget.	Board of Directors	6/30/2012
Encourage attendance at NTAUUS, SWUUC & UUA leadership opportunities.	Board of Directors	Ongoing
Explore ways to make church governance more effective.	Board and Committee Chairs	September 2011
Continue to actively encourage involvement of congregants; ask them to serve.	Membership Committee & Board of Directors	Ongoing
Continue with the retreat for the Board of Directors, to include leadership training.	Board of Directors	Ongoing
Provide regular review of policies and procedures for the congregation.	Board of Directors & Programming Council	Ongoing
Include workshops on church governance as a part of Adult Forum.	Programming Council & Adult Education Committee	As needed