

# WUU Strategic Plan — 2018 to 2021: Board Goals

## WHERE ARE WE NOW?

In 2011 we began a process of developing a 5-year plan with a vision for 2017. This plan set the framework for many of the activities that were carried out in the interim and has positioned WUU to make significant steps forward as we look to the next three years.

Our professional staff has been enhanced during this period with new program and financial assistants, a new DRE, a new pianist, and a new part time Facilities Manager. Our Settled Minister, Rev. Laura Horton-Ludwig, is in place to provide spiritual, administrative and congregational guidance.

Driven by the need for more supportive worship, administrative and RE space, the new facility was funded and constructed with results that have exceeded our expectations. Our new space has provided many enhanced opportunities. The McGiffert wing is providing outstanding support for our expanding RE program enabling our youth to make a WUU spiritual home and the results are an increase to over 60 registered children and young adults. Although there has been an increased focus on membership during the past two years with good results, our overall membership has not grown. Our social justice focus has been on racial equality and the homeless shelter that will be utilizing our new space. With the availability of the upgraded space in Parker and Fahs houses, we are supporting the Greater Williamsburg Outreach Mission and the Quakers, both groups whose missions are consistent with our WUU mission. And the Gathering Hall and new commercial kitchen provide exciting ways for fellowship and refreshment that did not exist in the old structure.

The financial team has implemented a rolling 5-year budget for tracking and managing WUU income and expenses. New alternate income practices have been implemented which make effective use of our expanded facilities.

With all this in place, WUU is poised to make a major leap forward as we work to achieve our goals for 2021.

## WHERE DO WE WANT TO GO IN THE NEXT THREE YEARS?

The Board and key leaders first began thinking about the 2021 Strategic Plan at a leadership retreat in late September, 2016. Later, a strategic planning task force was appointed. Guided by surveys and Congregational meetings held earlier by the MSC as part of the search for our called minister, a preliminary plan was drafted and presented to the Board. Rev. Laura joined the effort as soon as she arrived in August, 2017, and with Rev. Laura, the Board focused on its vision and goals for the next three year period, 2018 to 2021. There were six broad Goals that emerged from that discussion, organized under three interrelated questions.

### How will we grow?

- I. *We will offer a comprehensive and spiritually diverse program of small group ministries and other faith development opportunities for all ages.* We will extend our successful and growing children's RE program to include programs for adults as well as more opportunities for children to participate in intergenerational worship. We will offer new small group ministries where people can broaden and deepen their spiritual lives.
- II. *We seek to be a larger and more diverse congregation,* with more young families, more people from all socioeconomic classes, people of color, LGBTQIAA people, first peoples,

and undocumented folks. We have always welcomed diversity, but actually achieving it will be a challenge. We will take steps to become more welcoming of diverse populations. We will also evaluate our ability to support numerical growth and make adjustments to worship, religious education, and other programming to increase capacity as needed.

### **How will we relate to our community?**

- III. *We will devote our energy to developing and supporting a significant and focused set of very strong social justice programs* in which a large number of WUUs can work together as a team. The COFM Homeless Shelter that we operate for one week every year is an example of such a project.
- IV. *We will communicate and connect with our community* in order to promote UU values and provide a way for people to find us.

### **What will support us?**

- V. *We will develop our core business practices* to aid in the support of our excellent staff, to facilitate the expansion of our programs, and to make optimum use of our physical space. Our financial management, sound for a number of years, will be strengthened further, including a sustainable budget, and we will bring our electronic record keeping, our web site, and management and maintenance of our new enlarged space up to the same high standards.
- VI. *We will create new systems and practices to integrate new members and develop leaders*, advancing our vision of helping people grow and serve and increasing our capacity to carry out our plans and goals.

## **HOW WILL WE COMPLETE THE STRATEGIC PLAN?**

The six broad Goals in this outline were approved by the WUU Board in December, 2017. They will be used as a guide for the formation of a number of small Leadership Teams who will develop specific Initiatives under each goal. These Initiatives will include steps and a timeline required to achieve each Initiative in the three-year period covered by the Plan. In this way the Plan will combine the vision of the Board, and the vision, insight and expertise of leaders who commit themselves to carrying out the Plan.

Once the work of the Leadership Teams is completed, a draft of the complete Strategic Plan will be assembled by the Board and distributed to the Congregation for its review. Comments will be discussed and collected at two open meetings of the Congregation and used to revise it, ensuring that the Plan reflects the most recent views of the Congregation. If all goes well, the Plan will be adopted by vote at the Spring Congregational meeting, and the Plan implemented starting July 1, 2018.

## **WHAT ROLE WILL THE STRATEGIC PLAN PLAY?**

Our Congregation supports many points of view, and it is not the intent of the Strategic Plan to restrict members from pursuing individual goals and interests that may lie outside of those described here. Rather, it is hoped that the Plan will be a way of focusing much of our effort on a few main Goals that we all agree are important, and that can have a substantial impact on who we will become in the next three years.