

Laying the Foundation for Growth

Jan 2024 – June 2026 Strategic Plan

NOTE: This plan intentionally does not include all the existing and ongoing current work of our hardworking Minister, Staff and volunteer Committees, Teams and Groups, but rather addresses new or additional strategic directions, projects and programming, and existing areas that need special attention.

Campaigns	Areas of Focus	Goals	Goal Leaders	Timing
<p>A) Living into our Values: To evolve into the multicultural and welcoming organization we desire, we begin with ourselves and our congregational culture. Let's intentionally and actively learn about and address the systemic racial bias and all oppressions prevalent in ourselves and our organization. Let's nurture and encourage spiritual development for those interested. And let's continue to take good care of each other by increasing our accessibility and welcome.</p>	1. Equity, inclusion, & racial justice			
	a. Support staff, committees and teams in further developing inclusive practices for planning and decision-making by providing training and assessment tools	led by Rev Kayla, with LDC assistance	by Jan 2025	
	b. Offer anti-racism and anti-oppression training, education and experiences, funded by the Fellowship and well communicated and easily available to all age groups	led by Rev Kayla, with Board Task Force assistance	ongoing	
	c. Offer accessibility training, education and experiences, funded by the Fellowship, and well communicated and easily available to all	led by Rev Kayla, with Board Task Force assistance	ongoing	
	2. Spiritual Development			
	a. Embed monthly worship themes into congregational life	Rev. Kayla	ongoing	
	b. Identify the needs and opportunities for adult spiritual growth and development and develop a plan to address them (big picture)	Pam Lepley & Rev Kayla	by August 2025	
	3. Internal community building & care			
	a. Develop and implement plans to support a culture of radical welcome and belonging	Caron & Membership Team	by October 2024	
	b. Develop plans to foster engagement across all stages of the spectrum of faithful relationship	Caron & Membership Team	by October 2024	
c. Analyze the existing and potential opportunities for membership engagement and recommend changes as needed to the Minister	Caron	by October 2024		
<p>B) Community Engagement: We no longer want to be the best kept secret in Winston-Salem. Let's work boldly and deeply for justice. Let's be intentional about getting out beyond our own walls and building relationships within the community. And let's not be shy to spread our light and love.</p>	1. Community Outreach and Social Action			
	Identify key community partners with whom we can build meaningful relationships to support community needs and live out our mission	SAC & EcoSolutions	by October 2024	
	b. Assess current social action structure and determine what is needed to work effectively with our community partners	Rev Kayla and Staff	by December 2024	
	2. Building Awareness of the Fellowship in the Community			
	a. Plan, budget for, and carry out a branded campaign to inform and engage the broader community	Comms Team w/ Staff input	by June 2025	

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C) Fundamentals for Growth: Discernment is needed for what we want our future to look like. We say we want growth but what does that look like? Let's ask the hard questions, collect the right data, and together paint a picture of our future so that we know what it will take to start living into it.	1. Visioning & values			
		a. Evaluate whether the current mission and vision are still relevant	Board of Trustees	by May 2025
		b. Determine as a Fellowship whether to support the recommended changes to UUA Article 2	led by Rev Kayla	by May 2024
		c. Educate the congregation and vote on the 8th Principle	led by Rev Kayla	ongoing education; vote no later than June 2026
	2. Staffing			
		a. Ensure each staff person has a personalized development plan, with annual goals	Rev. Kayla	by June 2024
		b. Evaluate staffing needs and costs, and make a staffing recommendation to the BOT, including several growth scenarios	Rev. Kayla	by January 2025
	3. Technology			
		a. Identify and document who manages internal and external resources for technology needs and training, including multiplatform accessibility, and where that resides within our governance structure	ExCom with input from Comms Team & Tech Team	by February 2024
		b. Make specific recommendations for training of staff and volunteers for various types of our current technology, hardware and software; make plans for ongoing training	Those identified in 3.a.	by June 2024 and then ongoing
		c. Create a comprehensive evaluation of our technology needs with costs and timing for short term, mid term and long term needs; present to Minister & Board; budget for FY24-25	Those identified in 3.a.	by November 2024
		d. Evaluate, improve and codify practices for committed multi-platform programming and communicate to leaders and staff	Those identified in 3.a.	by November 2025
	4. Governance			
		a. Create and offer leadership and governance training for lay leaders on an ongoing basis, including online on demand options	Governance Com & LDC	on demand by July 2024
		b. Provide an evaluation to the BOT of the new Gov Systems at the two year mark	Governance Com	by June 2025
		c. Investigate and implement opportunities and structures within the new Governance Systems to support the Board in its evaluation of the Fellowship's progress in becoming a Beloved Community that accountably achieves its mission.	Board of Trustees	by June 2026
		d. Evaluate progress of this plan annually, recommending updates to the plan and reporting to the congregation	Board of Trustees	annually

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		e. Convene a 5 year strategic planning Task Force	Board of Trustees	by June 2025
	5. Physical facility and grounds			
		a. Conduct a needs assessment with input from the congregation and staff of our current building, parking and outdoor spaces and possible future satellite location-- for flat growth, 10% growth, 25% growth and 50% growth	Board Task Force	by June 2025
		b. Determine estimated costs of any capital projects identified in the needs assessment including the finances required for ongoing maintenance and ensuring that inclusion, accessibility and environmental sustainability are taken into account in the planning and budgeting	Board Task Force	by June 2026
	6. Financial Vitality			
		a. Develop and implement a plan to increase legacy giving	Stewardship	by November 2024
		b. Research grant opportunities for UUA, government and other funding; apply as appropriate	Board of Trustees	by March 2026
		* updates to original plan		