



WILDFLOWER CHURCH

STRATEGIC PLAN

2010 - 2012

Prepared By: Long Range Planning Committee
Sara Barker, Eliza Galaher, Paula Vaughan, Don Young

Wildflower Church Strategic Plan 2010 – 2012

Table of Contents

	Topic	Page
I.	Summary, Background and Strategic Goals	3-7
II.	Growth Projections – Attachment 1	8
III.	Strategic Planning Process – Attachment 2	9
IV.	Linkage with Other Church Processes – Attachment 3	10
V.	Mission, Vision, Values, Strategic Goals – Attachment 4	11
VI.	Long Range Action Plans	
A.	Board	12-16
B.	Minister	17-19
C.	Adult Programs (& Leadership Development TF)	20-24
D.	Building	25-26
E.	Pastoral Care	27
F.	Children and Youth Religious Education	28-30
G.	Committee on Ministry	31-32
H.	Communications	33-35
I.	Finance	36
J.	Membership	37-40
K.	Social Action	41
L.	Stewardship	42-44
M.	Worship	45-46

Wildflower Church Strategic Plan 2010 – 2012

Purpose

Every three years, Wildflower Church has engaged in a strategic planning process to create a future view of its needs and the actions required to meet its goals. Following is the report for the years 2010 – 2012. The Long Range Action Plans were developed by each committee involved in the operations of the church, especially committees whose goals generate longer term projects and efforts. The set of plans from each committee have been reviewed for their cohesiveness in contributing to the church's strategic goals.

The following report includes topics to help explain the issues facing the church, as well as its strengths and challenges. The strategic goals were proposed and expanded upon in a joint meeting held with the Board, the Committee Chairs and the Long Range Planning Committee. Following the explanation, the individual goals and sub-goals of each committee are shown along with the specific action plans.

Background

Wildflower Church, a Unitarian Universalist congregation in Austin, Texas, was founded in 2000 for religious liberals seeking a religious community in South Austin. We welcome everyone: young, old, single, married, gay, straight, lesbian, bisexual, transgender, female, male, and all races and ethnicities.

We hope to provide the resources at Wildflower Church to help individuals progress along their unique spiritual journey. In addition to Sunday services, we also offer small groups, classes and religious education for all ages.

Central to our identity is our commitment to making the world a better place. We have numerous projects that seek to give concrete shape to our commitment to social justice both inside and outside the congregation.

Wildflower Church Strategic Plan 2010 – 2012

Current Church Issues

The church has found itself growing rapidly over the past two years, since we have acquired a minister. This growth has stretched the congregation in several ways. Size is driving a need for space not only for worship, but for the administration activities, the committees and other programs of the church, the religious education and care for our young. We are literally bulging at the seams when people are standing for services and occasionally walking away.

Beyond size, our organizing, processes and procedures are maturing beyond the initial well established procedures. We are looking into formalizing processes, revisiting structures of committees, extending ministries, understanding inter-dependencies across functions, and developing evaluation and improvement mechanisms for our ministries, operations and programs.

Wildflower Church has initiated an Annual Assessment survey, guided by the Committee on Ministry. The survey asks many questions about the current satisfaction levels of congregants with facilities, programs and services. Additionally, the survey asks about the importance of each of these functions to the congregants. This assessment has helped the various programs and services focus on changes to become more effective. The survey also reinforced our need for staff to support the growing congregation, especially the addition of a Youth Director. Regarding the space and facilities, about 2/3rds of the respondents feel these are not adequate, and about 90% felt this was an important/very important matter to be resolved.

So, it is evident that both space for growth and management as a mid-size congregation will be thematic in our goals.

Other Environmental Issues

The close of 2008 and beginning of 2009 brought issues outside our church doors into new focus. The economy could dramatically affect our congregants and their ultimate ability to contribute financially to the church and other charities, including the challenge of a Capital Campaign for our own church facilities. The overall impact of the economy on our surrounding community calls us to do more in our social actions for those most in need. The changes in the US Government with a new administration have introduced meaningful, difficult and necessary social justice issues, e.g. healthcare reform.

Wildflower Church Strategic Plan 2010 – 2012

Organization

The current organization of the church is represented in the Board, Executive Committee, Standing Committees (10) and Program Committees (13). The operations are driven by a democratic process within the committees and across the congregation; therefore, the representation of our strategic goals is broken down into Board, Minister and committee action plans.

Growth Projections

The actual data and assumptions for our growth are shown in Attachment 1. We are on target to have about 200 members by the end of 2009. While growth in the past two years has been accelerated, the assumptions for the strategic planning period represent a more conservative picture. We have intentionally reduced the percentage of expected growth for 2010 – 2012. We believe both the economic environment and the self-limiting space we are operating in makes these assumptions appropriate.

Strategic Planning Process

In September 2008, a Search for the Future workshop was conducted with about 100 members in attendance. The development of our mission and vision was based on the results of congregational input during the September workshop. From our vision statement, the strategic goals were developed. The process of developing strategic goals and involving the Board and Committee Council is reflected in Attachment 2. We had an important sharing of goals, and developing sub-goals on a joint basis. This allowed us to move the detailed action planning steps into the Committees.

Linkage with Other Church Processes

As we are growing organizationally, we are moving toward defining our interconnected processes. We see a strong linkage of our “planning” process – developing goals and activities for future years, with our Annual Assessment process – evaluating how we’re doing and what needs to improve, and our budgeting process – funding the operations and programs of the church for the next year. Attachment 3 reflects this year’s connection of processes and schedules. We will continue to work on more cohesive timing and synchronization of these processes.

Wildflower Church Strategic Plan 2010 – 2012

Vision Statement

As with the development of the Mission, our beliefs, needs and aspirations were drawn from the Search for the Future workshop. The results of that workshop were used to bring focus to a clear statement of what we want to be and how we want to express ourselves in our spiritual community. Below is our Vision Statement; it is the foundation upon which our Strategic Goals have been developed.

Living in a church home of our own, we will:

- *Nurture an environment which will help us become more effective in carrying out our mission and values.*

Operating as a program-sized church, we will:

- *Develop, strengthen, and expand individual and collective leadership capacity;*
- *Develop leadership infrastructure and practices that increase effectiveness and cooperation among leaders;*
- *Create programs which flexibly adapt to and reflect the diverse needs of the congregation and its size.*

Living our proclaimed values, we will:

- *Care for one another, our community, our world, and our earth;*
- *Create a community of unitarian universalists in which we support one another and share our joys and sorrows, creativity and productivity, fun and fellowship;*
- *Nurture and guide our children in their own spiritual paths to adulthood;*
- *Grow spiritually through mutually supportive exploration and reflection;*
- *Reach out, welcome and embrace diversity of thought and especially of person in every form;*
- *Respond to social action opportunities by bringing greater justice to the world around us.*

Wildflower Church Strategic Plan 2010 – 2012

Strategic Goals

- **CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN.**

We know we want our own building, but a building is not the soul of the congregation. We want the structure to be a “home” where we grow religiously, share our skills and talents with our “church family,” and watch our family grow. It is what we do within the church that defines the home we will make it. We will make every effort to have our new home reflect to the community our commitment to an environmental awareness, a diverse community, and a place of social justice and safety.

- **AS WE BECOME A MIDSIZE CHURCH, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC CONGREGATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS.**

Our church is changing, not only in size, but in new relations, in new needs, in new opportunities and new resources. We need to be mindful of how we will anticipate and plan for these changes. Do we have the right knowledge and skills to develop programs to address the new numbers and the new needs of the congregation? Do we have the right materials and resources? Do we have the number of volunteers and leaders to sustain our programs? Do we have the ability to create repeatable and sustainable processes and programs, rather than relying solely on those who have done something in the past?

- **WE COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VALUES GUIDED BY OUR UU PRINCIPLES.**

Within our congregation, do we live our mission, values and principles? How do others perceive us? Do we create the right “culture” to effectively manage our affairs through democratic processes, with respect for others? What do we need to know or learn in order to be more effective in living our mission, values and principles? What does it take to be deliberately inclusive in our congregation, our social actions and our reputation?

Attachment 4 reflects these goals along with our Mission, Vision, Values and UU Principles.

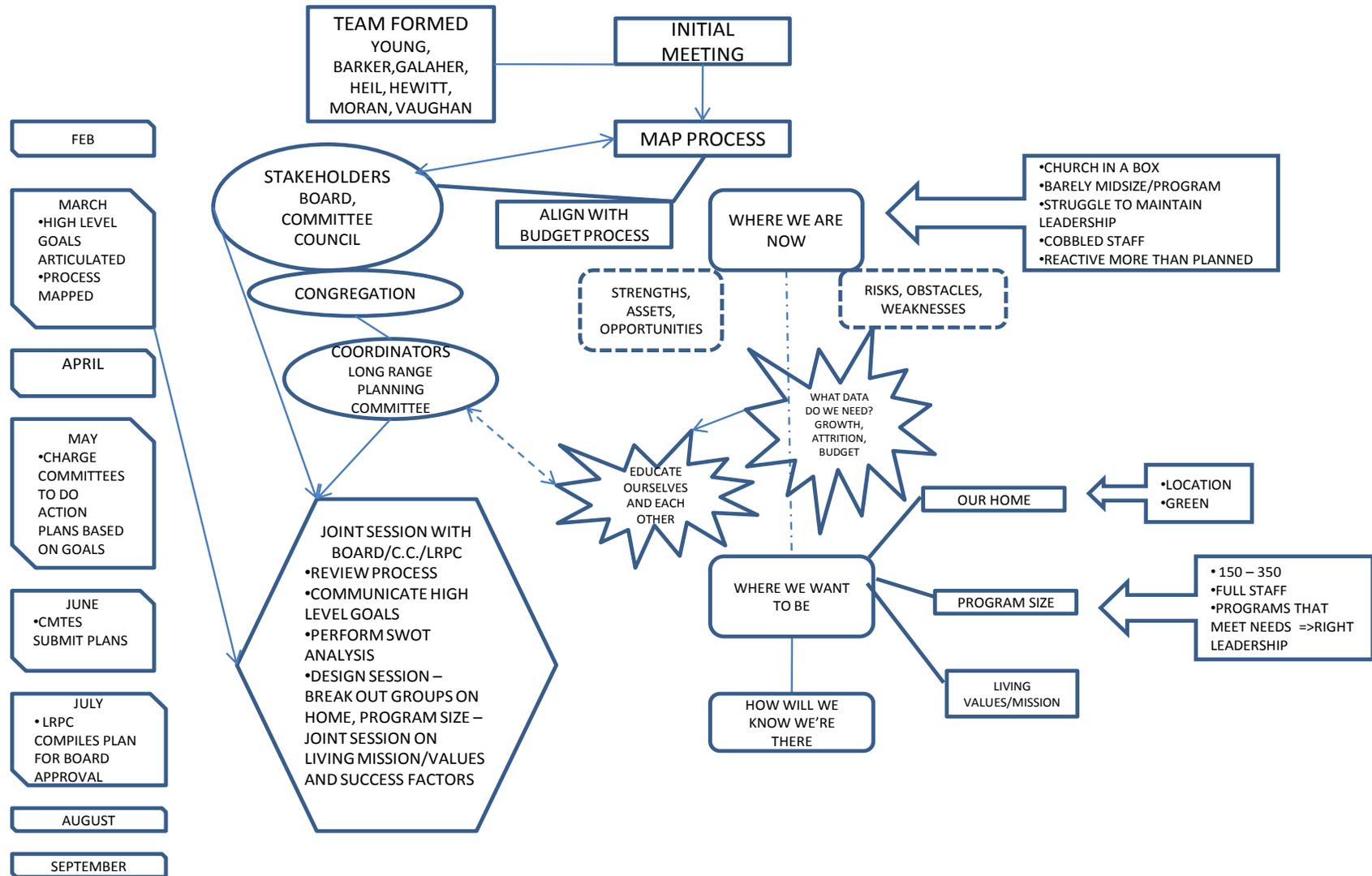
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Membership Growth Projection

Year Ending 12/31	Number of Members	Number of Children	Pledging Units
2008	158	92	123
2010	220	124	157
2012	275	155	239
2014	333	191	251

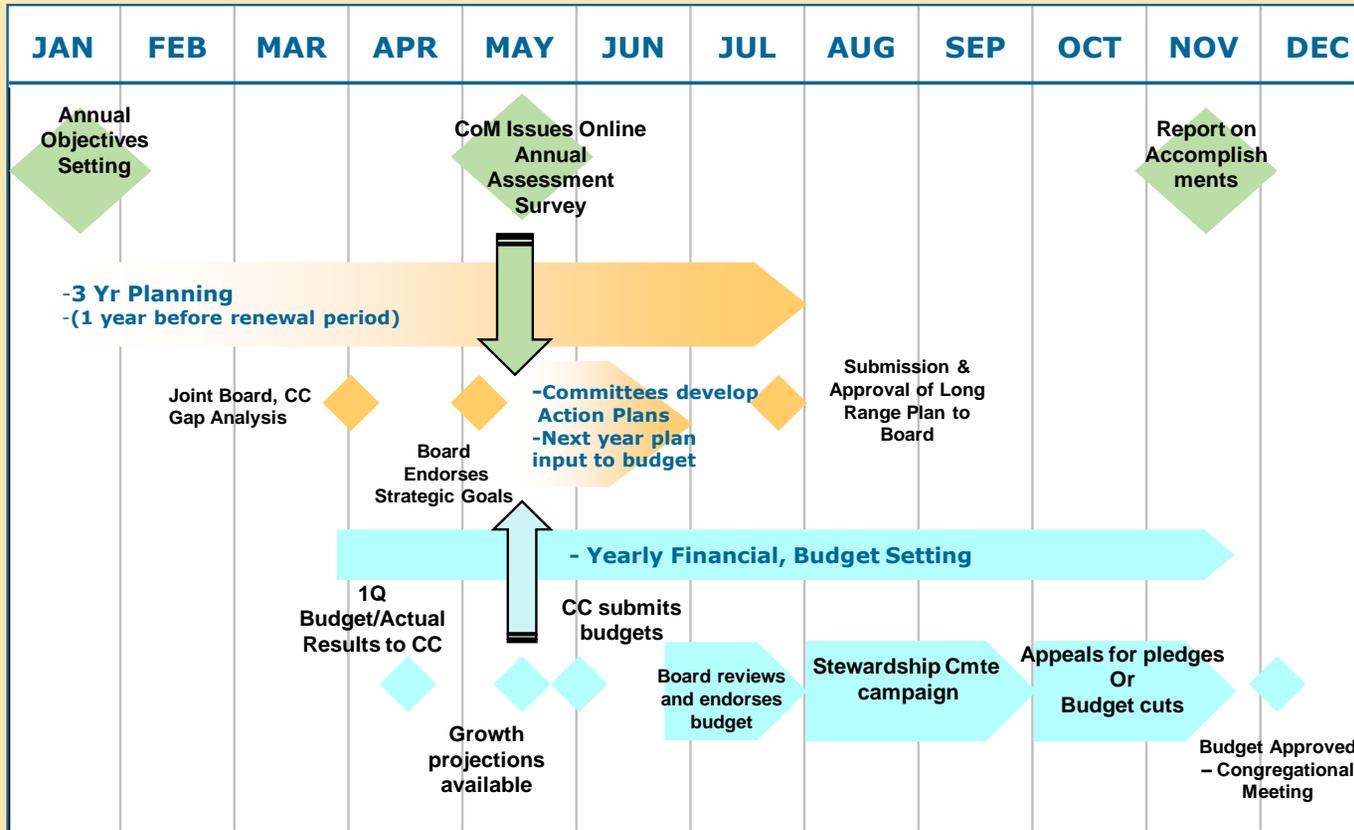
Wildflower Church Strategic Plan 2010 – 2012

STEPS TO COMPLETE STRATEGIC PLAN FOR 2010 - 2012



Wildflower Church Strategic Plan 2010 – 2012

Long Range & Financial Planning Timeline



Wildflower Church Strategic Plan 2010 – 2012

SEVEN PRINCIPLES

THERE ARE SEVEN PRINCIPLES WHICH UNITARIAN UNIVERSALIST CONGREGATIONS AFFIRM AND PROMOTE:

- THE INHERENT WORTH AND DIGNITY OF EVERY PERSON;
- JUSTICE, EQUITY AND COMPASSION IN HUMAN RELATIONS;
- ACCEPTANCE OF ONE ANOTHER AND ENCOURAGEMENT TO SPIRITUAL GROWTH IN OUR CONGREGATIONS;
- A FREE AND RESPONSIBLE SEARCH FOR TRUTH AND MEANING;
- THE RIGHT OF CONSCIENCE AND THE USE OF THE DEMOCRATIC PROCESS WITHIN OUR CONGREGATIONS AND IN SOCIETY AT LARGE;
- THE GOAL OF WORLD COMMUNITY WITH PEACE, LIBERTY, AND JUSTICE FOR ALL;
- RESPECT FOR THE INTERDEPENDENT WEB OF ALL EXISTENCE OF WHICH WE ARE A PART.

VALUES

WE COMMIT OURSELVES TO THESE VALUES: CARING, COMMUNITY, CHILDREN, SPIRITUALITY , SOCIAL JUSTICE.

MISSION

WILDFLOWER CHURCH IS A DELIBERATELY INCLUSIVE, OPEN-MINDED RELIGIOUS COMMUNITY IN THE UNITARIAN UNIVERSALIST TRADITION. WE JOYFULLY NURTURE ONE ANOTHER IN OUR LIFELONG SPIRITUAL JOURNEYS, AND WE COMMIT TO TRANSFORMING OURSELVES AND THE WORLD AROUND US THROUGH ACTS OF COMPASSION, LOVE AND SOCIAL JUSTICE.

STRATEGIC GOALS

- CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN.
- AS WE BECOME A MIDSIZE CHURCH, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC CONGREGATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS.
- WE COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VALUES GUIDED BY OUR UU PRINCIPLES.

VISION

LIVING IN A CHURCH HOME OF OUR OWN, WE WILL:

- NURTURE AN ENVIRONMENT WHICH WILL HELP US BECOME MORE EFFECTIVE IN CARRYING OUT OUR MISSION AND VALUES.

OPERATING AS A PROGRAM-SIZED CHURCH, WE WILL:

- DEVELOP, STRENGTHEN, AND EXPAND INDIVIDUAL AND COLLECTIVE LEADERSHIP CAPACITY;

- DEVELOP LEADERSHIP INFRASTRUCTURE AND PRACTICES THAT INCREASE EFFECTIVENESS AND COOPERATION AMONG LEADERS;

- CREATE PROGRAMS WHICH FLEXIBLY ADAPT TO AND REFLECT THE DIVERSE NEEDS OF THE CONGREGATION AND ITS SIZE.

LIVING OUR PROCLAIMED VALUES, WE WILL:

- CARE FOR ONE ANOTHER, OUR COMMUNITY, OUR WORLD, AND OUR EARTH;

- CREATE A COMMUNITY OF UNITARIAN UNIVERSALISTS IN WHICH WE SUPPORT ONE ANOTHER AND SHARE OUR JOYS AND SORROWS, CREATIVITY AND PRODUCTIVITY, FUN AND FELLOWSHIP;

- NURTURE AND GUIDE OUR CHILDREN IN THEIR OWN SPIRITUAL PATHS TO ADULTHOOD;

- GROW SPIRITUALLY THROUGH MUTUALLY SUPPORTIVE EXPLORATION AND REFLECTION;

- REACH OUT, WELCOME AND EMBRACE DIVERSITY OF THOUGHT AND ESPECIALLY OF PERSON IN EVERY FORM;

- RESPOND TO SOCIAL ACTION OPPORTUNITIES BY BRINGING GREATER JUSTICE TO THE WORLD AROUND US.

Wildflower Church Strategic Plan 2010 – 2012

Board of Trustees

STRATEGIC GOAL: Create and nurture a spiritual home of our own.

COMMITTEE SUB GOAL: Support and encourage activities related to acquiring our building.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Support and communicate with Building Committee	Board	January 2010/acquisition of building
2. Support capital campaign <ul style="list-style-type: none"> a. Encourage all groups to complete as many requirements as possible before property is identified <ul style="list-style-type: none"> i. Membership development plan ii. Quartile analysis of pledges iii. Income/expense projections iv. Study options for financial assistance and be sure that we meet all requirements v. Other information as requested by UUA consultant 	Board	In progress and as needed as we get closer to identifying property

STRATEGIC GOAL: As we become a midsize church, we will develop our capabilities and resources for our growing, diverse and dynamic congregation through all of our functions and programs.

COMMITTEE SUB GOAL: Increase paid staff to meet needs of a growing congregation.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Hire an office administrator	Board/Personnel Committee	As soon as possible
2. Hire a Youth Director	Board/CRE Committee	January 2010
3. Ask Music Committee for a proposal regarding professional music staff	Board	January 2010/December 2010
4. Maintain healthy, functioning Personnel Committee <ul style="list-style-type: none"> a. Promote and ensure the appointment of persons with strong human resources skills 	Board	January 2010/May 2010

Wildflower Church Strategic Plan 2010 – 2012

COMMITTEE SUB GOAL 2: Develop governance procedures appropriate for a mid-size church.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Research alternative models of governance for program size churches <ul style="list-style-type: none"> a. President will share information learned at 2009 General Assembly UU University on church governance b. Board will read and discuss <i>Ministry and Governance</i>, by Dan Hotchkiss <ul style="list-style-type: none"> i. Invite members of congregation to participate in study group 	Board	January 2010/2011
2. Encourage delegation of tasks and responsibilities both within the Board and outside of the Board so that work load is more efficient	Board	January 2010/December 2012

COMMITTEE SUB GOAL 3: Coordinate with the Committee Council to decide which committees are essential to the work of the church; consolidate committees whose work is related; and coordinate the work of all committees.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Ask the Committee Council to appoint representatives to a joint Board/Council study group to: <ul style="list-style-type: none"> a. Look at current standing and program committees to determine which are essential to the work of the church b. Suggest which committees with related purposes could be merged for more efficiency c. Submit draft plan to Board and Council for approval d. Committees draft necessary policy and procedures changes and submit them to Board for approval e. Board submits any necessary by-laws changes to the By-laws Committee and ultimately to congregation for approval 	Board, with help from Committee Council	January 2010/December 2010

Wildflower Church Strategic Plan 2010 – 2012

<p>2. Work with Committee Council and Leadership Training Task Force to develop training for committee chairs, to include at least the following skills:</p> <ul style="list-style-type: none"> a. Define tasks necessary for each committee’s work, including the role of the chair b. Assign individuals to be responsible for each task c. Coordinate work of committee members d. Develop skills of at least one member of the committee to assume the position of chair when current chair retires e. Recruit new members for committee as needed 	<p>Board, Committee Council, Leadership Training Task Force</p>	<p>January 2010/December 2011</p>
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COMMITTEE SUB GOAL 4: Cultivate a culture of leaders.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Encourage leadership through asking people to do short-term projects	Board	January 2010/2012
2. Communicate and coordinate with the Leadership Development Task Force	Board	January 2010/2012
3. Each Board member will attend at least one leadership training event per year	Board	January 2010/2012
4. Encourage Committee Council to hold Committee Fairs	Board	January 2010/December 2012
5. Coordinate with Leadership Development Task Force and Committee Council to develop and promote a path to leadership for Wildflower members	Board/Committee Council	January 2010/December 2012

Wildflower Church Strategic Plan 2010 – 2012

STRATEGIC GOAL: We commit ourselves to freely and responsibly living our mission and values guided by our UU principles

COMMITTEE SUB GOAL: Lead in helping people to become more deeply involved in Wildflower Church.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Board members will actively reach out to others on Sunday mornings.	Board	January 2010/December 2012
<ul style="list-style-type: none"> a. Issue personal invitations to people for church events and involvement in the work of the church b. Encourage non-parents to work in Children’s and Youth Religious Education c. Board members will encourage and develop relationships among the congregation. 	Board	January 2010/December 2012
2. Make Membership database available to Board members and Committee Council members so that people’s interests and talents can be better matched to their contributions to the work of the church	Board	January 2010/December 2012

COMMITTEE SUB GOAL 2: Strengthen denominational connections.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Support the work of the Denominational Affairs Liaison <ul style="list-style-type: none"> a. Endorse budget to approve stipends for delegates to various UUA and SWUUC conferences/meetings b. Increase Wildflower members’ participation in Dwight Brown Leadership Experience so that at least one person goes per year c. Support and encourage full delegate presence at GA and SWUUC Assembly 	Board	January 2010/December 2012
2. Educate the congregation about Chalice Lighters, and encourage their participation in the program	Board	January 2010/December 2012
3. Educate the congregation and encourage participation in: SWUUC Fall Leadership Conference; Youth camps and district-wide youth events; UU Service Committee; Women’s conferences; Covenant of UU Pagans; International Council of UUs; UU United Nations Office	Board, Minister, RE Director, Denominational Affairs Liaison	January 2010/December 2012

Wildflower Church Strategic Plan 2010 – 2012

COMMITTEE SUB GOAL: Study, develop, and carry out activities that will lead to our becoming a more diverse congregation.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Study resources; find successful models and adapt them to our needs <ul style="list-style-type: none"> a. Encourage attendance at GA and District conferences on diversity when available b. Search UUA website for models for promoting diversity that could be adapted to Wildflower Church 	Board	January 2010/December 2012
2. Support Eliza in promoting “Building the World We Dream About” curriculum <ul style="list-style-type: none"> a. Vice-President will encourage members of Committee Council to participate in the class b. Board members will encourage congregation members to participate in class c. At least 3 Board members will participate in class 	Board	January 2010/December 2010
3. Continue support of Austin Interfaith <ul style="list-style-type: none"> a. Continue to endorse membership and payment of dues to Austin Interfaith b. Encourage additional interaction with other churches involved in Austin Interfaith c. A majority of Board members will participate in “House Meetings” when they are held at Wildflower Church d. Encourage members to attend Accountability Sessions when they are held 	Board	In progress
4. Look into ½- or 1-day Board diversity training	Board	January 2010/December 2010
5. Read and discuss one book per year on diversity together	Board	September 2010/May 2012
6. Participation by 3 or more individual Board members in culturally and racially diverse activities	Each Board member	January 2010/December 2012

Wildflower Church Strategic Plan 2010 – 2012

Minister

GOAL: Create and nurture a spiritual home of our own

SUB GOAL #1 Work with appropriate parties to acquire church building

SUB GOAL #2: Provide Sunday morning services, adult religious programs, and pastoral care programs that are meaningful, transformative, and speak to our mission

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Subgoal #1		
1. Attend meetings, work with steering committee, Board, Stewardship/capital campaign committee, and UUA consultant in all major steps necessary to acquire building	minister in cooperation with committees, Board, and consultant	August 2009-onward
2. Work on regular basis with stewardship committee to ensure generous support of our congregation and its programming	Minister with stewardship committee	ongoing
Subgoal #2		
1. Provide a wide and deep array of Sunday services which speak both prophetically and pastorally, and which include/address the many sources from which our living tradition draws.	minister, in cooperation with worship team	ongoing
2. Offer quarterly religious education classes for adults, as is laid out by adult programming committee	minister, in cooperation with adult programming committee	ongoing
3. Facilitate quarterly meetings for Connections Circles facilitators	minister, in cooperation with adult programming committee	October 2009-onwardTo
4. Facilitate monthly meetings of Listening ministry/Wildflower Gardeners once listening ministry training has occurred and listening ministry/gardeners are launched	minister, with pastoral care co-chairs and consultant	January 2010-onward

Wildflower Church Strategic Plan 2010 – 2012

GOAL: As we become a midsize church, we will develop our capabilities and resources for our growing, diverse, and dynamic congregation through all our functions and programs

SUB GOAL: To learn to work and operate as a minister of a program-sized church

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Work with Board to explore how it can best operate in church that is program size, according to Alice Mann's <i>Raising the Roof</i> and other resources	Minister and Board	ongoing
2. Take second round of family systems class	minister	September 2009-2010
3. Support Leadership Development Task Force in its efforts to provide programming that nurtures and develops lay leaders	Minister and task force	Ongoing until Dec. 2009, when LDTF will either end or be made into a permanent committee
4. Advocate expansion of staff, including office administrator, youth group director	Minister, Board	Office admin by October 2009; youth group director by September 2010 at latest
5. Attend Committee Council meetings on regular basis	Minister	ongoing
6. Advocate for second minister should we reach 350 members.	Minister	Upon reaching membership of 350, possibly 2015
7. Advocate for DRE's paid hours per week increasing proportionally to number of children enrolled in RE, as per UUA guidelines	Minister, Board, DRE	Upon numbers in CRE exceeding what DRE can do in 20 hours/week

Wildflower Church Strategic Plan 2010 – 2012

GOAL: Commit ourselves to freely and responsibly live our mission and values, guided by our UU principles

SUB GOAL: As religious leader of this congregation, work prophetically and pastorally to promote our mission statement and live our religious values

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Participate in creation of and uphold our church-wide covenant of right relations	minister	September 12, 2009-onward
2. Use mission statement in sermons and other venues to promote and uphold it	minister	ongoing
3. Continue to work with Wildflower Austin Interfaith team	minister	ongoing
4. Continue working with DRE to support CRE and YRE	minister	ongoing
5. Work with Committee on Ministry to maintain overall health of congregation	minister	ongoing
6. Follow through on commitment in annual MFC self evaluation to attend at least one conference per year on multicultural/multiracial congregations, encouraging lay leaders to attend these conferences as well.	minister	ongoing
7. Continue to preach on the issue of racial/ethnic justice	Minister	ongoing
8. On our annual service trip (went to New Orleans in 2008; Galveston on 2009), explicitly encourage volunteers to work look through the lens of racial and economic justice	minister	Spring 2010, spring 2011, spring 2012
9. Maintain and develop personal and congregational involvement with Austin Interfaith (subgroup of Industrial Areas Foundation), which is multi-faith, multicultural and multiracial	Minister, Wildflower Austin Interfaith team	ongoing
10. Promote using, and lead the use of Building the World We Dream about curriculum when it is released or soon thereafter.	Minister, adult programming committee	Within year after curriculum is released
11. Should our congregation reach a size in the next three years of needing a second minister, work with congregation and UUA staff to be intentional about calling a minister of color.	Minister, Board, Committee on Ministry, search committee	Possibly not until 2015, according to growth projections

Wildflower Church Strategic Plan 2010 – 2012

Leadership Development Task Force

STRATEGIC GOAL: __As Wildflower Church becomes a midsize church, we will develop our capabilities and resources for our growing, diverse congregation through all of our functions and programs.

COMMITTEE SUB GOAL: _Develop and implement programs to meet the leadership needs of a mid-sized church.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1) A designated successor group to the Leadership Development Task Force will implement a written leadership development plan, to be proposed by the LDTF by 12/31/09 and approved by the Board of Trustees. The successor group might be part of the Adult Programming Committee.	Successor Group	1/2010 - Ongoing
A) The group will continue and expand leadership development activities launched in 2009, which may include bimonthly shared leadership potlucks and a yearly all-church leadership training seminar.	Successor Group	1/2010 - Ongoing
B) The group will support the development of a culture of shared leadership at Wildflower, working, as appropriate, with other committees and the Board . Shared leadership is defined as a model in which everyone in every group is seen as part of the leadership process, and leadership is a way of being and acting rather than a position.	Successor Group	1/2010 - Ongoing

Wildflower Church Strategic Plan 2010 – 2012

Adult Programs

STRATEGIC GOAL #1: Create and nurture a spiritual home of our own

COMMITTEE SUB-GOAL: Provide meeting spaces that create an atmosphere of a hospitable, caring community and accommodate the varied group sizes of those attending adult programs and storage spaces for curriculum materials and books.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Work with the Building Committee and appropriate others to support this goal	APC	2010- . . .

STRATEGIC GOAL #2: Transition to a mid-sized church

COMMITTEE SUB-GOAL #1: Engage adults as they enter the Wildflower community in a vibrant and predictable schedule of adult programs (courses and small group ministry) that support their connection to a caring community and the deepening of their personal spiritual and faith development.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Provide a schedule of religious education (RE) offerings that will be foundational for those new to Unitarian Universalism and deepen participants' faith and spiritual development and be accessible in terms of times and location. <ul style="list-style-type: none"> a. Offer at least 2 foundational and 2 deepening offerings b. Offer at least 2 foundational and 3 deepening offerings c. Offer at least 2 foundational and 4 deepening offerings 	APC	2010 2011 2012
2. Provide Connection Circles (CC) that are accessible in terms of times and locations <ul style="list-style-type: none"> a. At least, 4 Connection Circles will be up and running b. At least, 6 Connection Circles will be meeting c. At least, 8 Connection Circles will be meeting 	APC (Joan Harman and Judy Morgan)	2010 2011 2012

Wildflower Church Strategic Plan 2010 – 2012

3. Hold an annual training for new Connection Circle facilitators (will also be available to current Covenant Groups)	APC (Joan Harman and Judy Morgan)	2010-2012
4. Hold a facilitator Connection Circle quarterly to provide support and ongoing training	APC (Joan Harman and Judy Morgan)	2010-2012
5. Collaborate with the Minister, Committees and the Board to align adult programming with the emergent needs of the Wildflower community	APC	2010-2012
6. Consider the staffing needs that may emerge with increased programming	Board	2012
7. Continue to be supportive of any Affinity Group that may want to organize around a particular interest	APC	2010-2012

COMMITTEE SUB-GOAL #2: (Potentially) Implement programs to meet the leadership needs of a mid-sized church. (See Leadership Development Task Force’s action plan)

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. With Board approval, potentially make the Leadership Development Task Force a part of the APC	APC	2010
2. Given 1, provide a predictable schedule of leadership development programming for current and perspective ascribed leaders and for anyone interested in shared leadership as noted in the LDTF’s plan (specificity TBD once LDTF completes its work)	Leadership Development Sub-Grp	2010-2012
3. Collaborate with the Minister, Committees and the Board to support a culture of shared leadership where people will be empowered to actively engage in the functioning of the Church	APC	2010-2012

Wildflower Church Strategic Plan 2010 – 2012

STRATEGIC GOAL #3: Living our values, mission and UU principles

COMMITTEE SUB-GOAL: Deliver quality, mission-based adult programming that integrates Wildflower’s core values, the Unitarian Universalist principles and the needs of constituents.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Provide Foundational RE offerings that help those new to UU and to Wildflower engage with the components of the mission, values, principles and UU traditions and recognize their gifts and areas for stretching a. Launch new Foundational RE curriculum b. Continue Foundational program	APC	2010 2011-2012
2. Provide or co-sponsor RE offerings that Deepen the faith, spiritual and personal development of Wildflowers in all areas of the Mission a. Launch new Deepening curriculum b. Continue Deepening offerings	APC	2010 2011-2012
3. Provide Connection Circles where Wildflowers can build community, deepen relationships and explore their individual spiritual journeys a. Launch new program b. Continue program	APC (Joan Harman and Judy Morgan)	2010 2011-2012
4. Provide a reflective and skills based leadership development curriculum that focuses on faith, spiritual, ethical and UU identity development and is built on the construct of shared leadership a. Launch a pilot program for people in ascribed leadership roles or who are considering these roles b. Offer a leadership development program to all Wildflowers c. Provide offerings in shared leadership for all Wildflowers	Leadership Development Sub-Group	2010-2011 2012 2010-2012

Wildflower Church Strategic Plan 2010 – 2012

Strategic Goal 3 – Committee Sub-Goal (continued) ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
5. Develop and support a cadre of facilitators for RE, CC (and Covenant Group) and leadership development programs a. Identify facilitators b. Train and support facilitators	APC	2010-2012 2010-2012
6. Conduct ongoing evaluation (of process and outcomes) of offerings in order to improve RE, CC and leadership development programs and assure their quality a. Develop a method for evaluating the outcomes and process of our programming b. Have participants evaluate RE offerings at the end of the program c. Have CC participants evaluate their experience every 6 months d. Revise CC's and RE offerings based on the evaluation results	APC	2010 2010-2012 2010-2012 2010-2012
7. Conduct periodic surveys to identify the interests of Wildflowers and use to make choices re: offerings within the curriculum framework	APC	2011
8. Communicate with relevant committees, the Minister and the Board to gain their perspectives on key content areas	APC	2010-2012
9. Collaborate with relevant Wildflower committees & initiatives and appropriate organizations outside of Wildflower to expand our curriculum to more fully focus on Wildflower's mission and values and the UU Principles, e.g. diversity (Building a World We Dream about), social justice; this may include cosponsoring programs (internal/external)	APC	2010-2012

Wildflower Church Strategic Plan 2010 – 2012

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
<p>B) Prior to Option to Buy Contract</p> <ul style="list-style-type: none"> • Prepare property evaluation for Board submission and approval • Prepare property information for Capital Campaign with consultant 	Board contracts with consultant	Dependent upon property identification
<p>PHASE III – Capital Campaign</p> <ul style="list-style-type: none"> • Prepare materials for congregational presentations and campaign 	Stewardship Cmte has overall responsibility Building Cmte handles property information	Dependent upon property identification; Cap Campaign starts approx. 6 weeks after Opt to Buy period begins
<p>PHASE IV – Decisions to Buy and Accept Remodeling Costs</p>	Board & Congregation	TBD
<p>PHASE V – Implementation</p> <ul style="list-style-type: none"> • Develop overall approach for implementation <ul style="list-style-type: none"> ○ Construction phase management ○ Facilities Committee – oversee physical plant, repairs, maintenance ○ Grounds Committee – maintain and improve church grounds and landscaping ○ Aesthetics Committee – plan, approve, and coordinate church furnishings and décor. ○ Move in plan 	Board appoints task force for overall plan and respective committees for initial and on-going church care	TBD

Wildflower Church Strategic Plan 2010 – 2012

Pastoral Care

STRATEGIC GOAL: Create and nurture a spiritual home of our own; Develop our capabilities & resources for our growing, diverse, dynamic congregation; Commit to freely & responsibly living our mission & values guided by UU principles.

COMMITTEE SUB GOAL: __To provide caring services while nurturing those in need within our Church family.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Provide meals to the ill and home bound	Care Committee	As need arises
	Gary Lichtenstein	
Provide transportation to Dr./Hospital for those in need	Care Committee	As need arises
Provide services whatever is needed for those members physically unable to do for themselves	Care Committee	As need arises
Send cards and make phone calls, give time to those in need	Care Committee	As need arises
Making periodic evaluations of status and identifying needs and assigning duties	Co Chairs	As needed
Publishing names & contact info of co chairs and web site calendar instructions as needed	Co Chairs	Orientation of new members when needed
Identify Community Services available so members in need can get additional help.	Care Committee	Determined on individual basis
Provide listening ministry training to the church members who wish to practice pastoral care for members, alongside minister. Minister will work with those who've had training to serve as "Wildflower Gardeners" to those in need. This level of caring will be on a temporary basis for recipients, but will go beyond practical care to deep listening ministry. Gardeners will have monthly meetings	Minister & Professional consultant	November 2009 - onward

Wildflower Church Strategic Plan 2010 – 2012

Children’s and Youth Religious Education

STRATEGIC GOAL: Goal 1: Home of our own

COMMITTEE SUB GOAL: Increase participation in the CRE program through increased participation in other areas of the church and into the community

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Reach out to visitors and find ways to involve them immediately in the program through social action, fun and fellowship and volunteer opportunities.	DRE/RE Committee/ Chair	Ongoing
2. Create activities to reach into the South Austin community through welcoming activities that are open to friends of members, visitors, and potential visitors.	DRE/RE Committee/ Chair	Ongoing

COMMITTEE SUB GOAL: Advocate for more RE and play space.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Make sure our church has enough rooms for all the classes.	DRE/RE Committee/ Chair	Ongoing
2. Make sure we have a play space for the children indoors or outdoors.	DRE/RE Committee/ Chair	Ongoing

Wildflower Church Strategic Plan 2010 – 2012

STRATEGIC GOAL: Goal 2: Transition to a mid-sized church

COMMITTEE SUB GOAL: Organize a well functioning committee for a mid size church.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Define specific roles for committee members such as Fun & fellowship, RE table, snacks, signing up/recruiting teachers.	DRE	Now to Dec 2010
2. Create portfolios with job descriptions for each role	DRE/RE Committee/ Chair	Now to Dec 2010
3. Assign specific tasks to committee members	DRE/RE Committee/ Chair	Now to Dec 2010

COMMITTEE SUB GOAL: Create and maintain a successful high school youth group.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Oversee the hiring of a permanent part-time Youth Director when approved by the congregation.	DRE/Board/Minister	Now to Dec 2010
2. Go to any youth trainings that are offered.	DRE/ Chair/Youth Director	Ongoing
3. Recruit for an active Youth Religious Education Committee.	DRE/RE Committee/ Chair	Now to Dec 2010

Wildflower Church Strategic Plan 2010 – 2012

STRATEGIC GOAL: Goal 3: Living our values: Children, caring, community, spirituality, and social justice

COMMITTEE SUB GOAL: Actively promote the five values.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Children – Encourage non-parents to be involved in the RE program as helper teachers, helpers, volunteers with activities	RE Committee/DRE/ Chair	Ongoing
2. Social Justice – Encourage more involvement of families in social justice activities and create our own opportunities	RE Committee/DRE/ Chair	Ongoing
3. Community – Create a fun and fellowship portfolio role (see goal 2) This person will oversee multigenerational activities, class activities, and be a liaison to the fun and fellowship committee. More of these activities will bring more of a sense of community to members and visitors.	DRE	Ongoing
4. Spirituality – Bring more music into the program on Sunday mornings, children playing music in the service and musical activities outside of Sunday morning.	DRE/Teachers	Ongoing
5. Caring – Encourage children to be greeters on Sunday mornings	RE Committee/DRE/ Chair	Ongoing
6. Caring - Encourage use of http://www.lotsahelpinghands.com/c/612331/	RE Committee/DRE/ Chair	Ongoing

Wildflower Church Strategic Plan 2010 – 2012

Committee on Ministry

STRATEGIC GOAL: As we become a midsize church, we will develop our capabilities and resources for our growing, diverse and dynamic congregation through all of our functions and programs.

COMMITTEE SUB GOAL #1: Working to uphold the philosophy of shared ministry, the CoM will assist all committees in setting annual objectives that will in turn be communicated to the congregation.

COMMITTEE SUB GOAL #2: Plan and execute an annual survey assessment of the church ministries.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
#1 Request all Committees submit their annual objectives and facilitate the review of those objectives as necessary.	All Standing and Program Committees	October/January
#2 Solicit Committee feedback and develop a survey that effectively assesses the functions of committees, staff, congregation, and the services of the professional minister.	All Standing and Program Committees	March/August

STRATEGIC GOAL: Create and nurture a spiritual home of our own.

COMMITTEE SUB GOAL: Assist Rev. Galaher in carrying on an effective ministry by being available for counsel while at the same time keeping her advised about conditions within Wildflower as they impact relations between her and members, between church leadership, and between members themselves, with the primary intent of nurturing our relationships.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Meet regularly to assess the pulse of the congregation.	CoM and Rev. Galaher	Monthly
Educate the congregation on Wildflower’s Covenant of Right Relations.	All	Ongoing

Wildflower Church Strategic Plan 2010 – 2012

STRATEGIC GOAL: We commit ourselves to freely and responsibly living our mission and values guided by our UU principles.

COMMITTEE SUB GOAL #1: Ensure the annual survey results are communicated to the Committee Council, Board, and respective committees so that they may respond accordingly to the feedback of the congregation as a whole.

COMMITTEE SUB GOAL #2: Meet regularly to attend to Committee work.

COMMITTEE SUB GOAL #3: Individually and collectively participate in the life of Wildflower Church.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Communicate Survey Results.	CoM	Annually
2. Meet regularly to assess the pulse of the congregation.	CoM and Rev. Galaher	Monthly
3. Participate in life of the church.	All	Ongoing

Wildflower Church Strategic Plan 2010 – 2012

Communications

STRATEGIC GOAL: Find a home of our own.

COMMITTEE SUB GOAL: Develop and maintain a strategy for communicating with the church during the search for a home of our own.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Determine timeline for communications	Communications Chair and Steering Committee	Fall 2009
Create a Communication Plan	Communications Chair and Steering Committee	Fall 2009
Support the capital campaign's communications needs	Website, Newsletter, Weekly News and Publicity subcommittees	Fall 2009 - Spring 2010
Develop and produce a capital campaign brochure	Holly Gonzales, Eli Castro, Frances Osborne	Fall 2009 - Winter 2010

COMMITTEE SUB GOAL: Revise communications policies, guidelines and promotional materials when we have a home of our own.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Review existing communications policies and guidelines	All	Winter - Spring 2010
Determine what types of communication that pertain to a building (bulletin boards, posters, banners, fliers, brochures, etc.) need to be added to communications policies and guidelines	All	Winter - Spring 2010
Revise policies and guidelines and review with the Board of Trustees	All	Winter - Spring 2010
Update website to include address, phone, fax and directions to our new home	Website subcommittee	Winter - Spring 2010
Update newsletter template to include the address, phone and fax of our new home	Newsletter subcommittee	Winter - Spring 2010
Review existing posters, banners, fliers, brochures, and directories and update with the address and phone of our new home	Publicity subcommittee	Winter - Spring 2010
Review existing ads in yellow pages and Austin American Statesman and update with the address and phone of our new home	Publicity subcommittee	Winter - Spring 2010
Assist implementation team with setting up office equipment and software in our new home	All	Winter - Spring 2010
Update billing information for all services with our new address	Webmaster	Winter - Spring 2010

Wildflower Church Strategic Plan 2010 – 2012

STRATEGIC GOAL: Transition to a mid-size church.

COMMITTEE SUB GOAL: Continue to develop and maintain an effective and sustainable Communications Committee.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Develop Committee Covenant	All	2010
Develop Committee Mission and Vision	All	2010
Define roles and duties for members of the Communications Committee	All subcommittees	2010
Recruit committee members to fill the roles	All	2010
Document committee goals and objectives annually and post on website	Chair with feedback from all committee members	2010-2012 (annually)
Conduct mid-year reviews of committee goals and objectives, and make necessary modifications	Chair with feedback from all committee members	2010-2012 (annually)
Transition weekly news editing and publishing to office administrative staff	Weekly News subcommittee	Fall 2009
Transition newsletter editing and publishing to office administrative staff	Newsletter subcommittee	Winter 2010
Transition calendar editing and publishing to office administrative staff	Calendar coordinator(s)	2010-2011

COMMITTEE SUB GOAL: Develop and maintain a strategy for attracting new visitors to the church.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Work with other committees to develop one or two core messages	Publicity subcommittee with other committees	2010-2011
Craft the baseline graphics / build inventory of images	Publicity subcommittee	2010-2011
Determine goal for Communications. What issue do we put forward? What are we hoping to change?	Publicity subcommittee with other committees	2010-2011
Identify Audiences	Publicity subcommittee	2010-2011
Determine Partnerships	Publicity subcommittee	2010-2011
Evaluate social networking sites and other popular sites such as Twitter, UTube, MySpace, and Facebook	Publicity and Website subcommittees	2010-2011

Wildflower Church Strategic Plan 2010 – 2012

Utilize and test classic marketing, particularly direct mail to targeted ZIP codes	Publicity subcommittee	2010-2011
Make and execute the publicity action plan	Publicity subcommittee	2010-2011
Evaluate strengths and weaknesses of plan and make adjustments	Publicity subcommittee	2010-2011

COMMITTEE SUB GOAL: Develop and maintain effective and sustainable strategies for communicating as a program-size church.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Evaluate and refine the communication guidelines	All	2010-2012
Evaluate and refine the newsletter guidelines, style sheet and template	Newsletter subcommittee	2010-2012
Evaluate and continue to enhance our website	Website subcommittee	2010-2012
Investigate ways to utilize our website for internal training	Website subcommittee	2010
Determine what strategies are most effective and revise them accordingly	All	2010-2012
Explore electronic ways to communicate, such as blogs, RSS feeds, and e-newsletters	Website subcommittee and Weekly News subcommittee	2010-2011
Revise policies and guidelines to address privacy and security issues	Website, Weekly News and Newsletter subcommittees	2010
As our congregation and programs grow in size, evaluate the need for multiple calendars, electronic mailing lists, blogs, etc.	All	2010-2012
Continue to streamline process for submitting news using church email addresses and investigate the use of forms on our website	Website subcommittee	2010-2012

Wildflower Church Strategic Plan 2010 – 2012

Finance

STRATEGIC GOAL: We commit ourselves to freely and responsibly living our mission and values guided by our UU principles.

COMMITTEE SUB GOAL: To develop, manage, and monitor financial systems that ensure the financial health of Wildflower Church as it lives its mission and values in the greater Austin community.

Action Steps	Responsibility	Start/Completion Date
Develop a Procedure Manual for the Finance Committee to ensure the committee is overseeing the finances of Wildflower church as it moves to a Program-sized church.	Committee	8/09 – 12/09
Create a monthly calendar of Finance Committee Duties and Responsibilities.	Chair	8/09 – 10/09
Define roles of Finance Committee and Treasurer as Wildflower moves to a program-sized church.	Chairs	8/09 – 11/09
Assist in creating a system for monitoring promissory notes issued for the Capital Campaign.	Committee	8/09 – 11/09
Develop a system to safely store and protect church records.	Committee	8/09 – 11/09
Define role to assist Stewardship Committee as needed in annual Pledge Canvass and Capital Campaign.	Chairs	8/09 – 11/09

Wildflower Church Strategic Plan 2010 – 2012

Membership

STRATEGIC GOAL #2: As the church transitions to a program-size church, develop our capabilities and resources to serve a growing, diverse congregation through all of our functions and programs.

- **COMMITTEE SUB-GOAL # 1** Encourage continuing visitors to become members, guide them through the path to membership, and help integrate them into the church community

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Work with the Worship Committee to educate lay leaders about announcing and displaying the Intent-to-Join cards	Designated committee member	Ongoing
2. Prepare Visitor Packets, give them to visitors on Sunday mornings, and update them as needed	Designated committee member	Ongoing
3. Send a letter to visitors during the week after their first visit	Designated committee member	Ongoing
4. Develop and evaluate annually an effective system for identifying returning visitors, contacting them in various ways, educating them about membership, explaining the process, and answering questions	Membership Committee	January 2010 for implementation in 2011
5. Update the Membership web page frequently, evaluate it annually, and direct newcomers to the church website for more information	Membership Committee	January 2010, then ongoing
6. Develop and annually evaluate an effective system for providing Intent-to-Join packets for newcomers who submit an intent-to-join card, explain the contents of the packet in short one-on-one conversations, and update the packets as needed	Membership Committee	January 2010 for implementation 2011
7. Provide and evaluate Wildflower Orientations at least quarterly	Designated committee member	January 2010, then at least quarterly
8. Publicize Wildflower Orientations using all church communication channels	Designated committee member	January 2010, then at least quarterly
9. Work with minister to provide quarterly New Member Recognition Ceremonies	Designated committee member	January 2010, then at least quarterly
10. Develop and annually evaluate a process to: <ul style="list-style-type: none"> a. Work with church leaders to develop a church-wide system for tracking members and contacting them if they haven't attended church for a while b. Work with church leaders to develop a church-wide system to Integrate 	Membership Committee	2010 for implementation in 2011 2010 for implementation in 2011

Wildflower Church Strategic Plan 2010 – 2012

<p>newcomers and new members into the life of the church</p> <p>c. Provide social events for new members in our own building so they can connect with each other and form closer relationships</p> <p>d. Contact new members once a month for three months to provide support and answer questions</p>		<p>2010 for implementation in 2012</p> <p>2010 for implementation in 2011</p>
<p>11. Follow Board directives to contact members who have not been active during the past year and discuss their membership status.</p>	<p>Designated committee member</p>	<p>November of each year</p>

• **COMMITTEE SUB-GOAL #2: Recruit congregants to implement the Membership Committee’s ministry.**

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
<p>1. Recruit congregants to serve on the Membership Committee</p> <p>a. Develop specific job descriptions for each committee member and update them as needed</p> <p>b. Review interest forms to determine who might be interested in serving on the committee</p> <p>c. Make a personal contact inviting the person to serve on the committee in a specific capacity, and explain the relevant job description</p> <p>d. Publicize opportunities to serve on the committee in weekly announcements, the info list, and in the monthly newsletter</p> <p>e. Assess the effectiveness of the recruitment process and update it as needed</p>	<p>Membership Committee</p>	<p>January 2010, then ongoing</p>
<p>2. Recruit congregants to participate in time-limited projects rather than serving on the committee.</p> <p>a. Develop a job description for a specific project</p> <p>b. Review interest forms to determine who might be interested in the project (e.g., make a poster)</p> <p>c. Make a personal contact inviting the person to participate in the project and explain the job description</p> <p>d. Publicize the activity and the specific job description in weekly announcements, the info list, and in monthly newsletter</p>	<p>Membership Committee</p>	<p>January 2010, then ongoing</p>

COMMITTEE SUB-GOAL #3: Provide training for orientation class facilitators, greeters, ushers, and others as needed.

Wildflower Church Strategic Plan 2010 – 2012

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Train facilitators to use strategies that create a warm, welcoming environment. a. Recruit a trainer, plan the training session, schedule a time, date, and location b. Develop training materials and update them as needed c. Publicize the training d. Evaluate the effectiveness of the training and revise as needed	Designated members	Annually in 2010, 2011, 2012
2. Train greeters and ushers to use strategies to warmly welcome visitors, newcomers, and members. a. Recruit a trainer, plan the training session, schedule a time, date, and location b. Develop training materials and update them as needed c. Publicize the training d. Evaluate the effectiveness of training and revise it as needed	Greeter team leaders	Annually in 2010, 2011, 2012

- **COMMITTEE SUB-GOAL #4 Evaluate the effectiveness of each component of the Membership Committee’s ministry**

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Develop a process for evaluating the effectiveness of each component: publicity; greeting process, name tag process, visitor follow-up, orientation classes, training sessions, recruitment, integration of new members, and committee meetings. 2. Evaluate each component annually 3. Based on evaluations, update each component as needed	Membership Committee	Annually, start June, 2010

- **COMMITTEE SUB-GOAL #5 Annually assess the Membership Committee’s ministry to determine if it meets the needs of a growing and diverse congregation**

Wildflower Church Strategic Plan 2010 – 2012

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Participate in developing the Committee on Ministry's annual survey so it includes questions that help evaluate the Membership Committee's ministry.	Membership Committee	Annually, start January, 2010

- **COMMITTEE SUB-GOAL #6** Use the church's data management system effectively to track visitors, newcomers, and members

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Develop an efficient process for retrieving needed visitor and member data from the church administrator and evaluate it annually	Membership Committee	Start January, 2010

Wildflower Church Strategic Plan 2010 – 2012

Social Action

STRATEGIC GOAL #2: AS WE BECOME A MIDSIZE CHURCH, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC CONGREGATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS.

COMMITTEE SUB GOAL: Coordinate with Wildflower minister , Wildflower Austin Interfaith Team and Adult RE Committee in order to avoid duplication of efforts and to provide full support for Wildflower’s social action/justice activities/programs .

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Establish quarterly meetings with the minister and all Wildflower groups that are involved with social action/justice efforts.	Committee co-chairs	January 2010/ongoing

STRATEGIC GOAL #3: WE COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VALUES GUIDED BY OUR UU PRINCIPLES

COMMITTEE SUB GOAL: Ongoing community service: Second Offering, Services for the Homeless, Children’s activities, Health care issues, Immigrant issues, GLBT issues, Hands on Housing, AAIM participation. Peace issues

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Responding to issues as they occur	Committee	January 2010/Ongoing
Participation in Austin-area events related to committee programs	Committee	January 2010/Ongoing
Sponsor at least 10 Forums each year to educate congregation on social action/justice issues	Committee	January 2010/Ongoing
Develop community outreach program to address neighborhood issues/concerns	Committee	When the church moves to a permanent location/ongoing

Wildflower Church Strategic Plan 2010 – 2012

Stewardship

STRATEGIC GOAL: Create and nurture a spiritual home of our own.

COMMITTEE SUB GOAL #1: Conduct the church’s annual giving campaign.

COMMITTEE SUB GOAL #2: Conduct the church’s capital campaign.

COMMITTEE SUB GOAL #3: Conduct at least one special giving campaign per year.

COMMITTEE SUB GOAL #4: Review and evaluate proposals for other fundraising projects.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Sub Goal #1		
Conduct the 2010 annual giving campaign	Stewardship Committee	September / October 2009
Conduct the 2011 annual giving campaign	Stewardship Committee	TBD (TO BE DONE IN CONJUNCTION WITH CAPITAL CAMPAIGN)
Conduct the 2012 annual giving campaign	Stewardship Committee	September / October 2012
Sub Goal #2		
Preparations for the capital campaign (theme, draft materials, budget, etc.)	Stewardship, Building, and Communications Committees; Steering Committee; Board of Directors	ONGOING
Conduct the capital campaign	Stewardship, Building, and Communications Committees; Steering Committee; Board of Directors	TBD (SHORTLY FOLLOWING THE SELECTION OF A SUITABLE PROPERTY)
Sub Goal #3		
Organize and conduct the 2010 Spring Wildflower Auction Party (SWAP).	Stewardship Committee	Spring 2010
Organize and conduct 2011 special giving campaign.	Stewardship Committee	Spring 2011
Organize and conduct 2012 special giving campaign.	Stewardship Committee	Spring 2012

Wildflower Church Strategic Plan 2010 – 2012

Sub Goal #4	Stewardship Committee	Ongoing
Monitor ongoing fundraising projects	Stewardship Committee, Fundraising Project Chair	Ongoing
Evaluate completed fundraising projects for effectiveness.	Stewardship Committee, Fundraising Project Chair	Ongoing

STRATEGIC GOAL: As we become a midsize church, we will develop our capabilities and resources for our growing, diverse and dynamic congregation through all our functions and programs.

COMMITTEE SUB GOAL #1: Facilitate at least one adult education course per year on the issue of money/financial management.

COMMITTEE SUB GOAL #2: Facilitate at least one discussion group per year on the issue of spiritual stewardship.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Sub Goal #1		
Research money management programs.	Stewardship Committee	Ongoing
Facilitate one adult education course per year on the issue of money management.	Stewardship Committee	Fall 2010, 2011, 2012
Sub Goal #2		
Research spiritual stewardship programs	Stewardship Committee	Ongoing
Facilitate at least one discussion group per year on the issue of spiritual stewardship	Stewardship Committee	TBD 2010, 2011, 2012

Wildflower Church Strategic Plan 2010 – 2012

STRATEGIC GOAL: We commit ourselves to freely and responsibly living our mission and values guided by our UU Principles.

COMMITTEE SUB GOAL #1: Meet regularly to conduct the committee’s work.

COMMITTEE SUB GOAL #2: Develop and communicate messages on the issue of spiritual stewardship to the congregation.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Sub Goal #1		
Meet regularly to conduct the committee’s work	Stewardship Committee	Monthly
Sub Goal #2		
Study and discuss books and other media relating to the issue of spiritual stewardship	Stewardship Committee	Ongoing
Compose articles for the church’s newsletter, web site, etc on the issue of spiritual stewardship	Stewardship Committee	Ongoing

Wildflower Church Strategic Plan 2010 – 2012

Worship

STRATEGIC GOAL: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN

COMMITTEE SUB GOAL: Ensure that the Worship Experience is Consistently Fulfilling and Attractive to all Congregants, including Visitors, and that the worship space is designed for functionality and aesthetics and will accommodate diversity, growth and change.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
During acquisition and formation of new physical structure, liaison with the Building Committee and architect.	Building Subcommittee	Now/When architect finishes work

STRATEGIC GOAL: DEVELOP CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC CONGREGATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

COMMITTEE SUB GOAL: _____

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Collaborate with other committees, e.g., Membership, Facilities, Music, Aesthetics, Religious Education, to fulfill our mutual goals.	Chair	Now/ongoing
2. Form recruiting subcommittee to ensure team has enough members to accomplish our objectives without undue strain on members, and will reflect the congregation's demographic diversity.	Recruiting subcommittee	January 2010/ongoing
3. Form training subcommittee to plan and teach lay leaders at least annually	Training subcommittee	January 2010/ongoing
4. Form survey subcommittee to develop system for formal and informal methods of soliciting feedback from congregants regarding Sunday services.	Survey subcommittee	January 2010/ongoing

Wildflower Church Strategic Plan 2010 – 2012

STRATEGIC GOAL: TO COMMITT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VALUES GUIDED BY OUR UU PRINCIPLES

COMMITTEE SUB GOAL: Collaborate with the minister to create a worship program that: a) supports the congregation’s mission and reflects its values; b) illuminates the meaning and application of all our UU principles; and c) draws from all of the sources of our Living Tradition, as well as from our individual, congregational and UU experience

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Annually, we will plan a team retreat with the minister where we consider theories and styles of worship, investigate new or revived service ideas, consider long range goals, and examine how our worship program meets the needs and desires of our congregants.	The Whole Team	January 2010/ongoing
2. Collaborate with other committees, ie, Membership, Facilities, Music, Aesthetics, Religious Education, to fulfill our mutual goals.	Chair	Now/ongoing