

Fox Valley Unitarian Universalist Fellowship 3-Year Strategic Plan

Approved by the Governing Board: 5/21/2026



MISSION AND VISION - CONNECTING PRIORITIES

We welcome seekers, build loving community, and act courageously for justice

V1. Welcome Seekers

We embrace each person as their authentic self.

We foster curiosity and wonder in people of all ages.

We explore spirituality from diverse sources.

We balance passion with open-mindedness.

V2. Build Loving Community

We create an inclusive and compassionate community.

We nurture personal spiritual growth and involvement in congregational life.

We use our abundant gifts to sustain vibrant programs and traditions.

We reach out to each other and to our borderless world with love and radical kindness.

V3. Act Courageously For Justice

We choose love over fear, individually and collectively.

We engage deeply in the work of challenging assumptions, biases, and privilege.

We collaborate with partners to build a more just and equitable world.

OVERARCHING GOALS FOR THE 2026-2029 STRATEGIC PLAN:

Our Fellowship will be an organization grounded in our Unitarian Universalist tradition, with a common understanding of our Shared Values and that everything we do is the spiritual work of Unitarian Universalism. There will be a deep sense of shared ministry between members, friends, staff, and ministers. There will be a collective sense of ownership and stewardship, and everyone will feel empowered to be a part of the direction of the Fellowship's ministries at whatever level of involvement is best for them.

Area of Focus 1: OPERATIONS & ADMINISTRATION

2026-2027 Goal	Implementation Guidance	2027-2028 Goal	Implementation Guidance	2028-2029 Goal
<p>1A.I - Building Maintenance and Improvement Plan is implemented. \$</p>	<p>Continued implementation of the maintenance plan, utilizing the funds raised during the mini capital campaign.</p> <p>Pending a successful mini capital campaign, install solar energy.</p> <p>Establishment of a building maintenance committee and other volunteer teams as needed to support the needs of our building and grounds.</p>	<p>1A.II - Building Maintenance and Improvement Plan is continued. \$</p>	<p>Ongoing implementation of the maintenance plan.</p> <p>Addition of volunteer teams as needed to support the needs of our building and grounds.</p>	<p>1A.III - Potential Capital Campaign.</p>
<p>1B.I - Building utilization is aligned with mission, vision and program needs. \$</p>	<p>Building capacity, utility and needs are assessed and improvements are prioritized that will support current needs.</p>	<p>1B.II - Building utilization is continued to be aligned with mission, vision and program needs. \$</p>	<p>Building capacity, utility and needs are aligned with our mission and vision in terms of rentals, non-member group utilization and public-facing events.</p>	<p>1B.III - Potential Expansion of rental or event programs to bring in people and/or funds from beyond the membership.</p>

Area of Focus 1: OPERATIONS & ADMINISTRATION (continued)

2026-2027 Goal	Implementation Guidance	2027-2028 Goal	Implementation Guidance	2028-2029 Goal
<p>1C.I - Technology is aligned with mission, vision and program needs. \$</p>	<p>Evaluation and implementation of effective Church Management Software (CMS) for all areas of Fellowship program. Evaluation and improvement of usage of MS suite and Sharepoint for all areas of Fellowship program.</p> <p>Continue to prioritize appropriate security while balancing the need for user-facility across a wide range of volunteer skill and accessibility needs.</p>	<p>1C.II - Continue alignment of technology with mission, vision and program needs. \$</p>	<p>Ongoing improvement and utilization of technology to support all areas of Fellowship program. Alignment of technology with our policies and procedures to support the connection of programs and people throughout the Fellowship.</p>	<p>1C.III - Ongoing modernization and alignment of technology with mission, vision, and program needs.</p>

Area of Focus 1: OPERATIONS & ADMINISTRATION (continued)

2026-2027 Goal	Implementation Guidance	2027-2028 Goal	Implementation Guidance	2028-2029 Goal
<p>1D.I - Strategic alignment of communications. 💰</p>	<p>Assess capacity and implement usage of Church Management Software (CMS) to provide communication and connection mechanisms. Outsource a communications consultant (per 2025-26 Staffing Alignment Plan) to assess the Fellowship’s other communication mechanisms, suggest improvements, and create an implementation plan (website, newsletter, etc.).</p> <p>Using same communications consultant, create a social media strategy that can be implemented by staff and lay leaders.</p>	<p>1D.II - Ongoing improvement of communications. 💰</p>	<p>Reduce or eliminate the need for paid consultant to support communications efforts. Staff and lay leadership takes responsibility for implementation and updates.</p> <p>Continue updated communication mechanisms, as begun in 2026-27.</p> <p>Assess, update, and improve communication mechanisms as needed.</p>	<p>1.D.III - Continued evaluation and improvement.</p>
<p>1E.I - Continue to evolve the governance and strategic planning model with shared-ministry.</p>	<p>Continue to create and monitor progress on strategic goals including Governing Board, Ministry Team, and Hub teams.</p> <p>Increasing awareness of and engagement with the three levels of leadership at the Fellowship: Governing Board/ Ministry Team, Hub Teams, and Spoke/ Implementation Teams.</p>	<p>1E.II - Add additional Hub-and-Spokes as needed.</p>	<p>Formalize a Justice Hub-and-Spoke Model created in previous year. Add a Worship or Ministry Hub-and-Spoke. Creation of an Operations Hub-and-Spokes model for administration, operations, building, etc. Continue evaluation of Hub-and-Spoke teams with regard to strategic plan progress and feedback.</p>	<p>1E.III - Ongoing evaluation and improvement of shared ministry leadership and strategy model.</p>

Area of Focus 2: ENGAGEMENT - Spiritual Growth & Congregational Life

2026-2027 Goal	Implementation Guidance	2027-2028 Goal	Implementation Guidance	2028-2029 Goal
<p>2A.I Establish all Engagement programs within the context of a Lifespan Faith Formation model.</p>	<p>Continue Engagement Hub-and-Spokes model with Hub giving direction to Spoke Teams: Adult Faith Formation, Meaningful Fun, and Membership. Create a Children & Youth RE Spoke Team which will be a part of the Engagement Hub-and-Spokes.</p> <p>Support opportunities for all ages to learn and connect.</p> <p>Monitor attendance and involvement in all Engagement programs and assess the “Four Goals of Engagement.” (1. UU Values/ Fellowship Connection, 2. Spirituality, 3. Cultural & Social Issues, and 4. Skills & Knowledge)</p>	<p>2A.II - Increase involvement across Engagement programs.</p>	<p>Continue to monitor and adjust programs to increase opportunities and involvement for all ages.</p> <p>Continue to make explicit our UU theology and shared values, shared ministry, and the “Four Goals of Engagement” throughout all Engagement programs.</p>	<p>2A.III - Refining the long-term vision of Engagement using the feedback given regarding the Four Goals of Engagement.</p>

Area of Focus 2: ENGAGEMENT - Spiritual Growth & Congregational Life (continued)

2026-2027 Goal	Implementation Guidance	2027-2028 Goal	Implementation Guidance	2028-2029 Goal
<p>2B.I - Implement goals established by the 2025-26 RE Task Force in Children & Youth RE.</p>	<p>Shift staffing model to Co-Minister direction of RE and support from RE Assistant and Program & Volunteer Coordinator in program oversight.</p> <p>Offer more opportunities for choice and non-school-style programs for children’s RE.</p> <p>Involve adults more in children’s RE on a one-time capacity to increase involvement and passion among adult volunteers.</p>	<p>2B.II - Continue to implement goals established by the 2025-26 RE Task Force in Children & Youth RE.</p>	<p>Utilize teens as paid or unpaid staff in children’s RE.</p> <p>Prioritize Our Whole Lives (OWL) and youth ministry.</p> <p>Prioritize Family & Caregiver ministry.</p>	<p>2B.III - Intentionally left blank.</p>

Area of Focus 3: SOCIAL JUSTICE

2026-2027 Goal	Implementation Guidance	2027-2028 Goal	Implementation Guidance	2028-2029 Goal
<p>3A.I - Creation of a Justice Hub-and-Spokes model that follows the existing Hub-and-Spoke system.</p>	<p>Create a Hub team that supports the vision, strategy, and engagement across all areas of Justice at the Fellowship. This Hub team will <i>not</i> be a council of representatives from the Spoke teams.</p> <p>Work with the Hub team and all Spoke Teams (existing or new JAMs and Justice Ministries) to create a sense of shared ministry with each other and our staff and ministers.</p> <p>Establish a shared understanding of our unique UU role in the wider community and justice efforts.</p>	<p>3A.II - Continued shared ministry and clarity of roles and values.</p>	<p>Ongoing support of new Hub-and-Spoke model, additional training, and congregational involvement to expand a sense of shared justice ministry and clarity of our justice work as faith work.</p> <p>Ongoing assessment of our justice efforts and risk-tolerance both within our congregation and beyond our walls.</p>	<p>3A.III - Intentionally left blank.</p>

Area of Focus 4: GENEROSITY

2026-2027 Goal	Implementation Guidance	2027-2028 Goal	Implementation Guidance	2028-2029 Goal
<p>4A.I - Continue refining Generosity Hub-and-Spoke model and supporting these teams.</p>	<p>Ongoing alignment of shared ministry regarding leadership, decision-making, strategy and implementation around budget, fundraising, and financial sustainability.</p> <p>Continued reduction in planned budget deficit by an additional 50% through reduced expenses and/or increased income.</p>	<p>4A.II - Addition of new Spoke Team as needed.</p>	<p>Establish Capital Campaign Spoke Team and/or other team as needed to continually move the Fellowship toward increased financial stability.</p>	<p>4A.III - Intentionally left blank.</p>
<p>4B.I - Cultural and Strategic Change around Generosity and Financial Sustainability</p>	<p>Ongoing culture-change around generosity work and financial giving as a theologically-grounded part of our shared Fellowship involvement and collective stewardship.</p> <p>Continued strategic efforts to create financial sustainability with a goal to continually reduce any planned-for budget deficits and increase income across various methods.</p>	<p>4B.II - Include generosity strategy across many areas of Fellowship life.</p>	<p>Involve leaders, teams, or groups beyond the Generosity Hub-and-Spoke in involvement and leadership to move the Fellowship’s stewardship culture-change forward.</p> <p>Include generosity in Membership onboarding and Children & Youth RE.</p>	<p>4B.III - Intentionally left blank.</p>

Area of Focus 5: WORSHIP & MUSIC

2026-2027 Goal	Implementation Guidance	2027-2028 Goal	Implementation Guidance	2028-2029 Goal
<p>5A.I - Increased involvement of music staff with worship staff and lay leaders. \$</p>	<p>Budget goal of increasing hours for music staff, specifically Music Coordinator.</p> <p>Involve Music Coordinator at a higher level of planning and creation of Sunday services.</p>	<p>5A.II - Continued involvement and leadership of music staff with worship development and leadership. \$</p>	<p>Continue to increase music staffing hours if possible within budget.</p> <p>Continue to enhance leadership of music staff in the development and implementation of worship.</p> <p>Include responsibilities for Music Coordinator for oversight of lay music teams and AV staff.</p>	<p>5A.III - Expand music ministry beyond Sunday morning services.</p>
<p>5B.I - Create a shared understanding of Sunday services as the central gathering time of the Fellowship and the engine of all ministries.</p>	<p>Explicitly name mission, vision, goals, and shared ministry regularly in Sunday morning services.</p> <p>Increase participation by individuals and groups in Sunday morning worship practice.</p> <p>Create mechanisms by which worship themes, music, readings, etc., can be accessed and utilized throughout the congregation more readily by all groups, teams, committees, and individuals for their personal life.</p> <p>Connect worship themes more explicitly with Children’s & Youth RE programs.</p>	<p>5B.II - Implement Hub-and-Spokes structure for worship and music.</p>	<p>In following with the other Hub-and-Spokes models, worship will have a Hub team consisting of ministerial and music staff leadership, a potential board liaison, and representatives of the worship leaders, music and worship artists.</p> <p>Spoke teams will include worship leaders, worship artists, music ministry team, and Sunday Helpers. Some of these teams exist and others will need to be established.</p> <p>Continue engagement of all areas of Fellowship life in the practice and purpose of Sunday worship.</p>	<p>5B.III - Intentionally left blank.</p>

Parking Lot - Not currently identified as strategic goals but these are important future goals and not to be lost:

- Memorial garden improvement and expansion, and funding/ maintenance plan.
- Playground - build into a capital campaign?
- Next triennial ministerial evaluation takes place 2027-28 (CLT & HRV)