

***Gather the Spirit, Harvest the Power***  
***Working Together to Grow Our Future***  
**Unitarian Universalist Fellowship of Huntington (UUFH)**  
**Strategic Plan: 2026 to 2030**

**Introduction and Context**

In 2023 the UUFH Board of Trustees chartered and charged the Strategic Long Range Planning Committee (SLRPC) to coordinate the development of a four-year strategic plan (see Appendix A for the SLRPC Charter). To fulfill this charge, the SLRPC held conversations with fellow members at UUFH over the past year and a half for the express purpose of developing and drafting a long-range plan for the four-year period 2026-2030. Here, in a few broad strokes, is what we learned.

Our Fellowship is a strong and vibrant Unitarian Universalist community. As we approach our eighth decade, it is worth noting our many strengths: all grounded in a deep communal commitment to nurturing the spiritual growth and physical wellbeing of our fellow members. This extends to our building and grounds. Further, the commitment extends outward into the wider community as evidenced by our strong record of focused advocacy in all areas of Social Justice including Environmental Justice.

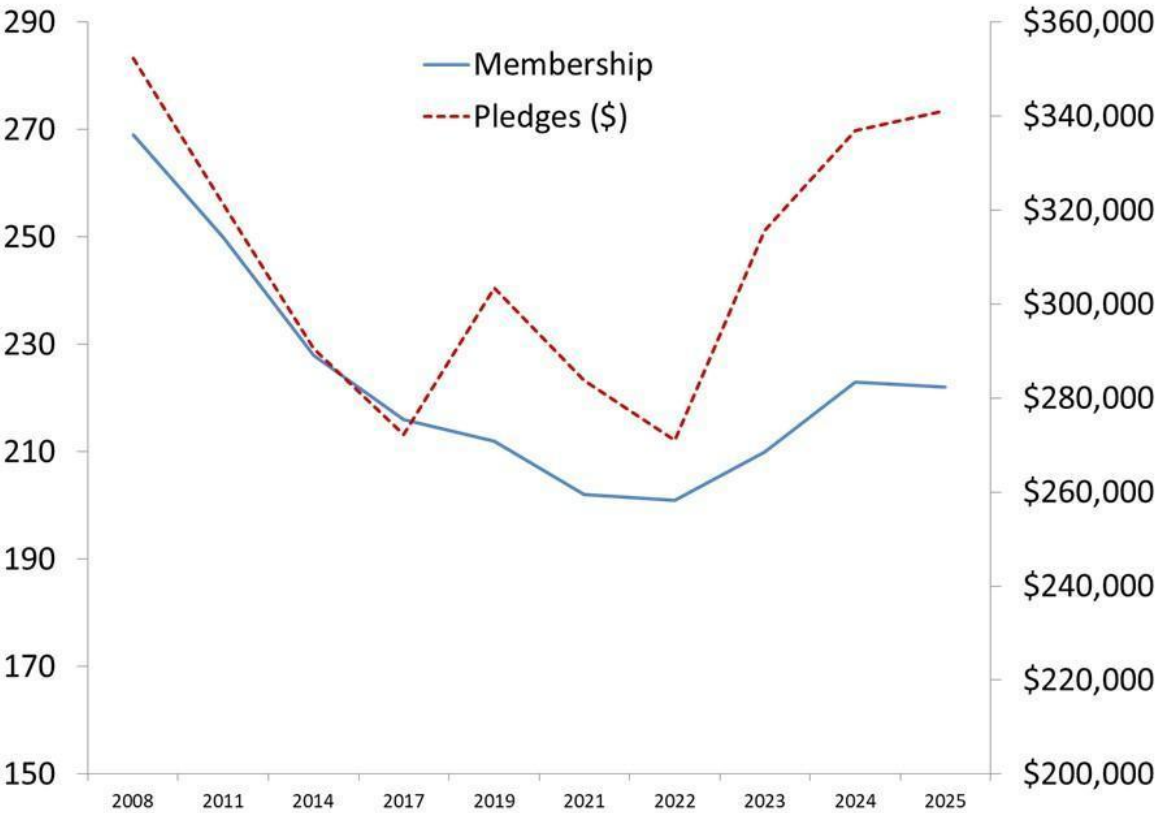
Since the last strategic planning effort in 2017<sup>1</sup> the congregation has experienced significant challenges and transitions. These include coping with the many immediate and long-term social and economic impacts of the global pandemic, the departure of a settled minister, and the multiple searches for another settled minister (helped by the guidance and support of an interim minister and a short-term contract minister). These transitions required increased volunteer engagement. One significant staff position, a part-time Director of Religious Education (DRE), became vacant in 2018

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<sup>1</sup> See Appendix B. for a copy of the 2017 UUFH Strategic Planning document.

and has not been reinstated.<sup>2</sup> Last, as with any religious community, members were lost to attrition, relocation, death and other reasons but at the same time newcomers and new members have continued to walk through our doors. Membership (and pledging) over the last twelve years is shown in *Figure 1* below. Current membership stands at approximately 220.

**Figure 1. UUFH membership and pledging 2008 - 2025**



While it’s fair to characterize these challenges as being largely internal to our functioning as a Fellowship, it is also important to note that they took place against a backdrop of significant and accelerating fluctuations in our country’s governance and norms, societal values, economy and desire to protect our natural resources and physical environment.

<sup>2</sup> Since late 2018, in lieu of a DRE UUFH has relied on a Religious Education Coordinator.

The past nine years were not easy to navigate. But, together, we worked as a community to assess, adjust and thrive. These strengths - of community resilience and adaptability will serve us well as we reimagine, grow and manage our programs, communicate with each other and leverage our strengths in service to our spiritual wellbeing and to the wider world.

The 2026 – 2030 Strategic Long-Range Plan (“the Plan”) is not intended primarily as a response to either internal or external *pressures* so much as an affirmation of our commitment to nurture a thriving, inclusive, and mission-driven community. It identifies opportunities - goals, objectives and actions to support internal growth and vitality in alignment with our core values. The central premise of this Plan is simple: by reaffirming our mission and vision and setting intentional goals, we will be able to sustain the momentum that has carried us through the last decade. The stronger and more stable we are internally, the more impactful our influence in the wider world is likely to be.

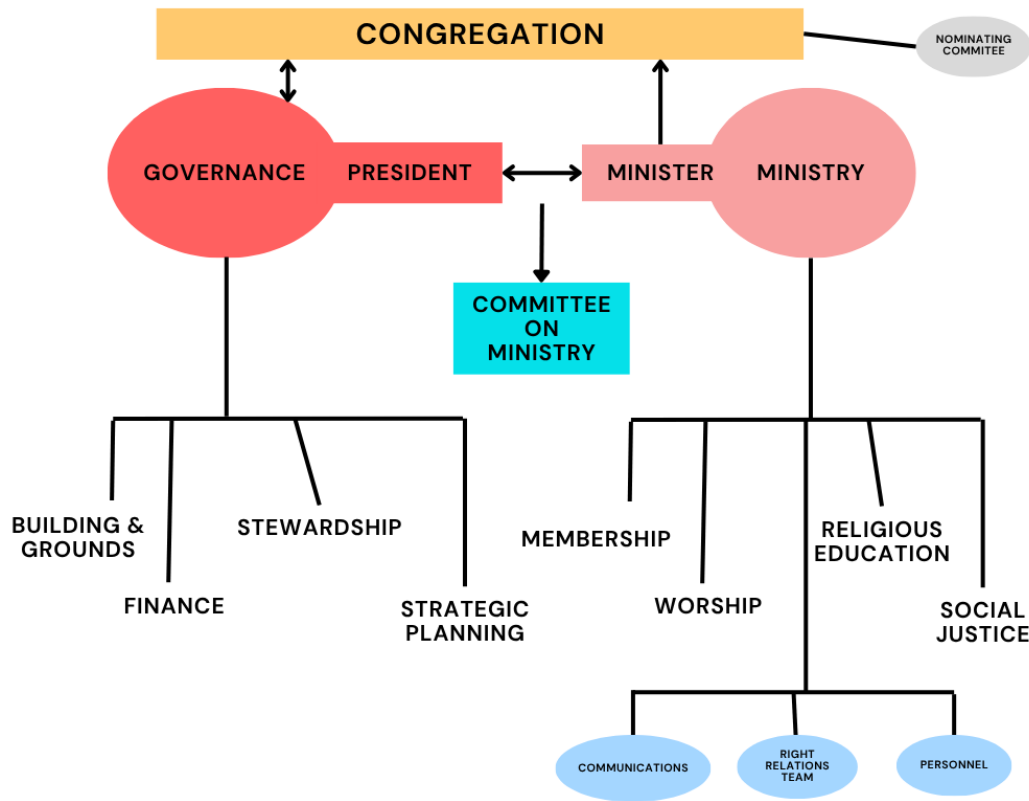
### **Methodology**

After careful consultation with the Interim Minister (2022-2024), the Rev. Dr. Debra Haffner, present and past Board members, the SLRPC embarked on a process to develop a strategic plan for the UUFH. The process included an in-depth review of each of the charters for the Committees established under the current UUFH Governance Model (Figure 2).<sup>3</sup>

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<sup>3</sup> All available UUFH Committee Charters can be found in Appendix C.

**Figure 2. UUFH Governance Structure**



We developed a plan and timetable for delivering a draft Strategic Plan to the Congregation by the end of 2025. Key milestones are listed in Table 1. below.

**Table 1. Strategic Planning Process 2023 – 2026**

Milestone	Timeframe
SLRP Committee charter drafted and approved by BOT	Late 2023
Committee formed – internal discussions and conversation with Rev. Debra about the Committee’s work – reviewed materials from the UU congregation in Reston, VA provided by Debra	Spring 2024
Sunday service, <i>Gather the Spirit, Harvest the Power, UUFH 2030</i> , to introduce the Congregation to our strategic planning effort.	July 7, 2024
Obtained each of the Committee Charters, developed interview questions, scheduled meetings with each of the Committees under the UUFH Governance Structure	July – September 2024
SLRP meetings with Committees	Sept 2024 – March 2025
Write up meeting summaries/review by Committee chairs	February – March 2025
Report drafting	March – November 2025
Draft Report to BOT	November 30, 2025
BOT Edits and Approval	May 2026

The SLRPC gathered the information contained here during a series of scheduled Conversations held between the SLRPC and the Chair and members of each of the eight Committees under the UUFH Governance structure. The SLRPC started the conversation at this level because, under the new Governance model, the bulk of the Fellowship operations and program work – ranging from administrative tasks to outreach and community building take place through volunteer efforts on the part of these Committees, who work alongside UUFH paid staff, including the Minister.

This approach was taken because, along with the Minister, the people who volunteer their time to manage Committees, Sub-committees and Teams make it possible for all members of UUFH to find spiritual sustenance and renewal in community with one another within a well-functioning organization. The ability of these Committee chairs and leaders to draw on a wider network of Fellowship members to work (as volunteers) in concert with our Minister and paid staff is the secret to our strength. It is this strength that enables us to leverage our beliefs and resources in support of our work outside the building walls and to sustain and grow a viable and strong organization within our walls.

The Conversations started in the Fall of 2024 and continued through early Winter 2025. Each meeting was preceded by an invitation to the Committee Chairs, who were asked/encouraged to invite the Sub-committee and Team chairs and leads and members to the conversation. Alternatively, if Sub-committee and Team members were unable to attend, the SLRPC Committee asked the Chair to solicit their input in advance and contribute it/report on it during the meeting. Meeting details are outlined in Table 2 below.

**Table 2. SLRPC Meetings with UUFH Committees**

<b>Date</b>	<b>Governance/Committee</b>	<b>Subcommittees/Teams Represented</b>
	<b>Congregation/Board of Trustees</b>	
September 29, 2024	Buildings and Grounds	Castle Care, Landscaping, Rentals and Building Use; Safety and Security, Art Gallery and Building Aesthetics
October 27, 2024	Finance Committee	Budget, Investment and Endowment, and Weekly Collection Counters

<b>Date</b>	<b>Governance/Committee</b>	<b>Subcommittees/Teams Represented</b>
November 17, 2024	Stewardship Committee	Annual Campaign, Services Auction, Legacy Circle, Plant Sale and Pumpkin Patch
	<b>Minister/Ministry</b>	
November 16, 2024	Religious Education	Religious Education
November 24, 2024	Worship Committee	Worship Associates, Ushers, AV, Hospitality and Potlucks
January 26, 2025	Membership Committee	Membership, Pastoral Care, Memorials, Greeters, Care/Share, Adult Religious Education, Small Group Ministry, UU Ewes
March 25, 2025	Social Justice	Social Justice

The SLRP Committee provided, in advance of meetings, each of the UUFH Committees with a list of questions, a copy of the last Strategic Plan (2017), UUFH’s Mission and Vision statements, the relevant Committee, Sub-Committee and Team charters and a diagram of the current UUFH Governance Framework.<sup>4</sup> The Committee questions and background material were intended to facilitate reflection by participants in advance of the meeting.

The primary purpose of these Committee interviews and discussions was for the SLRP Committee to listen; to find out which aspects of the Fellowship’s 2017 Mission and Vision statements still fit with who we are, continued to be relevant, and if any part of them needed change to reflect the current times and thinking. The SLRP Committee wanted to understand how each Committee saw itself carrying out the Fellowship’s goals, particularly in the context of the new Governance structure. When we asked what they wanted the UUFH (and their respective Committee) to achieve by the end of 2030, we also encouraged participants to express concerns they had about how to carry out their Committee’s work as outlined in the Charter developed under the Governance model, by identifying key stumbling blocks, such as new or ongoing unaddressed needs and outlining potential solutions to improve their effectiveness and productivity as a Committee/Sub-Committee and/or Team. The SLRPC

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<sup>4</sup> All preparatory and background material including the questions asked, can be found in the Appendices, Appendix D includes the questions asked of each of the Committees.

documented the meetings in meeting summaries. The SLRPC provided these summaries to each Committee Chair for their review. All the Committee meeting summaries can be found in Appendix E.

Based on the responses and input provided by each of the UUFH Committees up through March 2025, the SLRPC developed the Strategic Plan.

## **The Plan**

The intent of this plan is to ensure that individual decisions made by various parts of an organization facilitate the goals of the organization at large.

While it is straightforward and specific enough to guide day-to-day decision-making by Committees, the Board and the Minister, it is also broad and general enough to guide budgeting, long-term investments and capital improvements. Lastly, it attempts to provide some benchmarks by which the Fellowship's ministerial and lay leadership can ascertain how effectively it is moving towards achieving its goals.

The Plan focuses on five broad areas which arose from our multiple conversations with lay leaders and membership:

- 1. Mission and Vision**
- 2. Communication/Information Technology and Tools**
- 3. Governance Model**
- 4. Community Connections**
- 5. Finance, Income and Infrastructure Management**

## **Mission**

The UUFH mission statement expresses in concise language who we are as a Fellowship. We asked each of the Committees, *do you believe the current mission statement developed in 2017 continues to accurately describe/convey who we are today?*

Existing Mission Statement: *In religious community, we nurture our individual spirits through caring for one another and helping to heal the world.*

### Feedback:

The key observation made about the current mission statement was the connotation of the phrase “helping to heal the world,” which suggested the world was “broken.” A second observation was that there is no celebration of the wonderful community the Fellowship has created and fostered. There was agreement that if any word changes are considered and made, the changes should be limited/minimal, and the statement should remain brief and poetic.

### SLRPC Recommendation:

At the Board’s discretion and direction convene an effort to solicit additional Congregational input on possible changes to the Mission Statement. This could be a task taken on by the SLRP Committee or another group of the Board’s choosing. The group would take on the task of collecting feedback, reviewing it, and proposing a draft revised mission statement for consideration by the Board and Congregation.

One other consideration is the definition and purpose of a *vision* statement. *A vision statement details where the organization aspires to go.*<sup>5</sup> The current UUFH mission statement reads more like a vision statement. A mission statement defines the organization’s business, its objectives, and how it will reach these objectives. The Board might consider switching the Vision and Mission statements to conform and be consistent with established and accepted definitions and purposes.

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<sup>5</sup> AI summary: A mission statement is a concise declaration of an organization's purpose, outlining its reason for existence, primary activities, and the customers or community it serves. It functions as a guiding principle for decision-making, helps align employees around shared goals, and communicates the company's core values to stakeholders. A vision statement is a concise, inspirational declaration of an organization's future aspirations, outlining its long-term goals and the desired impact it hopes to have. It acts as a guiding beacon for strategic decisions, motivates employees, and communicates the company's idealistic future to stakeholders. A good vision statement is clear, bold, forward-focused, and reflects the organization's core values.

## Vision

The purpose of the Vision Statement is to describe who we are and what we want to achieve as a spiritual community.<sup>6</sup> The SLRPC asked each of the Committees, do you believe our current UUFH vision statement developed in 2017 continues to accurately describe/convey who we are and what we do today?

### Current Vision Statement:

*We will be a congregation that ...*

- *sustains the growth and diversity of our spiritual home;*
- *integrates newcomers into the life of the Fellowship;*
- *promotes intergenerational religious exploration;*
- *creates a robust and effective communication network;*
- *commits to capital improvements of our buildings and grounds so that they are accessible and better serve our Mission;*
- *is a visible force for social justice in the Huntington community and the world; and*
- *builds bridges with people of different faiths and ethnicities, joining forces for the common good.*

### Feedback:

Opinions on whether the UUFH vision statement should be modified and *how* it might be modified ranged from extreme reluctance to strong support and specific suggestions for changes. The reluctance came from those familiar with the protracted process that took place to achieve congregational support and agreement on the current statement. The impetus for modifications of the statement came from those who felt the statement needed minor updates to accurately reflect the current UUFH Vision. Suggested modifications included removing the bullets pertaining to

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<sup>6</sup>AI Overview: A vision statement is a concise, inspirational declaration of an organization's future aspirations, outlining its long-term goals and the desired impact it hopes to have. It acts as a guiding beacon for strategic decisions, motivates employees, and communicates the company's idealistic future to stakeholders. A good vision statement is clear, bold, forward focused, and reflects the organization's core values.

creating a robust communications network and committing to capital improvements as these items were felt to not be appropriate for a Vision Statement. Additional Committee feedback and input on the Vision Statement can be found in the Excel Spreadsheet containing all needs, suggestions and actions identified in meetings with Committee that is included in Appendix F.

#### SLRPC Recommendation:

At the Board's discretion and direction convene an effort to solicit additional Congregational input on possible changes to the Vision Statement. This could be a task taken on by the SLRP Committee or another group of the Board's choosing. The group would take on the task of collecting feedback, reviewing it, and proposing a draft revised mission statement for consideration by the Board and Congregation. An initial step in the process would be to list and consolidate all the Vision Statement feedback and input documented in the Excel spreadsheet found in Appendix F.

One other consideration is the definition and purpose of a *vision* statement. *A vision statement details where the organization aspires to go.*<sup>7</sup> The current UUFH mission statement reads more like a vision statement. A mission statement defines the organization's business, its objectives, and how it will reach these objectives. The Board might consider switching the Vision and Mission statements to conform and be consistent with established and accepted definitions and purposes.

**May 2026 BOT Comment/Response:** *The Board of Trustees (BOT) didn't feel this was a necessary task to take on at this time. However, if there's energy around discussion and revision of the Vision and Mission*

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<sup>7</sup> AI summary: A mission statement is a concise declaration of an organization's purpose, outlining its reason for existence, primary activities, and the customers or community it serves. It functions as a guiding principle for decision-making, helps align employees around shared goals, and communicates the company's core values to stakeholders. A vision statement is a concise, inspirational declaration of an organization's future aspirations, outlining its long-term goals and the desired impact it hopes to have. It acts as a guiding beacon for strategic decisions, motivates employees, and communicates the company's idealistic future to stakeholders. A good vision statement is clear, bold, forward focused, and reflects the organization's core values.

*statements from those who discussed this with the SLRPC, then the BOT supports a team being formed to address this.*

*SLRPC Response: The SLRPC believes there was feedback enough to warrant further discussion and consideration of changes to the current Vision Statement, and perhaps to flip the Mission and Vision statements consistent with common usage. Timeline to be determined.*

## **Communication/Information Technology and Tools**

Efficient and effective communications are essential to effective organizations. Here we use the word *communications* to include all forms and modes of communication, including communication pathways and Information Technology (IT).

Currently many decisions are made in “silos” which is to say, without sufficient input from other relevant Committees/Sub-committees/Teams. While strategic investments in new technology are underway, this effort needs to be expanded to ensure that all Committees are informed and all needs are met. Training for volunteers is needed as well.

- One of the operational challenges inherent in “nurturing and growing” UUFH and its membership is recognizing the effort (time and cost) required to operate the Fellowship. Religious Education is a prime example of an essential program that threatens to overwhelm current volunteers and parents alike. Social Justice, possibly the most vibrant and visible advocacy effort of our Fellowship in the wider community, stretches across several program areas. Managing the Social Justice program requires diplomacy and organization skill of a high order. Oversight and maintenance of the building and grounds is another time-consuming task because we have monthly renters and regularly host Memorial Services and other one-time events. The Finance Committee oversees the work of the part-time bookkeeper on a weekly basis.

In short, no matter how efficiently committee chairs manage their respective committees, subcommittees, and work teams, they would benefit from software that eases their internal communications, budget responsibilities

and archival requirements. Finally, in the long term, even with technological streamlining, there may be some programs that require hiring staff, whether part or full time, even though that brings with it the financial burden of raising sufficient funds to hire and support qualified personnel.

**GOAL:** Improve and/or upgrade internal communication, pathways and technology.

**OBJECTIVES:**

- Enhance the ability of leadership - ministerial, lay and staff to nurture and grow the Fellowship community by strengthening internal relationships and communications.
- Recognize and support lay leadership by facilitating its ability to manage volunteer efforts, budgets and project records.
- Regularly recognize the work of lay leadership.

**IMPLEMENTATION ACTIONS:<sup>8</sup>**

- Support and enhance volunteerism through purchase of suitable information technology, its use and training.
- Create a *Project Management Task Force* charged with conducting a *needs assessment* of lay and ministerial leadership within all Committees before assessing which additional hard and software to invest in.

**Governance Model**

Historically, UUFH operated under various governance models, some more informal than the current governance model put in place in late 2023. The previous governance model became outmoded during the pandemic. In 2023, UUFH transitioned to a more structured governance system designed to streamline the work of the Board of Trustees by driving decision making to a set of eight Committees (with subcommittees and teams under each), four governed by and reporting to the Congregation through the Board of Trustees and four governed by and reporting to the

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<sup>8</sup> Additional Committee suggestions and actions can be found in Appendix F.

Minister. Inherent in the current governance model is an authority, reporting and decision-making hierarchy. Committee Charters clarified and detailed the roles and responsibilities of Committee chairs and intended to facilitate the achievement of Committee goals set forth in the Charters.

As with any new structure and system, there have been challenges and hiccups in implementation. Some Committee Charters need more definition. Some lines of authority within the overall Governance model still need to be refined, particularly concerning the organization and development of Worship Services.

The new Governance model also revealed the difficulty Committee Chairs face in recruiting and retaining volunteers, as well as facilitating project communications, maintaining archival records and overseeing budgets. Most UUFH business conducted by Committee, including Subcommittees and Teams takes place via a tangle of phone calls, Zoom meetings, texts, e-mails and in person conversations. Much of this business is housed on private phones and computers. There is no template for the regular archiving of essential information on a UUFH platform or database - either from year to year or from Committee Chair to Committee Chair. It also became apparent during the strategic planning process that it is a challenge in keeping Committee information, e.g., Charters, leadership up to date and publicly available to the Congregation. The Governance Structure needs ongoing visibility, care and feeding for it to remain effective, meaningful, and viable.

These issues aside, there seems to be universal recognition that continued evaluation and improvement of this new system is necessary if we want to optimize our operations and functioning including making best use of our human resources within Fellowship and beyond our walls.

**GOAL:** Grow and support the UUFH governance system in order to support organizational functioning and volunteer lay and ministerial leadership.

## **OBJECTIVES:**

- Enhance the ability of ministerial, lay leadership and staff to nurture and grow the Fellowship community.

## **IMPLEMENTATION ACTIONS**

- Highlight and clarify internal Governance structure and procedures on an ongoing basis.
- Regularly communicate changes in Committee leadership and keep governance documents, e.g., charters and leadership rosters up to date and complete in the internal *Members* section of the UUFH website.
- Fine tune Governance model through annual review and amendment of Charters.
- Provide guidance about how to initiate and get things done within the new Governance model.
- Strengthen decision-making and consensus building skills within Committees, Sub-Committees, and Teams.

**May 2026 BOT Response:** *Since this document was drafted, the BOT has held two forums for committee chairs, and both were well attended. At each there were discussions about communications, shared information, succession planning, as well as clarity about roles.*

*At SLRPC's request, the governance charts have been posted in the Members area of the UUFH website, and in the display case in the lobby and made easier to find on the website.*

*The Board also reviewed progress on updating committee charters and will ensure that all Committee Charters are up to date by the time that budgets are submitted.*

*Further, the BOT decided to hold off voting to make the current governance model permanent for at least another year as the above and other issues are addressed.*

## **Community Connections**

Our commitment to nurturing and growing our intergenerational membership base (in alignment with the UU values of pluralism, transformation, interdependence, justice, generosity and equity), means our use of language, music, visual graphics, and technology during Worship (as well as in our web-based social media) must be recalibrated to attract the younger generation. At the same time, we should take care not to lose those elements of Worship and community building that still speak to all [or older] generations. Across the board, this effort to expand our membership means committing to enhanced physical, visual and auditory accessibility across the spectrum of services and activities offered within and by UUFH.

**May 2026 BOT Response/Comment:** *Since strategic planning data collection the UUFH formed an Accessibility Committee to assess our congregation's potential for accessibility adjustments. UUFH also installed a new sound system. Changes for Sunday services are ongoing to enhance and address visual and audio concerns. Physical accessibility research is ongoing.*

While the welcoming and inclusion of new members into the UUFH community is a particular focus of the Membership Committee and its various sub-committees, the forming and strengthening of our Fellowship is a collective effort of all its members. This effort includes the loving outreach and support of the Pastoral Care Sub-committee, the Share Care Team and the Minister. And, that effort extends into the Ministerial area of conducting memorial services and recognizing and honoring the work and lives of deceased members. In addition, each Committee and Sub-Committee lay leader seeks to strengthen community within their areas of responsibility including those groups focused on exploring spirituality.

Last, but not least, maintaining a strong UU community also means engaging all adult members and children in all aspects of the Unitarian Universalist Association's shared covenant, and its organizational and congregational resources. The UUA provides a wealth of material for use by its member congregations. Religious Education, Social and

Environmental Justice volunteers make use of these resources to good effect. But more UUA resources could be accessed and used by UUFH.

**GOAL:** Nurture and grow UUFH membership and community.

**OBJECTIVES:**

- Increase membership by twenty percent (base year 2025).
- Support each of the Ministry Committees (Membership, Worship, Religious Education and Social Justice) in their efforts to grow the UUFH community.
- Incorporate love into the center of everything we do.

**IMPLEMENTATION ACTIONS:**

- Set and review progress towards annual membership goals.
- Provide access and training support for use of UUFH IT tools to all Committees and teams that contribute to meeting membership goals.
- Continue improving decision-making and communication channels around Sunday services.

**May 2026 BOT Response/Comment:** *The SLRPC discussed the importance of maintaining accurate governance information and agreed to explore ways to better communicate leadership changes to the congregation. The Board agreed to include leadership updates in the Flash and website, noting that the website is a key source of information for both new and current members. The discussion between the BOT and the SLRPC also touched on the importance of integrating institutional memory with newcomer information, highlighting the role of the subcommittees in achieving this balance.*

**Finance, Income and Infrastructure Management**

This section includes a range of actions: from the solicitation of pledges, internal (within the UUFH) and external (from the larger Huntington community) fund raising, the solicitation of Legacy Circle donations, the development of capital budgets, investment management as well as physical infrastructure.

The ongoing task of raising and ensuring sufficient funds and capital (both short and long term) to run Fellowship is largely within the purview of the Stewardship and Finance Committees, which oversee Membership Pledges, the Sunday Collection, fund-raising activities, the Legacy Circle and budgeting. While the Stewardship Committee strives to increase pledge income each year, the Committee appreciates being given a dollar target amount to work toward.

The Finance Committee's task is to create and manage each Fellowship fiscal year's budget in line with projected income as ascertained by the Stewardship Committee's Pledge drive and estimated revenue from other fund-raising and revenue producing efforts. This Committee also oversees the investment of reserve funds in the UUFH Endowment.

Ordinarily, the fiscal year budget covers the daily running of UUFH, from paying staff (including the Minister), purchasing supplies, and paying contractors retained for specific services, e.g. inside cleaning, HVAC management, outside mowing and so on.

Major enhancements to the Fellowship campus, such as the expansion of our building in 1984 (addition of the Main Hall) was financed through a targeted capital campaign. Certain high-dollar improvements, including standard building maintenance, e.g., replacement of leaking clerestory windows, have required a vote of the Congregation, as specified in the UUFH bylaws. Others, such as stormwater flooding remediation, have been addressed by breaking down the projects into multiple and less expensive segments.

Although there is an ongoing cost to maintaining UUFH's buildings and grounds, some of those costs can be recouped through the rent we take in from outside groups who use our space for one-time events, as well as regular renters/tenants (the BOT noted that UUFH raised its rental rates in the past year for the first time since before the pandemic). However, there is no overall written strategy (complete with cost estimates and sequencing/scheduling) for maintaining the building, much less improving things like its energy efficiency. The same is true for improving the parking and access driveway to the rear. Consequently, certain upkeep and repairs

are not being addressed in a timely fashion. This situation carries with it the potential for higher repair/replacement costs down the road.

UUFH resources devoted to maintenance of the building and grounds has been a point of contention throughout the tenure of our ownership of 109 Browns Road. There is an awareness of the seeming disparity between our advocacy on behalf of the under-represented and the marginalized - and our love for a building and campus physically located far from those for whom we advocate.

Indeed, the property is substantial (6 acres), historical and a throwback to an elitist era in Long Island's history. Further, the Memorial and Philips gardens are burial grounds for the UUFH community. There is no question these site attributes come with challenges in terms of the cost and type of maintenance. On the other hand, overhead costs will be present no matter where we are located.

In support of staying here, the building itself, the sacred Memorial Garden, the intimate (and sacred) Philips Garden, the newly renovated Courtyard, the playground, the new all-native Welcome Garden and the Grow to Give Garden with its adjoining Native Plant "Runway" and honeybee hives – together showcase our commitment to honoring the Earth. Further, each, in its own way, is a compelling draw to those who come to our doors. Our commercial renters (an integrative creative arts therapist and a STEM learning center) have cited the grounds as part of their decision to locate here. Visitors and members frequently comment on the respite provided by walking the grounds. While these aesthetic attributes are hard to quantify, one can argue they are an integral part of who we are and what we represent.

**GOAL:** Grow a financial base sufficient to maintain our organization and the UUFH campus in keeping with our values.

**OBJECTIVES:**

- Enhance the fiscal soundness of UUFH.
- Protect and conserve the structural, ecological and historical integrity of our campus.

## **IMPLEMENTATION ACTIONS:**

- Develop an annual fund-raising strategy sufficient to support all aspects of UUFH finances including staff, programming, management and legacy.
- Create a Task Force specifically charged with applying for outside grants to achieve our goals.
- Expand scope of fund-raising efforts outside of Fellowship.
- Develop a twenty-year capital improvement plan for the purpose of ensuring responsible maintenance and enhancement of the following areas:
  - a. Main Building
  - b. Cottage
  - c. Parking Areas
  - d. Memorial Garden
  - e. All Other Grounds
- Develop a matrix for balancing the degree of investment with the ability to recoup the investment through rental income.
- Develop an ecological sustainability plan for managing and improving the grounds.

**May 2026 Board Comment/Response:** *The Board agreed to work with the current Buildings & Grounds Chair, to review the report and determine if an engineering firm should be hired, while also considering in-house existing expertise. The BOT discussed the need to create a clear capital improvement list before next year's budget vote.*

## **Conclusions**

Fellowship members are deeply aware and appreciative of the unique warmth and cohesive nature of our community. The 2026-2030 Strategic Plan is designed to ensure our Fellowship continues to flourish as a secure anchor in our individual lives by outlining specific Goals and Implementation Actions in the areas identified above.

## **Appendices**

Appendix A. Strategic and Long-Range Planning Committee Charter 2023

Appendix B. 2017 Strategic Planning document

Appendix C. UUFH Committee Charters

Appendix D. Committee Questions

Appendix E. Committee Meeting Summaries

Appendix F. Excel Spreadsheet – Implementation Actions

All Appendix materials can be found at:

[https://drive.google.com/drive/folders/1Rf4s81iGus--T6UmKVuiX9VdaLpAHFj6?usp=drive\\_link](https://drive.google.com/drive/folders/1Rf4s81iGus--T6UmKVuiX9VdaLpAHFj6?usp=drive_link)