

REVISED January 1, 2023



Strategic Five-Year Plan

MISSION

All Faiths Unitarian Congregation is Committed to Justice, Equity, and Compassion.

VISION

“Recognizing our role as each other’s keepers, we strive to be an inclusive, loving, spiritual community working to bring harmony to the world.”

WHO WE ARE

All Faiths is a beacon of liberal religion in Southwest Florida for those seeking to belong to a community that celebrates diversity, encourages spiritual growth, and cares for each other and the earth.

Our congregation comes together in love to:

- *Actively support social justice in Fort Myers, Lee County, and the Southwest region of Florida.*
- *Honor our unique gifts and celebrate our shared humanity (Welcoming Congregation).*
- *Foster each person’s spiritual path to understand life’s mysteries.*
- *Maintain an environmentally friendly facility (Green Sanctuary) and promote environmental justice in our community and the world.*

ALL FAITHS COVENANT OF RIGHT RELATIONS

Unitarian Universalism is a covenantal faith sustained by relationships. We come together not around religious dogma or creed, but toward a vision of beloved community as suggested by our denominational Statement of Principles and Purposes. We believe that personal accountability will shape us as a congregation of kindness, humility, and generosity. Our shared purpose is to create a supportive and nurturing community where we honor the rich diversity of those who gather here.

How we seek to *work* together is set forth in this Covenant.

We promise

- To offer **HOSPITALITY** to those who come into our congregation by greeting visitors warmly, by engaging newcomers, and by welcoming those who return.
- To show **RESPECT** for one another by acknowledging our differences; by listening without interruption; and by remaining open-minded, humble, and patient in our interactions.
- To foster **COMMUNICATION** among ourselves by providing an atmosphere of openness, honesty, and safety; and by ensuring that while listening respectfully, we take care to hear every voice.
- To build **TRUST** in one another by acting with integrity in our relationships, by being accountable for our actions and reactions, and by respecting confidences.
- To provide **SUPPORT** for each other by being present and engaged through times of joy and sorrow, harmony, and conflict; by relating to each other with compassion and gratitude; and by cultivating a sense of fun and adventure in our spiritual quest.
- To promote **RESPONSIBILITY** among ourselves by contributing our time, talents, and treasures in meeting the needs of the congregation; by being willing to lead and be led; and by being open to the risks of new experiences.
- To practice **FORGIVENESS** by allowing ourselves and one another to be less than perfect, by making every effort to settle our differences directly, and by keeping an open mind and heart.

We understand this Covenant is a living document that will be revised and updated as needed.

EXECUTIVE SUMMARY

All Faiths Unitarian Congregation adopts this plan to enhance the life of the congregation and provide organizational sustainability by committing to the following goals:

1. *To sustain a connected community*
2. *To inspire lifelong personal and spiritual growth*
3. *To honor our commitment to improve our greater community*
4. *To responsibly support and maintain our facility, programs, and staff*

The plan also sets forth methods for monitoring and implementation.

STRATEGIC FIVE—YEAR PLAN

All Faiths Unitarian Congregation chose *four GOALS* with **objectives** and *actions*. We believe that implementing the plan will improve congregational life, grow membership, and positively affect our *future*.

Each *action* is assigned to the Minister, the Board of Directors, a committee/team of the Board or congregation. The Board of Directors oversees the overall implementation of this plan. The Board of Directors will meet annually to determine our progress and report to the congregation.

Goal 1. Sustain a Connected Community

Objective A. Welcome All Seekers

All Faiths Unitarian Congregation welcomes people of all races, ages, ethnicities, and gender identities who hold diverse beliefs. We are certified as a Unitarian Universalist Association's Welcoming Congregation.

Action 1: Review and update data collected from visitors and members who attend Sunday services and other events. The data will be used to foster connections with visitors and members.

-Assigned to the Membership Committee

Status: Achieved and ongoing

Action 2: Encourage visitors to become members and to become actively engaged with congregational activities, actions, and committees.

-Assigned to the Membership Committee & congregational leaders.

Status: Achieved and ongoing

Action 3: Engage in discussions, classes, forums, and workshops to examine our individual biases and to strategize how we can be open and welcoming to people from a wide spectrum of identities.

-Assigned to the Minister with Membership Committee, congregational leaders, and Adult Education Team, and Child and Youth Programs Committee

Objective B. Develop Paths to Membership

Action 1: Establish and communicate a graduated path to membership that includes introductions to Unitarian Universalism and to All Faiths a few times each year and also provides opportunities to reflect on previous religious experiences, deepen one's present spiritual journey and build one's own theology.

-Assigned to Membership Committee

Status: Achieved and ongoing

Action 2: Determine skills and interests of prospective members. Communicate through conversations, surveys, workshops or other means to collect this information

-Assigned to the Membership Committee

Status: Achieved and ongoing

Action 3: To support the path to active membership, develop a brochure detailing opportunities to participate. The brochure and all membership-related materials will be updated regularly.

-Assigned to the Board of Directors and Membership Committee

Objective C. Expand the availability of our main activity: Sunday Services

Action 1: Seek to develop non-Sunday ways for members to interact. Consider mechanisms that don't involve physical presence at our Facility

-Assigned to the Sunday Service Committee.

Status: Achieved and ongoing

Action 2: Examine possibilities to record (video or audio) every Sunday Service Message for later posting online. There could be a Live-stream or recording of Sunday service message accessible thru our website and other media.

-Assigned to the Communications Team.

Status: Achieved, but evaluate use of other platforms

Action 3: Continue Sunday Services committee, working in collaboration with the minister in determining what occurs in our Sunday services and how it occurs.

-Assigned to Sunday Service Committee and Minister

Objective D. Care for each other in practical and spiritual ways

All Faiths understands that ministry relationships are not only to minister to members, but also member to member. People come to All Faiths seeking community. Most wish to be connected to something greater than themselves and to have deep, meaningful connection to other people.

Action 1: Provides resources, rides, meals, and caregiver respite. Connections may include visits, card writing, email, and/ or phone calls.

-Assigned to the Care and Support Team

Action 2: Develop programs on end-of-life preparation, care giving, family life changes as well as educational opportunities on peer-to-peer pastoral care ministry.

-Assigned to Minister

Action 3: Offer a range of classes, committees, social events, and social justice activities to fulfill our mission and to foster in-gathering among our congregants to actively explore new opportunities for practical and spiritual connections.

-Assigned to the Minister and the Adult Education Team

Objective E. Tell our story to the outside community

All Faiths intends to communicate its mission regularly to the broader community with the clear conviction that if more people knew about us, more people would visit. To support our desired growth, we must expand the congregation's outward reach with new expressions, strategies, and partnerships. We must share a simple and portable message of who Unitarian Universalists are.

Action 1: Establish an advertising budget for the congregation and test ad placements on a variety of media and venues. Seek free advertising print, media and at outreach events.

-Assigned to the Board of Directors and Communications Team.

Action 2: Increase our involvement with socially progressive organizations in our service area by offering our energy and our building to help their efforts.

Encourage liberal causes through the use of our space.

-Assigned to the Social Action Teams.

Goal 2. Inspire Lifelong Personal and Spiritual Growth

Objective A. Develop an embodied Unitarian Universalist faith.

Our Child and Youth Programs-Committee and Adult Education Team-currently offer a range of education programs that extend the religious understanding of participants.

Action 1: Collect and assess data on what types of faith formation activities people want, and what works, and what doesn't work in order to develop a comprehensive plan for faith formation offerings for all ages. This is described in Goal 1, Objective B.

-Assigned to the Child and Youth Programs Committee and the Adult Education Team

Objective B. Expand and integrate our programs to deepen our Services, Lifespan Religious Education, and Social Justice Action.

Provide a richer, more comprehensive and convenient experience. We will help our members and friends move towards courage, trust, commitment and personal transformation

Action 1: Expand thematic ministries, lesson plans, and on-line materials so participants can continue to explore outside of service times.

Action 2: Experiment with different types of music, themes, storytelling and ritual in our services to complement the relevant theme for Congregants and to attract younger and/or more diverse members

Action 3: All Faiths will continue to offer additional workshops and Courses that our congregation will support.

-Action items 1-3 assigned to the Director of Music, Adult Education Team, and Minister

Objective C. Enhance our children and Youth to blossom into more confident and compassionate “UUs”

Action 1: Promote Sunday Child and Youth Programs to increase the number of children and youth involved. Such an increase would not only increase attendance on Sundays it will offer a richer experience to our children and youth.

Action2: A Committee for Child and Youth Programs will be formed.
-Action items 1 & 2 assigned to the Child and Youth Programs Committee.
Status: Achieved and ongoing

Action 3: With guidance from the Director of Child and Youth Programs, develop the Child and Youth Program with volunteer teachers.
-Assigned to the Director of Child and Youth Programs and Volunteer teachers.

Goal 3. To honor our commitment of improving our greater community

We will build on the variety of social action programs that our members support, and the level of social change they achieve which are truly impressive.

Objective A. We will engage and promote social justice in our Community and out into the World

Action 1: Evaluate the need for a Coordinator of Social Justice Programs.
-Assigned to the Board of Directors and Social Action Teams

Action 2: Continue to build our social justice teams so that Congregants can build their personal ministries. We seek ways to be more visible in the Community as the congregation that works for Social Justice.

Action 3: Use banners that identify members of the congregation during public events such as street fairs and demonstrations. Encourage Congregants to purchase Member tee-shirts or appropriate apparel as another way to signal identity.
Assigned to Congregational Administrator
Status: Achieved

-Action items 2 and 3 assigned to the Social Action Committee and the Justice Teams.

Action 4: Sponsor public forums for issues of interest to the community. All Faiths will be recognized as a center for liberal religious values. We will sponsor programs, such as public forums, speakers, and other activities of interest to the general public and hold the activities at All Faiths or co-sponsor the events with other UU congregations, Inter-faith organizations and others who share our values.

Action 5: Continue to work with Community Social Justice Programs. The congregation will determine their support of various causes.

-Action items 4 and 5 Coordination assigned to the Board of Directors, Minister and Social Justice Teams

Objective B. Work toward a sustainable, just and healthy environment

Our members lead several groups that take positive steps toward a healthy environment and our facility reflects that. We commit to these Actions to reflect our values.

Action 1: Encourage car-pooling by members when they come to our buildings or off site events. Existing online apps could meet this need, if the membership is amenable to their use.

-Assigned to the Climate Action Team.

Action 2: Provide workshops or Sunday services at least once a quarter that provide practical advice about how to conduct our lives with appropriate sensitivity and individual responsibility for the environment.

-Assigned to the Climate Action Team and Sunday Service Team

Action 3: Minimize the environmental footprint of our building. Any future modifications or improvements should take into consideration the then-current developments in environmental conservation, energy management, and building techniques to assure that All Faiths continues down the path of responsible environmental stewardship. Continue to maintain a Green Sanctuary Program in accordance with UUA requirements.

-Assigned to the Climate Action Team and the Board of Directors

Action 4: Continue working with Community environmental and justice activities and programs including local, state and Federal issues.

-Action items 3-4 assigned to the Board and Social Action Committee and teams.

Action 5: Encourage elected officials to support positive environmental legislation and implementation

-Assigned to the Climate Action Team

Action 6: Recruit and encourage members and friends to offer their Time, Talents and Treasures. There are many ways to contribute to the health of our congregation.

-Assigned to Board of Directors, Membership, Finance, Social Justice Teams, Sunday Service, Child and Youth Programs, Building and Ground Committees

Goal 4. Responsibly Maintain and Support Our Staff, Facility, and Programs

Objective A. Employ staff that can support the congregation in living its mission and vision.

All Faiths has a proud history of incredible efforts by our members and friends and we are aware that our mission and vision can more enhanced with the aid of paid staff.

Action 1: Continue the financial support a full-time minister and Administrator. This important factor already is recognized by the congregation. Continue adequate funding which will require additional membership and or increased income.

-Assigned to Board of Directors, Stewardship and Finance Committees

Action 2: Evaluate annually the hiring a part-time staff to support congregational activities, building maintenance and organizing for up-keep and improvements. Plan funding in the annual budget.

-Assigned to the Board of Directors and Finance Committee.

Action 3: Strive to remain a UUA fair compensation congregation.

-Assigned to the Board of Directors and Finance Committee

Objective B. Maintain and improve our property.

Action 1: Improve audio visual equipment to allow improved sound and visual ability, the ability to project images, films, lyrics, live streaming or recording of Sunday messages.

-Assigned to the Board of Directors and Communications Committee

Status: Achieved and ongoing

Action 2: Continue to develop and encourage volunteer participation in the upkeep of our Memorial Garden and grounds maintenance consistent with Green Sanctuary standards..

Status: Achieved and ongoing

Action 3: Coordinate work at the building. We intend to fairly share in the work of maintaining our building and grounds among members, utilizing their time and talent thus increasing their ownership of the congregation. Create events to thoroughly clean up and improve the building and grounds on at least an annual basis.

-Action items 2-3 assigned to the Building and Grounds Committee

Objective C. Create a more financially stable congregation.

Action 1: Offer education programs to help members and friends understand and participate in our successful Stewardship and Legacy programs. Offer this training at least every year.

-Assigned to the Stewardship Committee.

Action 2: Seek funding to pursue restructuring/repurposing our building in accordance with architectural evaluation. Develop a Capital Campaign.
-Assigned to the Board of Directors and Finance Committee

Objective D. Realistically assess our facility to accommodate our needs and future growth.

We must plan better utilization of our current space. Consider an expansion with sufficient parking.

Action 1: Continue working with an architect to evaluate the suggestions and provide a feasibility plan to restructure our building to accommodate more of our needs with sufficient parking.

Status: Achieved. Initial plan done. A plan to move forward needs to be developed.

Action 2: Be prepared to make decisions based on architects report, by developing a financial / capital plan and a Fundraising Campaign to fund the plan.

Action 3: Our facility space is limited for large social gatherings that would include all or most congregants. Identify off site facilities that are affordable to host such larger events when economically feasible.

Action 4: As a Green Sanctuary, any building modification must consider sustainability and energy footprint reduction. Evaluate alternative energy system, such as solar. Examine solar energy's cost and feasibility of a system for our building

Status: The Board of Directors will request a new proposal to be reviewed by the Board and Finance Committee. A Climate Action Team survey will be conducted to determine the congregations desires.

-Action items 1-4 assigned to the Board of Directors