First Unitarian Church of Orlando

Strategic Plan, 2024–2029



Transmittal letter

To the Governance Committee, Rev. Margalie, Board of Trustees, and Congregation,

In the spring of 2023, the Board of Trustees (BOT) initiated a long-range goal to engage in a strategic planning process by forming a Strategic Planning Task Force (SPTF). The Task Force began meeting a little over one year ago and we are pleased to share the final strategic plan, with specific recommendations for the upcoming church year, 2024–2025.

The Task Force employed the SOAR model to collect and guide the planning process. Through interviews, surveys, and guided discussions, we collected information on First Unitarian's **S**trengths, **O**pportunities, **A**spirations and methods to measure **R**esults. This information helped discern four critical areas that we have called "issue areas" allowing the congregation to focus attention and energies over the coming five years. The four issue areas include:

- How can First Unitarian develop a sustainable community?
- How can First Unitarian further develop a spiritual growth program?
- How can First Unitarian broaden its footprint in the community?
- How can First Unitarian improve its communication and marketing strategy?

This document contains the following:

- Background information utilized for the plan
- Congregational input to the plan
- A new mission, vision, and values statement (already approved by the congregation)
- The overall five-year goal for each issue
- Specific actions for the upcoming church year and notes on responsible parties, committees, and teams within First Unitarian for implementation
- A description of the follow-on process.

The strategic plan is the work by over 100 of our members and friends over many, many hours to guide First Unitarian over the next five years. We are so grateful for all who have helped to create this strategic plan and look forward to presenting the full, robust report inclusive of their many exciting ideas and challenging recommendations.

The overarching goal for the SPTF was to conduct a process that was transparent, inclusive, and practical. We strived to meet those goals. We encourage the Board and the congregation to adopt the plan.

Yours in Service,
Strategic Planning Task Force

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Introduction

History – First Unitarian Church of Orlando (First Unitarian)

First Unitarian can trace its roots back to 1912, when Reverend Eleanor Gordon was the first minister to a church formed with 21 charter members. Rev. Gordon and colleague Rev. Mary Safford represented the pioneering spirit of the Iowa Sisterhood within the male-dominated Unitarian movement of the East. They were active in the suffrage movement in Orlando also and set the path for future social justice efforts within the congregation.

Building Unity Chapel in 1913, the group shared literary and spirited discussions and grew quickly. Our church started out of a desire for a religious community, but not just any religious community, one of liberal leanings where religious liberals could feel at home.

Property in an orange grove east of town was purchased in 1954 as the congregation outgrew its chapel site on downtown Lake Eola. In 1954, we were one of only 11 Unitarian churches in the entire southeast U.S. Space for children's religious education, classrooms, and a social/worship hall were added to the campus in 1958, and the congregation officially moved to its new home. Gore Hall was completed in 1963 and served as a worship facility for many years, and it now includes our fellowship hall, a small library, and two meeting rooms. After a wait of more than 30 years, the current modern Sanctuary was dedicated in January 1995. The entire campus was renovated in 2017 - 2022.

First Unitarian’s ministers and congregants were active in the social issues of their times, from the suffrage movement of the early 20th century to civil rights in the

1960's, to LGBTQ+ justice issues that continue in Florida today. Through the years on our campus, this congregation has offered meeting space to many groups (who sometimes were not welcome in any other facility) sympathetic to our Principles. Among the groups that have shared our home here include Head Start, NOW, Planned Parenthood, the Orlando Gay Chorus, and several twelve-step groups. The Women's Alliance dates to 1913 and was instrumental in bringing Planned Parenthood and the Orlando Day Nursery to the community, along with years of financial support to organizations serving women and children in need.

The oldest Unitarian church in Florida, First Unitarian has continued to be a liberal religious center over the years, with a solid reputation for supporting liberal values in the community. First ministered by Rev. Gordon, a woman committed to social justice, our congregation has most recently called three women ministers, and is currently served by a Black woman. Rev. Margalie Belizaire ended a service on the church's history with these words: "This is a place built on love and sustained by it. A love that will not let us go. A love that insists on us always becoming. May we be open to this love and its teachings".

Need for a Strategic Plan and Timeframe

During the 2022 - 2023 church year the Board discussed and adopted the idea of developing a strategic plan. The idea of developing a strategic plan to think about our congregation's future came as we had a new settled minister in July of 2021. We also experienced COVID and a significant expansion in online communication and worship. Following the pandemic we met again in person in April 2022.

The strategic plan horizon is five years, 2024 - 2029. A 15-month timeframe was allotted for developing the plan, March 2023 - May 2024.

The task was assigned to the Governance Committee who then established a Strategic Planning Task Force composed of Kathy Homblette, Joan Nelson, and Gregg Buckingham in March of 2023. Linnea Nelson served as a team member for a portion of the project and we thank her for her contributions! We also thank Cat Rigby for her support in completing the document.

Several guiding principles were established as work was initiated. These included:

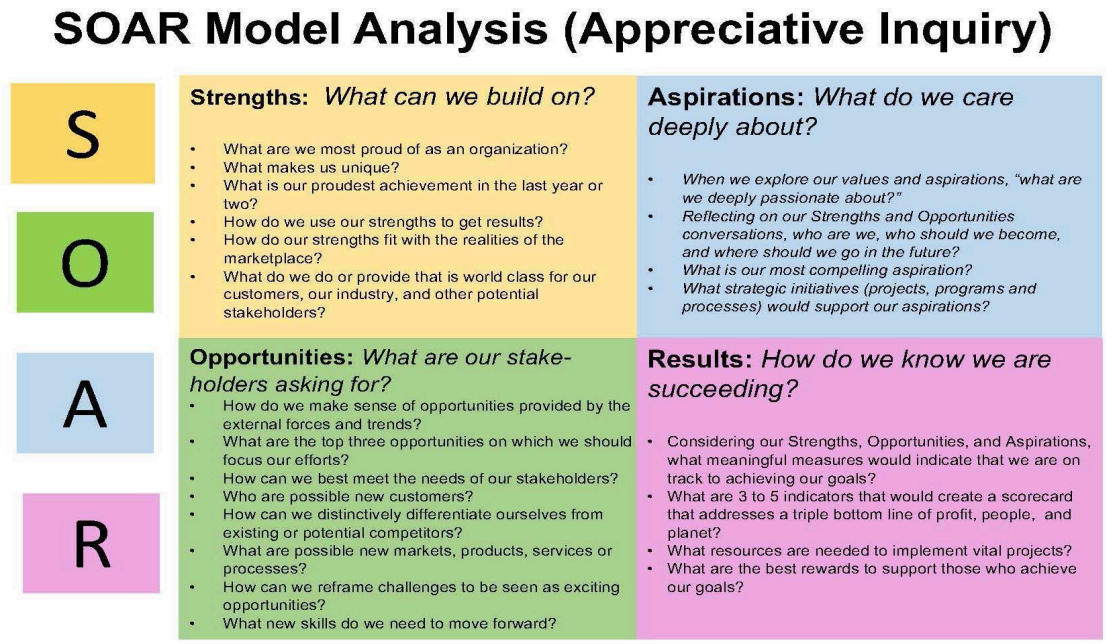
- The process will be transparent, inclusive and practical
- It recognizes we are a spiritual organization with an intent to support our members in their individual spiritual development
- It is to be a Congregational plan -- asking the question, “What is best for the Congregation as a whole?”

Methodology

During the preliminary phase, summer of 2023, the Strategic Planning Task Force accomplished two tasks: 1) finalized selection of the SOAR process for the project, and 2) gathered background information on the church.

SOAR Process

SOAR stands for strengths, opportunities, aspirations and results. SOAR is based on appreciative inquiry. A representation of the SOAR models follows:



The SOAR strategic planning framework is a positive and innovative approach for strategic thinking. It relies on appreciative inquiry, building on the positive aspects of the organization. Stakeholders are asked to explore questions such as:

- What is the organization doing right?
- What are the organization's ideals and goals?
- What are the stakeholders' dreams and future plans?

Background Information

The team also considered several characteristics of First Unitarian. Further details on these items are in the Strategic Plan Resource Document. The team reviewed characteristics such as those listed below.

Mandates

Mandates are those items that formally or informally state what an organization is required to do. Formal mandates specific to First Unitarian that were reviewed include the mission statement and core values, bylaws, governing policies, covenant of right relations, and the bond of union. During the development of this plan the UUA adopted Article II of the Unitarian Universalist Association (UUA) Bylaws, Principles, and Purposes, which outlines our new values and covenants.

Stakeholders

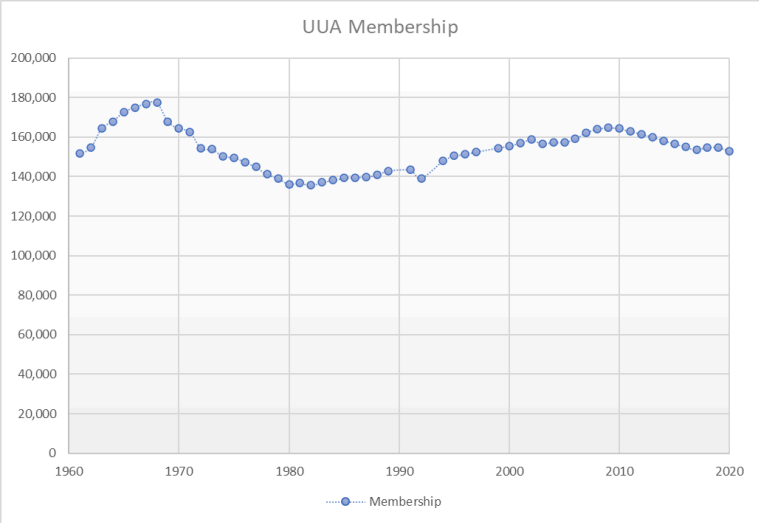
A stakeholder is an individual or group that has an interest in the organization. This includes not only internal stakeholders such as congregation members, but also external stakeholders who have an interest in our success. Examples of stakeholders include New Image Youth Center and the Interfaith Council of Central Florida.

Environmental Scan

The purpose of an environmental scan is to identify those factors outside First Unitarian of Orlando that might impact its future. These factors included:

- Political factors: While First Unitarian is a spiritual organization, not a political one, the current political environment affects us and may offer us an opportunity to work in the community, with others, to support those issues in line with our values.

- Economic factors: It was noted that inflation and overall decline in charitable giving in 2022 have an effect on First Unitarian.
- Social factors: Although attendance at US congregations has declined over the years, Unitarian membership has remained fairly stable. Unitarian Universalist membership trends, 1960-2020:



Two interesting demographics in the U.S. are the Millennials and 'the Nones.'

- According to Church Trac, "Although Millennials (and, emerging behind them, Gen Z) are known for declines in religiosity, data show that, since 2019, the percentage of Millennials reporting weekly church attendance has increased from 21% to 39%. Among Gen X, attendance has increased 8 percentage points (24% to 32%).
- Another interesting trend is the growth of the religiously unaffiliated, or 'Nones.' This group comprises atheists, agnostics, and those who mark 'nothing in particular' when asked about their religion. According to PEW Research (2024) they account for 24% of U.S. adults. There is some evidence according to PEW that the Nones are less civically engaged than

others. “Half of Nones say that they are spiritual or that spirituality is very important to them,” according to PEW.

- Technology factors: COVID caused a lot of thought around how we connect with folks, and First Unitarian upgraded their technology team. In terms of giving, Church Trac found “more people now give by electronic means than by cash or check. Almost half (49%) of churchgoers give by credit card or other electronic means, while 40% give by cash. Churches that actively promoted digital giving in their messaging saw an increase in overall giving.” We have upgraded in this arena also through use of a QR code, testing, etc.

  Worship and congregation meetings have also gone hybrid as we return from COVID. There may be an opportunity to further engage folks who only participate through electronic means and not in person. In terms of congregational meetings the flexibility for congregants to attend an event virtually should add to the attendance at meetings.

Strategic Planning Process

The strategic planning process included several major steps. The process for the project was as follows:

- The first step was a congregational survey issued in September 2023. The survey focused on the congregation's strengths, opportunities, and values and asked, "Why do you come to First Unitarian?"
- Following the survey a series of workshops were held in October and November 2023. These workshops gathered information on the aspirations of the congregation leading to a mission statement and vision statement.
- At the fall congregational meeting in December 2023, three options were presented for a mission and vision statement and set of values. Following a comment period and a straw poll, the recommended vision and mission statements and values were presented at the February 2024 congregation meeting and adopted.
- In December 2023, four issues were identified for research. In January four issues teams were developed and spent two months researching these issues to provide goals and objectives for each. The teams presented their findings in March 2024.
- At the May 2024 annual congregational meeting a blueprint with the goals and objectives for the 2024-2025 church year were presented, discussed, and a preliminary affirmation vote was conducted. The vote was supportive of the plan.

Results

Survey Results

The survey (administered in September 2023) asked four main questions:

- Why do you come to First Unitarian?
- What are five strengths of First Unitarian?
- What are five opportunities for First Unitarian?
- What are three values of First Unitarian?

Seventy-five surveys were returned.

On the question of 'Why do you come to First Unitarian,' two main reasons comprised the bulk of the responses:

- 43% stated they came for spiritual growth
- 42% stated they came for the community

In terms of First Unitarian's strengths, many strengths were given; the top three, with an example of a statement, were:

- Acceptance/Values (20%)
  - The church accepts people of all races, religious backgrounds, and sexual identity. It has strong social justice.
- Community/Welcoming (14%)
  - Loving community. I always feel welcomed by the congregation.
- Justice/Social Outreach (14%)
  - We believe in and do community service.

For opportunities, the following were the top responses:

- Outreach/Engagement (32%)
  - Finding ways to partner with organizations that have values similar to ours for social justice work
- Membership Retention/Growth (23%)
  - More diverse congregation (race, age, background)
- Operations (15%)
  - Grow new revenue streams to maintain financial stability, realistic budgeting

For values, the congregation coalesced around fifteen values that represented us. These would later be distilled down to five: Love, Inclusion, Spiritual Growth, Community, and Justice.

Workshop Results

Three workshops were held in October/November, 2023, two face-to-face and one online. Workshop participants were broken up into groups and asked to generate a paragraph envisioning First Unitarian in the year 2030.

Almost all group results envisioned a focus on a sustainable, engaged faith community. The groups envisioned increased membership, in numbers as well as diversity. A younger, vibrant congregation was imagined.

Also envisioned was a program of lifelong learning – a robust program of religious education offerings for all ages that enriches and empowers members. Opportunities include cultural and educational programs designed to attract/serve community members.

Groups also envisioned First Unitarian having a robust community engagement. We would work collaboratively within the wider community to impact social justice issues. Through our community work we will be more visible and recognizable in the community, reaching more demographics.

Finally one group envisioned that to achieve these elements a conscious approach at developing and launching our brand was needed. A robust communication effort was envisioned.

Mission, Vision, and Values Development

(November–February, 2023–2024)

Following the workshops, the strategic planning task force utilized the services of three writers, Barbara Howe, Katherine Vacarro, and Geri Throne, to assimilate this information. Prior to this work First Unitarian had a mission statement but no vision statement. A mission statement is the purpose for an organization's existence and a vision statement outlines a future state the organization hopes to achieve. Three draft vision statements and two new draft mission statements were developed. A menu of

fifteen values was also developed. These new draft statements, along with our current mission statement, were presented to the congregation at the December 3, 2023, Fall congregational meeting. Following discussion, a straw poll was conducted over three weeks which resulted in a preferred vision statement and mission statement as well as five top values. These were voted on and adopted by the congregation at the February 2024 congregational meeting. Here are the new statements:

- Vision statement: First Unitarian brings together a vibrant, inclusive, multi-generational community of spiritual seekers, grounded in love. We sustain each other in joy and sorrow, promote lifelong learning, and act for justice in the world.
- Mission statement: We nurture a spiritual community grounded in love that celebrates diversity and promotes justice.
- Core Values: Love, Inclusion, Spiritual Growth, Community, and Justice.

Issue Team Results

(January/February, 2024)

In terms of issues going forward, the material was synthesized by the Strategic Planning Working Group into three content issues and one cross-cutting issue:

1. How can First Unitarian develop a sustainable community?
2. How can First Unitarian further develop a spiritual growth program?
3. How can First Unitarian broaden its footprint in the community?
4. How can First Unitarian improve its communication and marketing strategy? (cross-cutting)

Four issue teams were established to develop goals and objectives for each of the strategies. The teams consisted of 5–6 people per team and worked during January and February 2024. The goals and objectives for the 2024–2025 year are listed below, with a few representative strategies for future years listed. A multitude of ideas for future years is contained in the Strategic Plan Resource Document. Strategies for future years depend on the outcome of year one. Appendix A: 2024–2025 Strategic Planning

Blueprint contains a breakdown of assigned actions for the 2024–2025 church year.

Issue #1: How can First Unitarian develop a sustainable community?

In 2029, the issue team envisions a vibrant, stable, and diverse First Unitarian community. The overall goal is to increase new members and friends to over 300 members (approx. midpoint of congregation size C) focusing on diversity (millennials, young families, POC, 'Nones,' economic status). In addition, to build a pathway to financial stability for the congregation. Sustainable in this case indicates greater engagement of current members and reaching out to the community to increase membership.

Goal 1: Understand the level of members/participants engagement/involvement.

> **Objective 1:** Create processes to gather data about who is attending all social, spiritual, and justice events. Include headcount and estimated demographics (age, race, etc.)

Goal 2: Increase engagement of current members in social and spiritual offerings.

> **Objective 1**: Evaluate the success of current social offerings and adjust accordingly.
>
> **Objective 2**: Evaluate the success of current spiritual offerings and expand accordingly.
>
> **Objective 3:** Increase visibility for social justice opportunities within 1U and partner organizations.

Goal 3: Increase the number of new members and friends, focusing on diversity.

> **Objective 1:** Create a welcoming and supportive environment for a wide range of demographics.
>
> **Objective 2:** Develop a communication strategy around spirituality to appeal to "Nones" and other spiritually curious individuals.

Objective 3: Incorporate a sustainability focus for committees, teams, and affinity groups.

Goal 4: Ensure sustained financial stability of 1U while remaining inclusive to all members, regardless of economic status.

Objective 1: Identify sources of income addressing both short-term and long-term financial sustainability of the congregation.

Objective 2: Improve processes available for donations and payments.

<u>Additional strategies for future years</u>

- An end-of-church-year evaluation of church year activities related to current and new member/visitor engagement
- Analysis of participation data collected for adjustment of programs
- Consider paid personnel to support membership involvement and volunteer coordination.

Issue #2: How can First Unitarian further develop a spiritual growth program?

In 2029, the issue team envisions expanded religious education opportunities with spirituality embedded within all First Unitarian activities, creating well-established pathways for spiritual growth. The First Unitarian community is empowered to share beliefs and convictions within the community. Mature spiritual programs exist with intentional communications about offerings, periodic listening checks with the congregation on programs, and spiritual needs met by a diverse range of people and/or partnerships with outside groups.

Goal 1: Encourage the First Unitarian community to see our lives and connections through a spiritual lens

Objective 1: Create a space where spirituality is regularly acknowledged; Encourage all groups, meetings, events, and classes affiliated with 1U to develop a spiritual lens/grounding for viewing their work

Goal 2: Encourage a spiritual growth journey through a variety of pathways for spiritual growth

Objective 1: Inventory and build upon multiple pathways for spiritual growth so

that people can readily identify which are appropriate for them

Goal 3: Expand opportunities for spiritual growth for children, youth, young adults, and families

Objective 1: Create a path that offers spiritual growth at various ages and stages.

Goal 4: Ensure 1U's spiritual programs are accessible and enable participation for all

Objective 1: Identify accessibility needs and publish opportunities in multiple formats

Objective 2: Engage in the spiritual deepening work of diversity, equity, inclusion (DEI) and anti-bias, anti-racism (ABAR) together as a community at 1U, focusing inward at how oppression, power, and privilege are at play within 1U, UUism, the UUA, and our relationship with other organizations.

<u>Additional strategies for future years</u>

- Evaluate feasibility of "UU Bible school" during summer or school breaks.
- Regularly offer courses, discussions, and training that help develop awareness, tools and language to deepen our spiritual growth as individuals and as a community, especially including church leaders.
- Establish one service seasonally where worship leaders delve into their own beliefs / convictions in a way that sets the stage for the 1U community to develop expressions of their own to connect and grow spiritually together, though on different paths.

Issue #3: How can First Unitarian broaden its footprint in the community?

In 2029, the issue team envisions strengthening current relationships with community groups around the issue of social injustice and identifying new communities we can work with. There will be stronger personal and congregational connections with the nearby UUUF (University Unitarian Universalist Fellowship) and with other Florida UU congregations. Church members can easily access a list of community connections and contacts/links.

Goal 1: Create an electronic directory of our current community connections and their contacts/links; Update it on a regular basis

Objective 1: Develop directory of current community partners and possible future partners.

Goal 2: Support community populations experiencing social injustice

Objective 1: Build on relationships with selected groups representing these populations

Objective 2: Select a list of populations experiencing social injustice that would benefit from a one-day volunteer opportunity

Goal 3: Become more engaged with UUUF and other Florida UU congregations

Objective 1: Amplify our liberal voice and action in Central Florida.

Additional Strategy for future years

- Identify 3–5 community populations experiencing social injustice. After working with our congregation and Board, select one or more populations to work with for a multiyear period. The New Image Youth Center serves as a role model for this strategy.

Issue #4: How can First Unitarian improve its communication and marketing strategy?

In 2029, the issue team envisions standardized and clear communications processes for both internal and external communication. A clear and consistent First Unitarian message will be developed for engagement with the community. Strong marketing support for facility use is also envisioned.

Goal 1: Formalize Marketing/Communications Team.

Objective 1: Establish a team to analyze communications and marketing activity

Goal 2: Improve internal communications geared to marketing to members and friends, including on-campus marketing materials to onsite visitors.

Objective 1: Evaluate internal communications methods; suggest improvements for the new church year as needed.

Objective 2: Improve upon methods for teams to inform members about opportunities based on team needs.

Goal 3: Improve external communications targeted to people not in our congregation that may visit and potentially become members.

Objective 1: Evaluate external communications methods; suggest improvements for the new church year as needed.

Goal 4: Expand marketing materials for rental space

Objective 1: Develop target and promotional materials for increased rentals of the 1U Campus.

<u>Additional strategies for future years</u>

- Continue to assess the effectiveness of communications and marketing efforts, adjusting materials and process as needed

Implementation and Evaluation

Implementation

The implementation of the strategic plan will be accomplished by the assigned groups for each action. Most of this work falls under the Minister, with the Board itself having a couple of actions. The plan will be discussed at venues such as "Conversations with the Board" during the summer and fall. It will be presented for final approval to the Board in September 2024 and to the Congregation at the Fall 2024 congregational meeting.

Evaluation

The current Strategic Planning Working Group will be replaced with a Strategic Planning Team reporting to the Board. Membership in this working group is TBD. This group will meet periodically with strategic plan implementers to collect data on progress. The group will produce a year-end report evaluating the success of the plan. Periodic reports will be made to the Board and to the Congregation during the year.

Conclusion

The overarching goal for the Strategic Planning Task Force was to conduct a process that was transparent, inclusive, and practical to produce a strategic plan for the First Unitarian Church of Orlando. This process included significant input and discussion from the congregation. The plan notes responsible parties, committees, and teams within First Unitarian. However, most importantly, we are inviting all members and friends to find areas that resonate and join in the excitement of building a vibrant future for the First Unitarian Church of Orlando.

Appendix A
2024–2025 Strategic Planning Blueprint

Issue 1: How can First Unitarian develop a sustainable community?				
2024-25 Goal: The goal for the 2024-2025 church year is to have a positive net membership gain.				
Goals 2024-25	**Objectives 2024-25**	**Responsible Party**	**Support Teams/Staff**	**Target milestone**
Goal 1: Understand the level of member/participant engagement.	**Objective 1**: Create processes to gather data about who is attending all social, spiritual, and justice events. Include headcount and estimated demographics (age, race, etc.)	Minister, COS	Membership Team; LDC, DLRE; Program Assistant	Start of program year September 2024
Goal 2: Increase engagement of current members in social and spiritual offerings	**Objective 1**: Evaluate the success of current social offerings and adjust accordingly.	Minister, COS	Congregational life teams;	Ongoing with end-of-year report
	Objective 2: Evaluate the success of current spiritual offerings and expand accordingly.	Minister, COS	DLRE; Worship Committee	Ongoing with end-of-year report
	Objective 3: Increase visibility for social justice opportunities within 1U and partner organizations.	Minister, COS	Board; Marketing & Communication Team	Ongoing with end-of-year report

Goals 2024-25	Objectives 2024-25	Responsible Party	Support Teams/Staff	Target milestone
Goal 3: Increase number of new members and friends, focusing on diversity	**Objective 1:** Create a welcoming and supportive environment for a wide range of demographics.	Minister, COS	LDC; Congregational Life Teams; Membership Team	Ongoing with end-of-year report
	Objective 2: Develop a communication strategy around spirituality to appeal to "Nones" and other spiritually-curious individuals.	Minister, COS	Communication Team; Operations; DLRE	Report by Fall Congregational Meeting
	Objective 3: Incorporate a sustainability focus for committees, teams, and affinity groups.	Minister, COS	LDC; Congregational Life Teams; Membership team; Worship team	Ongoing with end-of-year report
Goal 4: Ensure sustained financial stability of 1U while remaining inclusive to all members regardless of economic status	**Objective 1:** Identify sources of income addressing both short-term and long-term financial sustainability of congregation	Board	Finance Committee; Stewardship Committee; Endowment Board	Ongoing with mid-year report
	Objective 2: Improve processes available for donations and payments	Minister, COS	Church Administrator; Treasurer	By September 30, 2024

Issue 2: How can First Unitarian further develop a spiritual growth program?				
2024-25 Overall Goal: **Spiritual development offerings will be reviewed and clearly identifiable pathways for the current church year will be presented to congregation**				
Goals 2024-2025	**Objectives 2024-2025**	**Responsible Party**	**Support Teams/Staff**	**Target milestones**
Goal 1: Encourage the First Unitarian community to see our lives and connections through a spiritual lens	**Objective 1**: Create a space where spirituality is regularly acknowledged; Encourage all groups, meetings, events, classes affiliated with 1U to develop a spiritual lens/grounding for viewing their work	Minister, COS	DLRE; LDC; Congregational Life Teams; Membership Team; Worship Ministry Teams	Ongoing with end of year report
Goal 2: Encourage a spiritual growth journey through a variety of pathways for spiritual growth	**Objective 1:** Inventory and build upon multiple pathways for spiritual growth so that people can readily identify which are appropriate for them	Minister, COS	DLRE; RE Committee; Worship Ministry Teams	Start of program year, September 2024
Goal 3: Expand opportunities for spiritual growth for children, youth, young adults, & families	**Objective 1**: Create a path that offers spiritual growth at various ages & stages.	Minister, COS	DLRE; RE Committee; Worship Ministry Teams	Start of program year, September 2024

Goal 4: Ensure 1U's spiritual programs are accessible and enable participation for all	**Objective 1:** Identify accessibility needs and publish opportunities in multiple formats	Minister, COS	DLRE; RE Committee; Worship Ministry Teams	Start of program year, September 2024
	Objective 2: Engage in the spiritual deepening work of diversity, equity, inclusion (DEI) and anti-bias, anti-racism (ABAR) together as a community at 1U, focusing inward at how oppression, power, and privilege are at play within 1U, UUism, UUA and our relationship with other organizations.	Minister, COS	DLRE; RE Committee; Worship Ministry Teams, Justice Council	Start of program year September 2024

Issue 3: How can First Unitarian broaden its footprint in the community?				
2024-25 Overall Goal: **During this church year a database of current partnerships will be developed. In addition at least one, one-day volunteer opportunity would be held, in addition to the Pride Parade. UUU will be engaged for at least one event.**				
Goal 1: Create an electronic directory of our current community connections and their contacts/links; Update on a regular basis	**Objective 1**: Develop directory of current community partners and possible future partners.	Minister, COS	Justice Council and sub-groups	Report by Fall Congregational Meeting
Goal 2: Support community populations experiencing social injustice	**Objective 1:** Build on relationships with selected groups representing these populations	Minister, COS	Justice Council and sub-groups; staff as available	Ongoing, end-of year report
	Objective 2: Select a list of populations experiencing social injustice that would benefit from a one-day volunteer opportunity	Minister, COS	Justice Council and sub-groups; Congregational Life	Start of program year September 2024
Goal 3: Become more engaged with UUU and other Florida UU congregations	**Objective 1**: Objective: Amplify our liberal voice and action in Central Florida.	Minister, COS	Board; Justice Council and sub-groups; DLRE; Fellowship committee	Ongoing, mid-year report

Issue #4: How can First Unitarian improve its communication and marketing strategy?				
2024-25 Overall Goal: **Establish a communications and marketing team. Improve How 1U Tells Our Story to Ourselves and Others with Consistent Branding through assessment of internal and external communications and marketing; develop materials for building rental use**				
Goals 2024-2025	**Objectives 2024-2025**	**Responsible Party**	**Support Teams/Staff**	**Target milestone**
Goal 1: Formalize Marketing/Communications Team.	**Objective 1**: Establish a team to analyze communications and marketing activity	Board	Strategic Planning Task Force to stand up team and provide initial direction; Operations Team	Start of program year, September 2024
Goal 2: Improve internal communications geared to marketing to members and friends including on campus marketing materials to onsite visitors.	**Objective 1**: Evaluate internal communications methods; suggest improvements for the new church year as needed.	Minister, COS	Communications Team; Operation Team	Report by Fall Congregational Meeting
	Objective 2: Improve upon methods for teams to inform members about opportunities based on team needs	Minister, COS	Communications Team; Operations Team; staff	Report by Fall Congregational Meeting

Goal 3: Improve external communications targeted to people not in our congregation that may visit and potentially become members.	**Objective 1**: Evaluate external communications methods; suggest improvements for the new church year as needed.	Minister, COS	Communications team; Operation Team; Staff	Report by Fall congregational meeting
Goal 4: Expand marketing materials for rental space	**Objective 1**: Develop target and promotional materials for increased rentals of the 1U campus	Minister, COS	Communications team; Operations Team; Staff	Report by fall congregational meeting