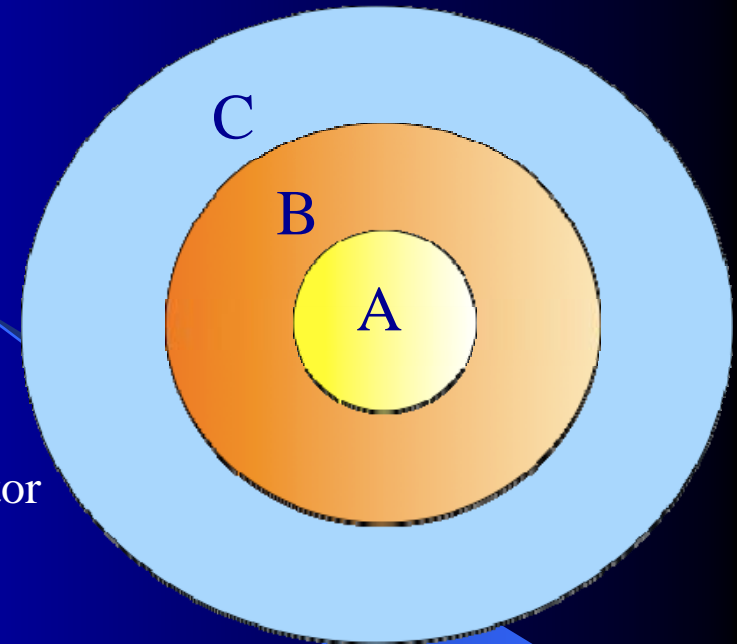


Unity of Phoenix

2009
Strategic Plan

Three Congregations



A. Decision Makers

1. Ministers, Board Members and Executive Director

B. Engaged

1. Feel that they are being served – This is their spiritual home
2. Have a sense of connection – feeling of belonging
3. Feel they have a voice in what happens at Unity of Phoenix
4. They have a sincere desire to contribute their time, talent and money
5. Share a philosophy and the vision of the Ministry
6. Regular attendance

C. Supporters

1. Attendance or participation in classes or service with some frequency but have not embraced all of the above

The Process

- Values and Strategic Planning Committees formed
 - Included Board members, congregants, staff and ministers
- Surveyed the congregation and asked: “Why do you come to Unity?”
- Focus Areas Determined
 - Spiritual Growth, Community, Service, Stewardship
- Values studied and presented for consideration
- Vision, Mission drafted
- Vision and Mission presented to congregation for feedback
- Goals and Objectives determined based on feedback and key questions
 - What are we doing well?
 - What **more** can we do?
 - How do we get more people involved?

Our Vision ...

Centered in God,
we live in a world
of peace, love and abundance.

Our Mission ...

To inspire a
greater experience of God
in ourselves and each other.

Our Values ...

- God First
- Love
- Diversity
- Service
- Community

Goals Objectives and Action Plans

Spiritual Growth Goal 1:

Quality spiritual education that supports and encourages participants in their spiritual growth, development and enrichment

- Objective 1: To develop a path for continuing education to support individual spiritual growth ✓
- Objective 2: To provide quarterly programs with prominent speakers ✓
 - Speakers scheduled: Don Miguel Ruiz, (The 4 Agreements)
- Objective 3: To attract good quality, dynamic speakers to teach at Unity of Phoenix
- Objective 4: To create a Youth and Family Committee – Complete ✓

✓ = volunteer opportunity

Goals Objectives and Action Plans

Spiritual Growth Goal 1:

Quality spiritual education that supports and encourages participants in their spiritual growth, development and enrichment

- Objective 5: To explore ways to expand the Youth and Family Ministry within the current level of funding ✓
 - Develop our volunteer base to support current and future Y&F programs and services.
 - Develop and Maintain effective marketing program that educates and promotes U of P youth programs to the larger community.

- Objective 6: To Improve Family Ministry programs and services to meet the spiritual needs of visiting and member families. ✓
 - Develop a homework help/tutor service for the church population and area community.

✓ = volunteer opportunity

Goals & Objectives and Action Plans

Spiritual Growth Goal 2:

A Sunday morning experience that inspires congregants into a greater experience of God

- Objective 1: To complete the transformation of the Family Life Center into a true Sanctuary through enhanced décor, lighting, acoustics, AV and landscaping (donated funds to be identified) *Almost Complete*
- Objective 2: To develop well-planned, integrated themes and series, including special music and guest speakers, to support the spiritual growth of the congregation - *Ongoing*

Goals Objectives and Action Plans

Spiritual Growth Goal 3:

To grow the ministry through a Wednesday evening service that provides an opportunity for new and existing congregants to deepen their spiritual practice.

- Objective 1: To give congregants an option for mid-week service.
- Objective 2: To attract new congregants to the ministry
- Objective 3: To build a more intimate sense of community.

Goals Objectives and Action Plans

Community Goal 1:

Opportunities for every congregant to participate within our church community

- Objective 1: To increase the number of participants in small group programs and evaluate potential small groups ✓
 - Market existing groups: A Course in Miracles, The Craft Connection, New Earth Discussion Group, Law of Attraction, Golf, Hiking, Alcoholics Anonymous, VIP/OWLS (Seniors Groups)
 - Newly created groups: Spirituality in Media, Chimes Choir, Meditation Groups, Events Group (theater, sports, dinner outings, etc.), Young singles (21-35)

- Objective 2: To have a Social Committee to plan and manage four major events annually, as well as regular monthly activities ✓
 - Christmas Party, Bingo Night, Casino Valentino, Golfest, Open Mic Night, Diamondack Game, Laughlin Turnaround

✓ = volunteer opportunity

Goals Objectives and Action Plans

Community Goal 1:

Opportunities for every congregant to participate within our church community

- Objective 3: To have bimonthly on-site brown bag “Lunches with the Ministers” – Ongoing – 4 times a year
- Objective 4: To have a Courtyard Committee to develop a plan to enhance the quality of the courtyard experience and to make it self sustaining ✓
 - Creation of a Courtyard Ambassador Program
 - Monthly Events Including: Potluck, Tailgate Party, Santa in the Courtyard, Family Photo Day, Beach Party, Volunteer Appreciation Day

✓ = volunteer opportunity

Goals Objectives and Action Plans

Community Goal 1:

Opportunities for every congregant to participate within our church community

- Objective 5: To have a Buddy Committee for new congregants who want to become members ✓
 - 30 New Buddies and 32 Seeking Buddies to introduce them to all that Unity has to offer.
- Objective 6: To continue supporting congregants and members with an active Prayer Chaplain program ✓-
Ongoing
- Objective 7: To establish clear guidelines and intake procedures for spiritual counseling - Completed

✓ = volunteer opportunity

Goals Objectives and Action Plans

Community Goal 1:

Opportunities for every congregant to participate within our church community

- Objective 8: To continue a self sustaining Milestone Ministry with clear procedures and guidelines - Ongoing
- Objective 9: To develop a comprehensive program to involve college-aged young adults as an integral part of the Unity of Phoenix community ✓
- Objective 10: To involve youth as members of as many volunteer committees as possible ✓
 - Have youth help as Ushers, work on Tithing Committee, help in Courtyard, Student Teachers, Create Y.O.U. Committee for Events and fundraisers.

✓ = volunteer opportunity

Goals Objectives and Action Plans

Community Goal 2:

Increased ownership in Unity of Phoenix

- Objective 1: To define and benchmark ministry ownership among congregants ✓- COMPLETE
- Objective 2: To increase current and new congregant ownership by 10% ✓
- Objective 3: To create a follow-up process for any congregant or volunteer whose attendance drops, for the purpose of addressing concerns and/or prayerfully supporting their decision ✓

✓ = volunteer opportunity

Goals Objectives and Action Plans

Service Goal 1:

A consciousness of service practiced in the ministry

- Objective 1: To develop an ongoing volunteer recruitment and training plan, including ministry-led annual training and an annual volunteer fair **V**- Ongoing
- Objective 2: To create a volunteer leader mentoring program within each volunteer area (e.g., Worship Team, Youth and Family Ministry, Chaplains, Bookstore, Facilities, etc. **V**- Complete
- Objective 3: To provide effective acknowledgement and recognition of volunteers **V**- Ongoing

V = volunteer opportunity

Goals Objectives and Action Plans

Service Goal 1:

A consciousness of service practiced in the ministry

- Objective 4: To create a data collection process to capture relevant information about volunteer skills, gifts and interests ✓
- Objective 5: To have a Volunteer and Outreach Committee responsible for supporting the Volunteer Coordinator and for continually exploring outreach and in-house projects for volunteer participation ✓
- Objective 6: To schedule 4 to 6 outreach programs annually ✓
 - Blood Drive, Habitat for Humanity, Feed the Multitudes, Palomino Project, ICM
- Objective 7: To increase the number of Chaplains by 30% ✓-
Complete/Ongoing

✓=volunteer opportunity

Goals Objectives and Action Plans

Stewardship Goal 1:

Enhanced opportunities for leadership development

- Objective 1: To create a professional development plan for employees
- Objective 2: To provide annual Board orientations **V**
Ongoing
- Objective 3: To create a succession plan for Board and Staff **V**- Complete

V = volunteer opportunity

Goals Objectives and Action Plans

➤ Stewardship Goal 1:

Enhanced opportunities for leadership development

➤ Objective 4: To have a Marketing Committee that will evaluate current process for promoting church activities and design a plan that will market Unity of Phoenix, resulting in growing, retaining and engaging congregants ✓

- Created online business directory, Upgraded the website, Prepared video testimonials for classes, Radio campaign in conjunction with other Unity churches , Working with all the committees to creatively market what is happening at U of P.

➤ Objective 5: To have a Best Practices/Benchmarking Committee to be the research arm of the church, assisting in the evaluation of various aspects of the church's activities in comparison to a best practice performed at another church or non-profit organization. ✓

- Benchmarking where we are today and working with committees to research areas where other churches may be doing programs that we are considering so we can learn from them.

✓ =volunteer opportunity

Goals Objectives and Action Plans

Stewardship Goal 2:

A well developed vision of what Unity of Phoenix can be for the next 10 years

- Objective 1: To complete a working and ongoing Strategic Plan and a 10-Year Vision for Unity of Phoenix ✓
- Objective 2: Develop a landscape and signage plan with a phased approach ✓
- Objective 3: Implement Phase I of the landscape and signage plan

✓ = volunteer opportunity

Goals Objectives and Action Plans

Stewardship Goal 3:

An atmosphere of transparency, openness and trust

- Objective 1: To implement the Communication Plan *V*-
Ongoing
- Objective 2: To review the communication strategy for reporting finances to the congregation - Complete

V = volunteer opportunity

Goals Objectives and Action Plans

Stewardship Goal 4: Financial sustainability

- Objective 1: To complete the land study and evaluate alternatives for undeveloped land ✓
- Objective 2: To use a system of zero-based budgeting annually
- Objective 3: To have a Endowment Committee to create and implement an Endowment program. ✓
 - Gathering committee members to implement the endowment program
- Objective 4: To provide a series of Leadership Dinners annually ✓- Ongoing

✓ = volunteer opportunity

Goals Objectives and Action Plans

Stewardship Goal 4:

Financial sustainability

- Objective 5: To achieve and maintain the current policy of keeping three months' operating expenses in reserve
- Objective 6: To create a Cost/Benefit Analysis for every revenue generating department
- Objective 7: To pay off the remainder of debt owed by Unity of Phoenix
 - Current campaign to pay off \$2 Million Debt.
- Objective 8: To find new and creative ways to increase bottom line in all revenue generating activities.
 - Working on ways to use the land and facilities to create income, social events such as the Christmas Party at the Church, new and exciting changes to the bookstore.



Questions and Answers