



Office for
Transition
Ministry

Ministry Portfolio

Full Portfolio (last updated Oct 29, 2025)

All Souls Episcopal Church, Southwest Florida

14640 N Cleveland Avenue, North Fort Myers, FL 33903, United States

Contact:

Rector / Vicar / Priest-in-Charge | Receiving Names until 12/30/25.

rnorman@episcopalswfl.org

Weekly Average Sunday
Attendance (ASA)

93

Number of Weekend
Worship Services

3

Number of Weekday
Worship Services

Number of Other per Month
Worship Services

Current Annual
Compensation

Cash Stipend

Housing / Rectory Detail

Utilities

SECA reimbursement

Compensation Available for
New Position

\$85000

Housing Available for

Pension Plan

**We're in compliance with
CPF requirements.**

Healthcare Options
Clergy only

Dental
Yes

Housing Equity Allowance in
budget

No

Annual Equity Amount

Vacation Weeks

One month, including 5
Sundays (standard)

Vacation Weeks Details

Continuing Education Weeks
2 (standard)

Continuing Education Weeks
Details

Continuing Education
Funding in budget
\$501-\$1000/year

Sabbatical Provision
Yes

Travel/Auto Account
Yes

Other Professional Account
Yes

Compensation and healthcare are negotiable

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Describe a moment in your worshipping community's recent ministry which you recognize as one of success and fulfillment.

Our former rector announced in late March 2025 that he would be leaving after Easter Sunday service on April 20th. The congregation was not only shocked but disheartened as our rector was very popular with the congregation. For a six-week period we gratefully utilized the services of numerous supply priests who, while well-received, could not offer the stability or enthusiasm that we knew was needed. Then, as happens when prayer takes over, a retired priest (and newly arrived parishioner) contacted the bishop's office with a desire to act as our spiritual leader. Quickly her request was processed and approved. She immediately brought our congregation some stability and a renewed sense of enthusiasm. She now serves All Souls as our Priest-in-Residence. Our current situation is the perfect example of what happens when God, the diocese, the All Souls congregation and our Priest-in-Residence work as one.

How are you preparing yourselves for the Church of the future?

The survey results from the HolyCow Congregational Assessment Tool (CAT) show that we are a congregation accepting of change - we are flexible and adaptable - "transformational" on the grid. Already in place at All Souls are practices we believe will serve us well for that change and growth. While technology is the leading form of communication in society today, our older congregation members still need to be engaged using older communication methods. Our demographics show that our area has a high concentration of 55 and over communities. Although we have modernized, we continue to blend the old ways with the new. We have recently updated our website and have recovered our Facebook page and have been posting more often. Our Sunday services are posted on YouTube. Expanding our online presence and continuing to broadcast services via Facebook and YouTube allows us to reach a wider audience and engage more people. Through additional Christian formation programs, community engagement, and increased online presence, we hope to inspire the next generation to get involved and make a positive impact.

Please provide words describing the gifts and skills essential to the future leaders of your worshipping community.

preaching teaching, pastoral care, community engagement, finan acumen

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Describe your liturgical style and practice for all types of worship services provided by your community.

Our worship service is taken directly from the Book of Common Prayer. Our parish HolyCow CAT survey showed that most of us prefer a traditional service; aligning our worship with that which is bible-based and prescribed in Scripture, keeping political, social, and personal agendas out of the pulpit. The 8am service is typically Rite I without music. The 10am service, which most of the congregation attends, is celebrated according to Rite II with choir led music. Music is generally from the 1982 Hymnal, LEVAS, and Wonder, Love & Praise. During the Prayers of the People, special intercessions are read or announced by parishioners, or offered in silence. A post-service prayer corner is currently being formed to offer additional prayer as needed. Parishioners are encouraged to participate as ushers, greeters, readers, and (with training) Eucharistic Ministers. We are a traditional, yet welcoming, "come as you are" church where parishioners and visitors feel at ease.

How do you practice incorporating others in ministry?

We actively invite parishioners to participate by using several methods such as announcements, having one-on-one conversations at coffee hour, and through our outreach programs. We encourage participation by serving as EM or usher during worship service, serving on Vestry, and various other leadership roles. We do our best to create an atmosphere where others want to participate. We strive to be loving, accepting and non-judgmental in our work at church and outreach programs. The practice of wearing our name tags help aid newcomers with rapid assimilation into the fold. We are also very intentional and proud of our service to our community with various ministries that serve them. We partner with various organizations for our Food Pantry: Harry Chapin, Publix, and manufactured home communities, to name a few. To our members, these partnerships demonstrate our faith in action, bringing needed resources to serve our neighbors. We are active members of our community. The feedback we receive from our neighbors encourages us to continue our work. Our Thrift Store is also a valuable resource for the church and community including veterans, homeless, and low-income families in the area.

As a worshipping community, how do you care for your spiritual, emotional and physical well-being?

All Souls provides a weekly celebration of the Holy Eucharist. In addition, we provide bible study, primarily in the New Testament. In studying the Word of God, we believe that God continues to speak to us and nurture us spiritually. All Souls cares for the emotional well-being of our church family by offering a coffee hour after the 10am service whereby giving parishioners an opportunity for healthy social interaction. The priest (or a Eucharistic Visitor) pays frequent pastoral visits in homes and at hospitals and other health care facilities. Members of our Prayer Team pray privately in response to confidential requests, and the congregation prays together each Sunday for people listed by name in the service bulletin. Tai Chi classes are held in the church hall during the summer months for physical well-being.

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How do you engage in pastoral care for those beyond your worshipping community?

All Souls has a robust Outreach Ministry. Its mission statement is: Feeding God's People with Love. Its purpose is to follow Christ's second commandment of love your neighbor as yourself. We invite our neighbors in need into our Parish Hall as guests. In addition to food, they are offered a hot meal, an offer to pray, help with job applications or resumes, health care for the uninsured, assistance from a nurse, identification assistance, a mailbox, addiction help, occasional GED assistance, emergency housing, extra senior nutrition food, and free clothing. The homeless can get a bike, a bus pass for a job interview, work boots for a new job, a tent, and an occasional haircut. The All Souls Thrift Store provides affordable clothing and household items, supporting families with dignity and grace and supporting other charities and individuals through direct assistance. We loan out durable medical equipment (DME) to our members and community in need. We also offer intercessory prayer for others through our Prayer Chain. It is our hope to try to be the hands of our Savior, sharing his love through service, presence, and compassion for all.

Describe your worshipping community's involvement in either the wider Church or geographical region.

All Souls is involved locally and within the diocese. We partner with several other Episcopal parishes (St. Lukes, St. Hilary's, St. Michael and All Angels, and Iona-Hope) as well as with surrounding churches including St. Therese Catholic, Holy Trinity Presbyterian, Good Shepard Methodist, Community of Christ, and North Shore Alliance with our Outreach Ministry and community wide drives for school supplies, etc. We provide meeting facilities at no charge for local Cub Scout troops and Boy Scout dens. We also work with Rasmussen College in their nurse training program. Additional associates include working with the USDA, the Knights of Columbus, Amvets, Lee County Homeless Coalition, Community Health Services, Cornerstone, Kimmie's, Lee County Board of Education, Laundry Love Charities, World Central Kitchen, Publix Supermarkets, and Harry Chapin Food Bank. All Souls participates in the Annual Diocese Convention. We are fortunate to have been granted many Diocesan grants for our Outreach Ministry. Parishioners also participate in Cursillo weekends.

Tell about a ministry that your worshipping community has initiated in the past five years. Who can be contacted about this?

We have re-initiated our ECW group, Christian Formation classes, and our Men's Ministry Breakfasts within the past 5 years with these ministries being well attended and received. We started and then suspended our Youth Group ministry as there were not yet enough participants. The number one priority on our Congregational Assessment Tool (CAT) is to "make the necessary changes to attract families with children and youth to our church." We hope our new priest will assist in growing this target group ministry. The ECW chairperson and the men's ministry group leader can be contacted for further information.

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What is your practice of stewardship and how does it shape the life of your worshipping community?

Though support of the parish operating budget is only a part of what stewardship means at All Souls, it is an essential part. Funding enables us to fulfill our mission and to nurture the spiritual life of our faith community. That our members appreciate and understand the direct relationship and importance between those things is evident in our steady growth in giving over the years. We are blessed with a generous church family. When some unfunded "extra" is required, undoubtedly our parishioners step up to fill the need. Though the mechanics of our stewardship campaigns have varied, parishioners predictably pledge during stewardship campaigns, meet capital needs as they arise, and support outreach. Although our stewardship campaign usually kicks off in the fall, we continue to accept pledges year-round and encourage legacy gifting. We generally ask a member of the congregation to give a testimonial each week of stewardship about the gifts of time, treasure, and talent. To build on our sound financial footing, we seek a priest who is financially adept and practices community engagement to help us attract new members and increase the impact of our ministries.

What is your worshipping community's experience of conflict? And how have you addressed it?

While conflict is inevitable, it does not need to be destructive. Our former priest, while loved by the congregation, experienced occasions of conflict with the Vestry. Upon his departure, the Senior Warden met with the Vestry to acknowledge the conflict, discuss remedies, and plan for the future. All Souls strives to be a spiritually mature congregation encouraging all members, especially church leaders, to follow biblical conflict resolution and to forgive freely as Christ dictates. Social justice issues and political beliefs have never been a source of conflict as we respect each other's opinions without argument and believe that "all are welcome" here. We are working on communicating more openly, clarifying points of contention, better defining roles and expectations, having more frequent dialogue, and on communicating parish information widely, so that everyone feels respected, informed, and included.

What is your experience leading/addressing change in the church? When has it gone well? When has it gone poorly? And what did you learn?

During the Covid pandemic, many changes took place so that services could continue. Services began to be live-streamed on YouTube and on Easter Sunday, we held a drive-thru communion. Additional changes emerged after Hurricane Ian devastated our church and grounds totaling more than \$329K in damage. Members of the congregation pooled their skills to help in restoring the church quickly to reopen the doors. Some changes that were made, or attempted, failed due to lack of communication and explanation. We learned that leadership can be difficult and requires a cooperative effort. Our diverse congregation includes cradle Episcopalians and those from various denominational backgrounds, each bringing unique perspectives. It has not gone well for our church when there is a lack of collaboration, coordination, feedback, and buy-in. We have learned that our congregation best accepts change through consensus building. Our CAT revealed that over one-third of our members have been with us less than five years. New members bring new outlooks. There's strong potential for increased lay leadership and added programs. We look for new ideas and vision from our next priest.



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Prior Incumbents

Name	Position Title	Date Begun	Date Ended
The Rev'd Brian P. Cleary	Rector / Vicar / Priest-in-Charge	2022-12	2025-04

Name	Position Title	Date Begun	Date Ended
The Rev'd Christian Maxfield	Rector / Vicar / Priest-in-Charge	2018-11	2022-08

Name	Position Title	Date Begun	Date Ended
The Rev'd David Jackson	Rector / Vicar / Priest-in-Charge	2013-01	2018-08

We offer a Bible Study on a weeknight, and we have Lenten Study programs.

Church School	Number of Teachers/Leaders for Children School	Number of Students for Children School
No		

Number of Teachers/Leaders for Teen/Young Adults School	Number of Students for Teen/Young Adults School	Number of Teachers/Leaders for Adults School	Number of Students for Adults School

Day School	Number of Students for Day School	Number of Teachers for Day School	Number of Total Staff for Day School



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Worshipping Community Web site: www.allsoulsnfm.org

Media Links:

> <https://www.youtube.com/channel/UCBcUcjCe>

Online References:

www.facebook.com/profile.php?id=61575177508055

Languages Significantly Represented:

English

Provide Worship or Classes in:

Spanish

We have a Sunday evening Spanish Mass at 6pm, the Spanish-speaking priest is supplied by the diocese.

References

Bishop:

The Rt. Rev. Douglas F.
Scharf

phone: 941.556.0315 email: dscharf@episcopalswfl.org

Diocesan Transition Minister

The Rev. Canon Richard H.
Norman

phone: 941.556.0315 email: rnorman@episcopalswfl.org

Current Warden/Board Chair

Ronald J. Swift

phone: 239.470.2786 email: Warden@allsoulsnfm.org

Previous Warden/Board Chair

Charles Thompson

phone: 239.246.0082 email: shotinhead@yahoo.com

Search Chair

Dennis Davidson

phone: 239.425.7559 email: phroggie568@gmail.com

Parish/Institution

Local Community Leader