



Interfaith Power & Light  
A Religious Response to Global Warming

## **Strategic Plan**

Accelerating and Expanding the  
Religious Response to the Climate Crisis

**Interfaith Power & Light**

January 2021 – December 2024

Prepared by Metropolitan Group

# Introduction

Interfaith Power & Light collaborated with Metropolitan Group to develop this strategic plan. The plan was informed by existing research and the strategic framework completed in 2019; a comprehensive survey of and interviews with internal stakeholders, supporters, donors and foundation officers, and partners during 2020; and work sessions with staff and board members completed in early 2021.

Building on the successes and lessons learned over the past 20 years—and with an awareness of opportunities, uncertainties, and challenges brought about by the COVID-19 pandemic, racial injustice, and the unstable political environment—Interfaith Power & Light (IPL) created this strategic plan to guide the next four years of mobilizing and accelerating a religious response to the climate crisis.

Our approach anchors us in our three guiding strategies (**Advocate for Policy Change; Galvanize Community Action; Change the Narrative**) while incorporating principles of justice, equity, diversity, and inclusion and leadership development and capacity building for IPL affiliates, supporters, and partners. We will do all of this while embracing new trends to meet the demands of the field.

## Key Strategic Evolutions in This Plan Include:

- Expanding our focus on organizing the faith community around civic engagement and policy change, including evaluating and growing our voter mobilization efforts piloted in 2020
- Building leadership and capacity within IPL and its state affiliates as well as within the field
- Broadening the tent by supporting and engaging communities disproportionately affected by climate change; expanding beyond traditional congregations (e.g., seminaries, religious schools); and increasing engagement with people representing the widest range of religions, as well as unaffiliated individuals of faith and conscience; partnering, as ever, with our state affiliates and other organizations to reach these communities;
- Evaluating the effectiveness of current programming and exploring potential new directions within IPL's strategic priorities
- Maintaining a steady drumbeat of faith-climate communications, and developing messaging that shifts the faith-climate narrative toward a consistent values frame that inspires grassroots action
- Centering all relationships in JEDI principles, from administrative processes to policy advocacy, programs, communications, and partnerships
- Ensuring sustainable operations and infrastructure for IPL that are rooted in our core values

# Contents

Mission, Vision and Values	1
Our Commitment to Justice, Equity, Diversity, and Inclusion	3
Unique Value Proposition	4
Strategic Priorities	5
Goals and Objectives	6
Stakeholders	10
Organizational Sustainability	11
Action Plan	12
Evaluation Scorecard	26

# Mission, Vision and Values

## Mission

Interfaith Power & Light inspires and mobilizes people of faith and conscience to take bold and just action on climate change.

## Vision

IPL envisions a stable climate where humans live in right and just relationship, interconnected with a healthy, thriving, natural world.

## Values

- Because we embrace faith and spirituality, we are grounded in the interconnectedness of the sacred, the natural world, and one another.
- Because we embrace justice, we act with inclusion and respect, working in solidarity with vulnerable and marginalized communities.
- Because we embrace hope, we are empowered to live into our vision for the world for present and future generations.
- Because we embrace courage, we speak with a prophetic voice to create equity and restore wholeness to all.
- Because love is central to who we are, we are committed to ending the suffering caused by climate change.

## **We Live This Out By:**

Inspiring and engaging individuals, families, and faith and local communities to embody spiritual and societal transformation by reducing their greenhouse gas emissions while building a new relationship with Earth.

Mobilizing people of faith and conscience to advocate for just and equitable climate solutions at the local, state, and national levels.

Working collaboratively across the IPL national network, with diverse partner organizations, and with marginalized communities.

Modeling shared leadership and decision-making within our organization and our partnerships.

Focusing on our common values, broadly communicating the moral obligation to address the urgency of global warming.

# **Our Commitment to Justice, Equity, Diversity, and Inclusion**

## **Interfaith Power & Light Justice, Equity, Diversity, and Inclusion Statement**

Interfaith Power & Light is actively working to become an anti-racist organization. We believe that relationships must be centered in justice and equity within the human family, as well as with all of the natural world. We must strive together toward this sacred goal.

We bear this responsibility with integrity, insisting across our network that we do what is right, even when the path is not obvious or easy. As advocates for climate justice, we commit to working against systemic racism and anti-Blackness; ending both the historic disenfranchisement of Black, Indigenous, and People of Color (BIPOC), and racially-rooted economic and health disparities; and dismantling structures of racial and economic marginalization and colonialism.

Our diverse religious and spiritual traditions call us to work for systemic change and a more just society that embraces differences based on religion, national origin, gender, sexual orientation, gender identity, age, and physical ability. The IPL network will address this with specific, often-updated commitments regarding internal processes, policy positions, diversity efforts, training, funding mechanisms, and more.

Together we will work to reverse paradigms of oppression of humans and the natural world as we build a thriving, inclusive, and equitable future on behalf of all who inhabit this good Earth.

- Adopted by Board of Directors on October 15, 2020

# Unique Value Proposition

Serving people of faith and conscience in the United States who believe we have a moral responsibility to care for Creation and to preserve an interconnected web of life for future generations, Interfaith Power & Light mobilizes a religious response to the climate crisis. We work in solidarity with those communities most vulnerable to the impacts of climate change, to ensure a stable climate where humans live in right and just relationship with a healthy, thriving, natural world.

Interfaith Power & Light is the leading and largest environmental interfaith organization in the country with affiliates in 40 states, reaching more than 22,000 faith communities. Our unique approach collaborates with state affiliates in community action, policy advocacy, and narrative change within the faith constituency for personal and societal transformation on climate change and its many intersectional justice issues.



# Strategic Priorities

## What We Do - Three Pillars of Our Work



### Advocate for Policy Change

Coordinate with state affiliates to **build power in the faith community and advocate** for just and equitable climate solutions (local, state, and federal policy and corporate accountability).



### Galvanize Community Action

Working alongside state affiliates, resource congregations to **preach and teach about global warming** in order to **inspire action** to reduce greenhouse gas emissions in congregational communities.



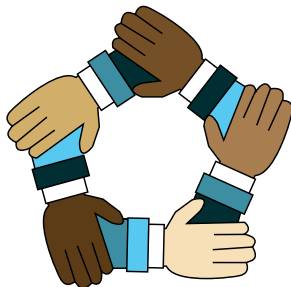
### Change the Narrative

Together with state affiliates, **coordinate and advance a national faith-based voice** on a just and equitable response to climate change.

## How We Do It - Woven Throughout Each of The Pillars

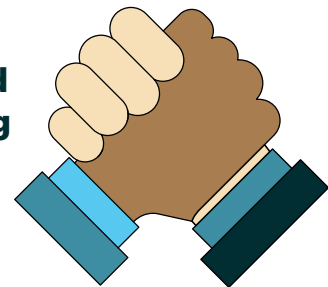
### Justice, Equity, Diversity and Inclusion

Center all relationships in **JEDI principles**, from administrative processes to policy advocacy, programs, communications, and partnerships.



### Leadership Development and Capacity Building

Both through and beyond our state affiliate network, support and **develop engaging and effective leaders** in the faith-climate movement.



# Goals and Objectives

## Goal 1

### Advocate for Policy Change

Coordinate with state affiliates to build power in the faith community and advocate for just and equitable climate solutions (local, state, and federal policy and corporate accountability)

#### Measurable Objectives

- Prioritize climate policies that represent both strategic policy choices and organizing principles for collaborative advocacy across IPL's network
  - In local, state, and federal policymaking in partnership with state affiliates
  - Through corporate accountability
  - By holding elected officials accountable for implementing existing laws and regulations, and taking action in line with our FAITH Principles for climate action
  - By connecting federal advocacy with UNFCCC COP priorities
- Engage the faith community
  - Communicate with at least 22,000 congregations and 80,000 supporters across 1,000 institutions each year, with at least 12,000 individuals taking action each year to advocate for prioritized climate policies at federal and state levels, increasing by 10% each year, in collaboration with the IPL state affiliates
  - Increase diversity of participating congregations and individuals (per JEDI goals)
- Educate, register, and motivate people to vote
  - Engage 1,000 - 3,000 individuals in non-election years; 5,000 - 10,000 in 2022; 50,000+ in 2024
  - Ensure that people of color, lower-income communities, and young people are being

included in the outreach and the strategy (per JEDI goals)

- Build and maintain relationships with Biden administration
  - EPA administrator, climate czars (Kerry and McCarthy), Biden Office of Faith-Based Initiatives, Speaker Pelosi, others as strategically determined
  - Organize one broader faith-climate community conversation per year with each key leader
  - Provide continued leadership at WISC, CAC, USCAN, Faith Climate Justice Voter Campaign coalition
  - Include diversity partner orgs (per JEDI goals)

## Goal 2

### **Galvanize Community Action**

Working alongside state affiliates, resource congregations to preach and teach about global warming in order to inspire action to reduce greenhouse gas emissions in congregational communities.

#### **Measurable Objectives**

- Engage congregations in IPL National programs
  - Communicate with at least 22,000 congregations, engaging 2,000 congregations a year, increasing by 10% each year
- Track reductions of congregational emissions
  - 58,000→75,000 tons of CO2 reductions, increasing by 10% each year
- Track numbers of sermons and talks during Faith Climate Action Week
  - 300→500, increasing by 10% each year
- Build and maintain relationships between the national staff and state affiliates
  - Regular phone/video calls with all affiliate leaders
  - Collaborate on program materials or program events, such as FCAW, CC, and cosponsor affiliate events as requested

# Goal 3

## Change the Narrative

Together with state affiliates, coordinate and advance a national faith-based voice on a just and equitable response to climate change.

### Measurable Objectives

- Work with state affiliates and other partners to shift the narrative to ensure protecting Creation is a core value embraced by faith communities. Do this by sharing tools and resources (talking points, communication tools, sample sermons, sample LTEs, example letters to elected leaders)
  - Communicate with at least 2,000 congregations and 30,000 individuals annually, increasing by 10% each year (based on reach and downloads)
- Drive more faith-climate narratives in the public arena with 500 communications (op-eds, LTEs, and earned media) per year
- Drive social media through strategic use of Facebook, Twitter, Instagram, LinkedIn, using paid ads and boosting as appropriate

# Goal 4

## Justice, Equity, Diversity, and Inclusion

Center all relationships in JEDI principles, from administrative processes to policy advocacy, programs, communications, and partnerships

### Measurable Objectives

- Align organizational policies, practices, programs and culture with equity goals
  - Hold at least one anti-racism or diversity training each year for the IPL network
  - Offer JEDI integrated session(s) at IPL National conference
  - Include JEDI principles in all national programs and initiatives

- Ensure that organizational policy advocacy prioritizes social, climate, and environmental justice, and considers consequences for communities on the front lines of climate change impacts
- Directly engage at least 100 congregations and local organizations in communities on the front lines of climate change impacts, offering support and partnership
  - Identify how many of our congregations currently are in frontline communities through survey
  - Increase by 10% annually
- Partner to build power, expand reach, and advance common values and agendas with 10 faith-climate, youth-climate, and other groups working to broaden and diversify the climate movement

## Goal 5

### **Leadership Development and Capacity Building**

Both through and beyond our state affiliate network, support and develop engaging and effective leaders in the faith-climate movement

#### **Measurable Objectives**

- Work with congregations, state affiliates, and faith-based organizations to develop 50 new leaders annually in the faith-climate movement who take bold new steps to address the climate crisis (includes preaching, lobby visits, media outreach, etc.), with a focus on target states
  - Continue to support and build leadership and capacity in the affiliate network
  - Provide training and resources to leaders to shape their affiliate's vision and priorities
  - Develop a training and technical assistance program for individual affiliates and across the network
  - Develop clear strategy and evaluation metrics for capacity-building grants that include equity considerations
- Strengthen state affiliate network by coordinating with the Network Steering Committee to measure individual affiliate health and provide resources, training, and support so affiliates become or remain successful according to specific metrics.

# Stakeholders

## Internal:

- Staff
- Board
- State affiliates leaders
- Network Steering Committee
- Advisory Board (if added to IPL structure)

## External:

- Individuals of faith and conscience
- Congregations and their leaders
- Policymakers and regulators, and their influencers
  - Federal
  - State
  - Local
- Partner organizations
  - Other faith-based organizations
  - Other climate and environmental justice organizations
    - Engaging people of color
    - Engaging youth
    - Engaging frontline communities bearing the brunt of climate change
- Supporters/donors
- Research organizations/think tanks for the field (e.g., Yale Program on Climate Change Communications)

# Organizational Sustainability

Organizational sustainability—ensuring that IPL has the necessary financial and human resources to continue pursuing its mission for many years to come—is found at the intersection of what staff, board, and stakeholders are most passionate about, what the organization is uniquely suited to do, and what resonates with foundations and individual donors. For IPL, this intersection is interfaith organizing for equitable climate policy.

Throughout the strategic planning process, in surveys, interviews, and focus groups, both internal and external stakeholders reinforced their belief that IPL's most important role is to advance policy change by mobilizing, growing, and amplifying the faith message for climate justice and helping to shift the public narrative on climate to a values frame.

What makes us impactful is IPL's uniqueness in the space; not only as an interfaith climate organization, but also as an organization with affiliates across the country and congregations in every state. Our state affiliates have contributed to landmark state policy wins: from 100% clean energy targets to clean car standards to blocking oil pipelines and shutting down coal plants. The affiliates build relationships with policymakers at the state and local levels, while the fact that congregations are greening houses of worship and preaching and teaching about caring for Creation lend integrity as we urge governments to do the same.

The strategies incorporated into this plan will keep us focused on that intersection of organizational sustainability by mobilizing for climate policy, galvanizing community action, and shifting the public narrative. We will do all of that while advancing equity, working with communities that have traditionally been disenfranchised, and building new capacity and leadership throughout our state affiliates and our growing network of engaged supporters.

# Action Plan

## Priority Key:

A: Current Priority / Still Relevant / Continues Forward (though perhaps not as planned/with a modified approach)

B: Pause / Resume Later (not feasible now, or needs to be paused to make room for C: Emerging Priority)

C: Emerging Priority or Existing But Newly Prioritized (new or newly prioritized items because of current conditions/necessary and urgent)

D: Pause / Unknown (too much in flux to decide; need more data before deciding)

Activity	Priority				Timing										
	A	B	C	D	Q4-20	Q1-21	Q2-21	Q3-21	Q4-21	Q1-22	Q2-22	Q3-22	Q4-22	23	24
<b>Advocate for Policy Change</b>															
Specific policy priorities TBD post-election.															
Develop coordinated action plans based on constituency: congregations, affiliates, IPL followers, etc.					ongoing; dependent on above priority-setting for 2021										
Hire a field director.					hire	start									



Continue/expand voter mobilization program; evaluate lessons learned of 2020 effort, and determine what tools can be repurposed.						eval									
Research and deepen relationships with policymakers who are the most values-aligned and receptive to climate-faith messaging; develop messengers for those policymakers; establish consistent power mapping to identify and engage champions and potential champions (e.g., by sharing faith- climate narrative to support their work persuading colleagues).							and ongoing								
Launch ongoing call series (cadence TBD) for the field on policy goals and updates; feature speakers who would be a draw.							and ongoing								
Bring the faith voice to coalitions that are poised to effectively advance prioritized policies.							and ongoing								

<b>Galvanize Community Action</b>													
Educate and engage congregations (Cool Congregations); increase the number who are measuring their emissions reductions:													
* ID leaders and help tell their stories to inspire others; leverage them as reviewers and speakers on IPL's behalf.	Green						ongoing						
* Continue to inspire installations, esp. solar + storage. Explore ripple effect and data visualization.	Green		Blue				ongoing						
* Continue expanding from congregations to households.	Green						ongoing						
* Connect congregational emissions reductions to policy advocacy.			Blue					then ongoing					
* Complete calculator, grow usage.			Blue										
* Contest kit for congregations.			Blue										
* Provide congregations with additional worship and engagement resources (sermons, letter-to-the-editor templates, etc.); repurpose these as a stand-alone section of the site.			Blue										

* Consider expanding beyond traditional congregations to include seminaries, collegiate ministries, religious schools, etc.																		
Demonstrate emissions reductions in congregations:																		
* Through Calculator (pending funding to complete calculator).																		
* In Solar Report.																		
* Explore partnerships/co-branding to expand use of Calculator.																		
Evaluate Cool Harvest program and determine whether to resource it, retire it, or roll it in as a topic for Faith Climate Action Week.																		
Evaluate Carbon Covenant program and determine whether to resource it, retire it, or deliver this value via a partner.																		
Develop a case study that demonstrates IPL's successes to date (X of congregations engaged, X carbon reductions in those congregations, policies influenced) (pending communications manager hire).																		

Develop case studies of specific congregations' successes in emissions reductions (pending communications manager hire).																			
Develop Faith Climate Action "Week" into a year-round campaign, with the "week" serving as the pinnacle; develop a tool kit beyond what exists now to include media tools (op-ed), sermon, social copy/ images, etc. (and update existing materials for the post-election/ ongoing pandemic environment).									then ongoing										
<b>Change the Narrative</b>																			
Maintain ongoing communications efforts, including earned media and digital/social strategy.								ongoing											
Leverage Cool Congregations Prize Winner case studies, etc.								ongoing											
Update worship resources for the current environment (political, pandemic).																			

Hire a communications manager (pending funding—critical to have staff and materials in place well in advance of 2022 election).																			
Develop and implement a strategic communications plan, including earned media and digital/social strategy to support all pillars (pending communications manager hire).																			
Develop a master message framework for the IPL network that can be customized (for regional or cultural differences). (Pending communications manager hire).																			
Leverage case studies to tell the story of the faith-climate movement and momentum.																			
Create core communication, policy and fundraising tools based on the narrative; share these tools as open source.																			

Provide training and support for faith leader messengers to customize these tools for their communities (e.g., sermons) and broadcast this message to their congregations and beyond (e.g., speaking up to media, at events).																																							
<b>Justice, Equity, Diversity, and Inclusion</b>																																							
Provide training for IPL Network Leaders (national and affiliates) in justice, equity, diversity, and inclusion; anti-racism; anti-bias; anti-oppression; and how it relates to IPL's work.																																							
Develop a JEDI team to help drive this internally.																																							
Align organizational policies, practices (hiring practices, board development, etc.), and culture to equity goals and codify this with a JEDI evaluative tool to ensure this is integral to our work; ensure comprehensive "onboarding" of new staff to ensure they clearly understand how and why equity features prominently in the organization.																																							

then ongoing

<p>Research existing landscape maps (across the country compared to the states where IPL affiliates operate) to identify and prioritize gaps and drive intentionality of focus to address diversity gaps (religious, racial/ethnic, Indigenous, geographic, political, socioeconomic); choose one to two priorities to move IPL closer to matching the makeup of the country and to prioritizing the communities that are being hardest hit by climate impacts.</p>																																								
<p>Provide training and support for congregations and affiliates to grow a more in-depth understanding of equity issues and opportunities; use a “training-for-trainers” model to provide participants with the skills necessary to provide technical assistance to others in turn.</p>																																								

ongoing

<p>For identified communities: explore both the community and the historical legacies of energy policy and practice (including energy usage rates, energy burden, and use of aid programs); authentically engage communities as decision-makers; offer assistance and support rather than dictating solutions; consider additional ways to engage that go beyond our current programs (e.g., democratization of voting).</p>																																				ongoing
<b>Leadership Development and Capacity Building</b>																																				
Build leaders within congregations																																				
* Develop Green Team leaders.																																				
* Develop skills and local networks among congregations.																																				
Plan and host annual conference and Lobby Day for state affiliate leaders.																																				ongoing



Facilitate IPL leadership training calls, making more regular, with cadence TBD and curriculum calendar TBD. Depending on topic, could open these up to congregational leaders.					ongoing										
Provide training and technical assistance for affiliates (advocacy and/or existing Town Hall training and tool kit; consider other topics like nonviolent protesting): Bring third-party trainings to the affiliate network and congregational leaders.															
Explore fellowship program (pending funding).								plan / fund	then ongoing						
Explore IPL-hosted national conference (pending funding). Consider tying to Advocacy Day in D.C. or other existing organizing opportunity.												plan	plan / fund	1st conf.	

<b>Operations and Infrastructure</b>			
Ensure financial sustainability and growth in support of IPL's mission.			
* Reduce reliance on foundation funding, while continuing to steward these relationships and grow support where possible.	█	█	ongoing
* Increase support from individuals, including major donors.	█	█	ongoing
* Explore increased funding from government partners.	█	█	ongoing
* Explore corporate partnerships.	█	█	ongoing
* Deepen IPL's impact by engaging people who come from a variety of religious, socioeconomic and racial/ethnic backgrounds.	█	█	ongoing
* Explore a virtual event to celebrate IPL's 20th anniversary (postponed to 2021 because of COVID-19).	█	█	ongoing
Support and grow affiliates and continue to build trust and mutual engagement.			
* Cultivate a supported and active affiliate network.	█	█	ongoing

* Leverage the power of the Network Steering Committee for shared leadership and decision-making on issues impacting state affiliates.	Green	White	Blue	White	White	White	White	White	ongoing
* Identify funds for grants to affiliates (seed grants and strategic investments) to help meet IPL objectives; ensure grantmaking considers equity.									ongoing
* Dedicate a percentage of IPL development staff to support affiliate fundraising efforts.									ongoing
* Learn from affiliates/informed by on-the-ground experience.									ongoing
* Explore opportunities to co-brand IPL national and affiliate efforts.									ongoing
Re-envision Advisory Council and consider whether it is a gap that needs to be filled for IPL national, and if so, update charter and candidates, engage on a regular basis.									then ongoing



<p>* Explore cost/benefit analysis of a network platform for internal communication (IPL and affiliates); consolidate multiple platforms being used now.</p>																																							
<p>* Online resource/clearinghouse for board members (e.g., Board NetWORK).</p>																																							

# Evaluation Scorecard

Strategic Goals and Objectives	Performance Measures	2020 Baseline	Dec. 2024 Target
<b>Strategic Objective #1: Engage Congregations in Emissions Reductions</b>			
Reduce greenhouse gas emissions in congregational communities.	Number of Congregations engaged in emissions reduction efforts (grow by approximately 10% per year)  Break it down: 1) Cool Congregations Challenge entries (annual) 2) Certified Congregations (total) 3) Profiles on Congregational Calculator (total) 4) Solar Congregations (total) 5) Cool Congregations Start Up kits accessed. (total)	1,100 total  30 46 200 770 50	1,600 total  70 60 400 1,000 100
	Emissions reductions by congregations in tons of CO2 total (grow by approximately 10% each year)  Break it down: 1) Cool Congregations Challenge winners + runners up (annual) 2) Certified Congregations (total) 3) Congregational calculator users (measure baseline of reductions in 2021 after reductions begin to be reported) 4) Solar Congregations (total)	58,000 tons of CO2  1,500 1,200 NA 55,700	75,000 tons of CO2  1,800 1,500 NA 72,000

Help congregations preach and teach about global warming.	Engage 2,000 congregations in educational programs annually, increase by 10% each year.	2,000	2,900
	Break it down:		
	Sermons and talks delivered during FCAW (annual)	300	500
	FCAW kits accessed	800	1,000
	Congregational film screenings	200	600
	Events reported on FCAW calendar	80	100
	Prayers accessed (6,000, assuming 10/cong. = 600)	600	700
<b>Strategic Objective #2: Organize to Pass and Effectively Implement Policy Change</b>			
Coordinate with state affiliates and the faith community to build power and advocate for just and equitable climate solutions.	Increase number of congregations and people of faith engaged in advocacy.	1,000, 12,000	1,500, 15,000
	Policy priorities—actively engage in 2-5 federal policy priorities each year (legislative and administrative). Fund state affiliates with targeted campaign regrants.	Host and coordinate 1 Lobby Day focused on D.C. reps.  Organize public comment for 1-2 administrative regulations that will address climate.	Host and coordinate 2 Lobby Days focused on D.C. reps.  Organize public comment for 2-3 administrative regulations that will address climate.

**Strategic Objective #3: Build the Faith-Climate Narrative**

Together with state affiliates, coordinate and advance a national faith-based voice on a just and equitable response to climate change.	Develop and test messages, create new talking points and key narrative. Conduct polling and focus groups, research experiments, to evaluate impact of faith-climate messaging.	N/A	Narrative is complete.
	Share resources (i.e., sample sermons and conversation guides) that incorporate learnings with congregations.	N/A	2,900 congregations
	Promote narrative change year-round through in-person meetings, postcards, sample LTEs, sample emails, and phone scripts for contacting elected officials.	N/A	100,000 actions from individuals that change narrative
	Outreach to mainstream and religious media to promote the faith-climate narrative.		500 media hits



<b>Strategic Objective #4: Promote Justice, Equity, Diversity, and Inclusion</b>			
Engage faith and spiritual communities on the front lines of climate impacts.	Audit and align organizational policies, practices, and culture to equity goals.	N/A	Audit complete, alignments made
	Create JEDI checklist for policy.	N/A	Checklist in use
	Engage and support congregational communities on the front lines of climate impacts.	N/A	100 communities
	Develop and continue partnerships with other organizations (youth, religious, POC focused) to broaden and diversify the climate movement.	2 active partners	8 active partners
<b>Strategic Objective #5: Develop Leadership and Build Capacity</b>			
Both through and beyond our state affiliate network, support and develop engaging and effective leaders in the faith-climate movement.	Strengthen state affiliate network by coordinating with the Network Steering Committee to measure individual affiliate health and provide resources, training, and support so affiliates become or remain successful according to specific metrics.		
	Develop new leaders in the faith-climate movement (with affiliates and congregations.)	N/A	50
	Work with affiliates to help shape shared vision/priorities.	5	All
	Develop and implement a training and technical assistance program for affiliates.	N/A	Monthly
	Evaluate affiliate re-grants with clear metrics. These can include, but are not limited to, voter campaign grants, collaborative opportunities, seed grants.	N/A	Annually

<b>Strategic Objective #6: Improve Operations and Infrastructure</b>			
Utilize systems and processes that enable staff to work efficiently, communicate effectively, and promote transparency.	Identify new hiring needs and create plan for staffing.	N/A	Annually by Oct. 1
	Train and retain existing staff. Utilize and leverage volunteers!	Each staff member takes one skills development or professional training per year  Staff retention rate of 6 years	Annual professional development plans included in each staff member's annual review  Staff retention rate of 6+ years
Ensure financial sustainability and growth.	Diversify funding to decrease dependence on foundations. <ul style="list-style-type: none"> <li>- Increase revenue from individual donors.</li> <li>- Increase funding from gov. grants.</li> <li>- Explore corporate partnerships.</li> </ul>	\$330,000 from individuals in 2020  0 gov. grants in 2020  0 corporate grants in 2020	\$500,000 from individuals  2 gov. grants  Corporate strategy or decision not to approach corp.