



## The Regeneration Project Interfaith Power & Light

December 2008

Greetings:

Attached is the five-year strategic plan of The Regeneration Project and its Interfaith Power and Light campaign.

This strategic plan was produced through a collaborative process that included The Regeneration Project board, The Regeneration Project staff, and Interfaith Power and Light state affiliates. We are especially grateful to the strategic planning committee and the IPL state affiliates strategic planning advisory committee for their time and thoughtful comments. The goals laid out in this plan are ambitious, but we found an extraordinary amount of consensus on where we want to be, and on the steps we need to take to get us there.

It's an exciting moment of growth for our organization. People of faith are awakening to the threat of global warming and the moral imperative to care for our world. Although we have been challenged to keep up with the demands on our time, we knew we needed this plan to ensure that our growth is not only rapid but also focused and strategic. We now have a roadmap and a common commitment to reaching our goals over the next five years.

We are at a critical moment for the future of our world. Scientists tell us we have less than a decade to change the trajectory of greenhouse gas emissions in order to avoid catastrophic climate change. Therefore, it is appropriate that we recommit ourselves now, with a strong plan and vision for the next five years, to alleviating the threat of global warming and mobilizing people of faith to be leaders in that effort.

In the future, TRP may initiate other projects that connect environmental issues to religious faith. We may use a model similar to IPL. However, IPL is intended to be a long-term campaign, and TRP will continue to devote resources to it until its mission is achieved and the threat of global warming has subsided.

Faithfully,

Amy Rao  
Chair

The Rev. Cn. Sally Bingham  
President

Susan Stephenson  
Executive Director

# The Regeneration Project Strategic Plan 2008-2013

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## **I. The Regeneration Project Mission, Vision, and Values**

### **A. The Regeneration Project Mission Statement**

The Regeneration Project (TRP) is an interfaith ministry devoted to deepening the connection between ecology and faith. Our goal is to help people of faith recognize and fulfill their responsibility for the stewardship of creation. We do this through educational programs for clergy and congregations that achieve tangible environmental results and impact public policy.

The word “regeneration” has personal, biological and institutional significance. It is the process of spiritual, moral and ecological renewal. We seek to make a practical link between spiritual and ecological health. TRP envisions that people of faith will serve as the foundation for a national movement that addresses ecological issues from theological roots. Our purpose, therefore, is to expand and deepen this link between religious faith and action, particularly in regards to environmental protection.

Tag line: *Deepening the connection between ecology and faith*

### **B. Vision for the future**

The Regeneration Project is committed to a process of personal, institutional, and societal transformation starting at the grassroots level. We believe that addressing environmental concerns from a faith perspective merits our attention because the moral authority that religion carries is the necessary ingredient for wide social and political change. Without the engagement of the faith community the transformation of values will not happen. We see the need for more minds and hearts to change, but we recognize that there are many minds that will not be changed without practical proof. Congregations serving as examples can demonstrate the proof that something better is now possible. That practical proof of a better way – achieved through living our faith – is the heart of our grassroots organization.

TRP has developed a model that can be used to encourage social change in a quick and profound way. The success of our established affiliated Interfaith Power and Light (IPL) network provides a good model on climate protection and could be mobilized anew to address other issues, such as human health and the environment, water conservation, or food production.

In the long term, we envision TRP becoming a primary voice for the religious perspective on a broad range of environmental issues. Building on our experience, we believe we could play an important role in catalyzing faith community participation in a wide spectrum of issues. With the success of the IPL campaign, we are developing a national profile, expanding our capacity, and growing our expertise in movement-building.

By 2012, TRP may well be poised to mobilize a religious response to other environmental concerns, once all 50 states have fully staffed and viable IPL programs.

### **Who We Are and What We Do**

TRP is a 501(c)(3) charitable corporation that is the home to projects seeking to deepen the relationship between ecology and faith. Nearly two-thirds of Americans attend a religious congregation, with 54% worshipping regularly;<sup>1</sup> thus we have the opportunity to reach a broad cross-section of the American public by addressing our shared values. By helping these Americans see ecological concerns through the lens of their faith, we hope to make environmental sustainability understood as a core American moral value.

The IPL campaign is TRP's current project, which is focused on building a religious response to global warming. At the time of this writing, IPL programs have been established in 28 states and the District of Columbia. Over 4,000 congregations in all 50 states have actively participated in our programs, reaching 500,000 people in the pews.

Currently, all of TRP's efforts are focused on building and sustaining our IPL campaign. Through this campaign, The Regeneration Project:

- 1) Fosters a network within the faith community. This affiliated network enables groups to help each other. Through connection to others, groups feel supported and encourage their members to develop mutually sustaining spiritual, economic, and environmental practices.
- 2) Cultivates the sensitivities, skills, and involvement of congregation members through education and outreach to accept and act on their responsibility to be good stewards of Creation.
- 3) Provides resources, training, and technical support for communities of faith to motivate participation and advocacy for preserving the health of Creation.

In the future, TRP may initiate other projects that connect environmental issues to religious faith. We may use a model similar to IPL. However, IPL is intended to be a long-term campaign, and TRP will continue to devote resources to it until its mission is achieved and the threat of global warming has subsided.

### **C. Values and Beliefs Upon Which We Do Our Work**

TRP is inter-religious in scope, collegial in style, and concerned with rekindling our sources for ethical behavior in light of new ecological imperatives. We believe that (1)

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<sup>1</sup> Answers to survey question "Do you happen to be a member of a church or synagogue", Annual Gallup Poll on Religion and Social Trends, 2000 – 2006

"Most Americans (54%) say they attend religious services fairly regularly (at least once or twice per month) with 39% saying they attend every week," *U.S. Religious Landscape Survey*, Pew Forum on Religion & Public Life

spiritually grounded people and religious institutions are a great resource in solving environmental problems, (2) spiritual rigor requires both spiritual roots and practical expression, and (3) people with vision, values, and commitment can make a difference.

Grounded in the above values and beliefs, we commit all of our current resources for the next few years to supporting the IPL program. We believe that through grassroots outreach, interfaith collaboration, and responsible action based on shared values, people of faith can lead our society toward a new relationship with the earth.

## **II. Core Strategies for The Regeneration Project**

### **A. For the next five years, our focus will be the IPL campaign, which includes supporting the IPL affiliated network.**

*Commentary: Global warming is the most urgent environmental issue we currently face, the religious community is a key constituency, and IPL is an increasingly influential player in mobilizing the faith community (See sections V-VI for the IPL program and administrative objectives).*

### **B. Continue to invest in building a broad and stable funding base.**

*Commentary: TRP has nearly quadrupled its budget in the past three years, and has added some significant new funders. While we have enjoyed strong and loyal support from foundations, we recognize that foundation priorities can change. Therefore, over the next five years we intend to broaden and stabilize our funding base. Specifically, we intend to take advantage of current funding opportunities to invest in and build more constant, sustainable funding programs, including an extensive individual donor base.*

### **C. Build our capacity to support the continuing growth of TRP by putting in place the necessary organizational systems and infrastructure.**

*Commentary: TRP and IPL have enjoyed rapid growth over the past several years. However, the organization lacks many of the requisite systems and infrastructure to sustain that growth. As such, we will focus on capacity building in three key areas: human resources, financial management, and board governance. Specifically, we will do this by adding new program and development staff, increasing the reliability and sophistication of our financial systems, and giving our board of directors the tools to ensure effective governance. Developing these core areas over the next five years will allow TRP to fulfill its potential and deliver the programs to achieve its mission.*

### **III. Interfaith Power and Light Campaign: Mission, Vision, and Values**

#### **A. IPL Mission Statement**

The mission of the Interfaith Power and Light campaign is to be faithful stewards of creation by responding to global warming through the promotion of energy conservation, energy efficiency, and renewable energy. This campaign intends to protect the earth's ecosystems, safeguard the health of all creation, and ensure sufficient, sustainable energy for all.

Tag line: *A religious response to global warming*

#### **B. Vision**

##### *External Vision*

The IPL campaign strives to create a world in which:

- Congregations are seen as an integral part of the solution to global warming
- Faith communities have led by example, and measurably reduced their own carbon footprints
- The interfaith community is actively collaborating and has found common ground in the desire to save the planet
- Clergy are visible and influential leaders in the effort to address global warming
- We have changed energy practices and policies on a local, state, and national level and U.S. greenhouse gas emissions have been reduced to a safe level
- Vulnerable communities are protected from the impacts of climate change as well as the costs of mitigation and adaptation
- Green collar jobs are a reality, and low-income communities are able to fully participate in the new clean energy economic opportunities

##### *Internal Vision*

The IPL campaign envisions a dynamic network of organizations and individuals from all 50 states, working collaboratively to ensure that the faith community is actively engaged in global warming solutions.

We envision a national campaign which:

- Has a presence in all 50 states
- Has the skills and tools necessary to provide quality programs and is strategic in its focus
- Has affiliates that continue to share best practices and learn from each other
- Continues to be a learning organization that is constantly developing cutting edge new programs
- Empowers and encourages grassroots leadership
- Is a respected and influential voice in the development of public policy

### **C. Values and Beliefs**

The foundation of the IPL campaign is its grassroots. It achieves its influence by working with clergy and congregations, who serve as leaders and examples to their communities. It values collaboration and support, sharing of best practices, and grassroots leadership. It facilitates creativity, as each state is a laboratory of ideas and new programs. It integrates this creativity with a consistent mission and message that is clear in all of our work: that people of faith can and must be leaders in the movement to protect our climate and rapidly transition to a clean energy future.

The IPL campaign believes in climate justice. As people of faith, we have a moral and ethical responsibility to care for the most vulnerable members of our communities. While global warming will affect everyone in every country, it is those with the least resources who will be least able to adapt. Low-income families, third-world nations, the very young and the very old must not be forced to bear the brunt of climate change. IPL champions those communities' needs in our policy advocacy, and works to ensure that they may fully participate in and benefit from the new clean energy economy.

We work with faith communities to educate individuals about global warming, to implement practical solutions to reduce carbon footprints, and to advance policy solutions. We maintain a thriving network of state IPLs, while we work in common cause with other national organizations, religious and secular, whose mission is to protect the environment. We constantly seek opportunities to leverage the support of these organizations that also care deeply about finding solutions to climate change, because we know that our strength is far greater when we work in partnership with others.

#### **IV. Core Strategies for the Interfaith Power and Light Campaign**

##### **A. Maintain the excellence of the IPL Affiliated Network and strengthen existing state IPLs**

*Commentary: State IPL programs are the foundation of the Interfaith Power and Light campaign. The focus of the national staff over the next five years will be on providing the support and resources for every existing state IPL to become a strong and stable organization. We will also cultivate leadership from our more established state programs so that they can both mentor new states, and actively participate in designing and implementing national campaigns.*

##### **B. Increase the number of state IPL affiliates. Within five years, we would like to have IPLs in all 50 states**

*Commentary: Since 2003, the IPL Affiliated Network has grown from seven to twenty eight states. While continuing to seed and foster new state affiliates, IPL national staff will focus on maintaining the quality of its affiliates. In order to ensure that a high level of quality is continued, we will expand our screening process and continue to require new affiliates to sign MOUs with us. The national office will also expand and improve the suite of materials it provides to new affiliates, from blueprints for organization building to “off the shelf” programs. By enhancing our screening and support of new IPLs, we believe we can support 50 successful state programs within the next five years.*

##### **C. Increase national office staff dedicated to supporting the Affiliated IPL Network**

*Commentary: While the size of the network has tripled in the past several years, the staff dedicated to serving this network has not. Therefore, over the next five years, the national office will add staff positions, trainers, and consultants with a focus on serving the needs of the growing network. This will include an affiliates coordinator, possibly regional staff, and increased staff time devoted to fundraising support for affiliates.*

##### **D. Diversify our funding (including increasing funding for the IPL grants program) and provide models for resource development on both a national and state level**

*Commentary: Over the past three years, the IPL budget has grown significantly and the IPL grants program (the grants we raise and re-distribute to state affiliates) has tripled. However, 85% of that funding still comes from foundations. In order build a stable, long-term, funding base, we will explore new models for individual and membership based development that will benefit both state affiliates and the national program.*

**E. Continue to carry out our work in coalition with strategic partners, recognizing that solving global warming will take all members of society**

*Commentary: With its unique role as a national interfaith organization focused on global warming and energy issues, IPL is a natural coalition builder. With a foot in both worlds – religious and environmental – we are an important bridge between these two constituencies. In order to maximize our impact, we will continue to build strategic alliances with secular and religious partners, from the Sierra Club to the National Association of Evangelicals.*

**F. Strengthen the message of why a religious response to global warming is important and broaden the understanding of the role that the IPL campaign plays**

*Commentary: IPL recognizes its potential to speak to a very broad constituency - the 65% of the American public who are members of a religious congregation.<sup>2</sup> In order to build our name recognition and appeal to that diverse population we will strive to maintain a voice that is both theological in nature and interfaith in scope. We will tap our grassroots leadership to recruit spokespersons from a diverse cross section of the faith community, and to implement practical programs that embody our shared values.*

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<sup>2</sup> Gallup polls, 2002-2007.

## V. IPL PROGRAM GOALS AND OBJECTIVES

TRP intends that the IPL campaign will be its only program – and major priority – for the next five years.

### A) Coordination and Support of the IPL Affiliated Network

**Goal:** Maintain a vibrant grassroots network of state organizations that are working independently and collectively to build a religious response to global warming and achieve concrete results, such as lowering carbon emissions, impacting public policy, and educating congregants and clergy.

*Background:* In our recent online survey of the state IPLs, the national office's role as clearinghouse, coordinator of national campaigns, and movement builder were identified as priorities. In the future, we will seek to increase our capacity in these areas even as we grow and add more states and additional campaigns.

A1) Objective: Facilitate networking and sharing of best practices among IPLs so as to learn from each other and build strong programs in each state IPL

- Bring top leaders from each state to the IPL Annual Conference, which focuses on best practices sharing and skills training
- Administer IPL Listserve and regular conference calls, in order to foster ongoing communication and community building
- Facilitate networking and regional collaboration among IPLs

A2) Objective: Recruit and develop new IPLs with a goal of being in all 50 states

- Provide “How-To” manual – a step by step guide for how to build an effective state IPL program
- Provide technical and strategic advice on how to get started (fiscal agency, staffing, board structure, mission and message, etc.)
- Offer personal visit from the Rev. Canon Sally Bingham to publicly launch the new state program
- Offer \$5,000 seed grants to cover start-up expenses for new state programs

A3) Objective: Increase the capacity of existing IPLs to become self-sustaining, effective organizations

- Provide technical assistance for policy advocacy, media, fundraising, etc.
- Build and make available a toolbox of sample programs
- Develop a team of IPL mentors
- Assist states in increasing membership
- Provide referrals to increase the number of participating congregations
- Improve the online communication skills of our state IPL affiliates

A4) Objective: Strive to increase the religious, ethnic, and economic diversity of the Campaign<sup>3</sup>

- Provide referrals to state representatives of national associated organizations, such as COEJL and the Islamic Association of North America
- Provide targeted grant support for outreach to underserved communities
- Build national partnerships that include our priority constituencies
- Address the priorities and concerns of the communities we want to cultivate, for example, green jobs skills training for low-income communities
- Provide diverse interfaith materials, such as sample sermons from a variety of faith traditions
- Ensure that national resource materials reflect the diversity (religious, ethnic, economic, etc.) that we wish to cultivate
- Develop cultural competencies to increase fluency and outreach to diverse constituencies
- Maintain an open and welcoming culture

A5) Objective: Continue to promote and to build strategic partnerships and collaborations with national religious and environmental organizations in order to expand our capacity as a network to reach a broad audience and increase our impact

- Build strategic alliances with key faith and environmental leaders
- Engage in collaborative efforts with religious organizations
- Engage in collaborative efforts with environmental organizations
- Include key religious leaders in our campaigns (eg, Interfaith Declaration, Religious Leaders' Summit)

A6) Objective: Establish and monitor measurable impact metrics in order to demonstrate our progress toward our goals

- Create reporting protocol for states and congregations
- Implement annual reporting schedule
- Create tools for tracking of member congregations, individual participation, etc.
- Create tools for ongoing measuring of emissions reductions, energy savings, etc.

## **B. Educational Programs**

**Goal:** To increase the public's awareness of global warming and to help congregational leaders develop concrete solutions for how they and their congregants can address the issue

*Background: In order to provide inspiration and to build the movement, we will help the state IPLs create success stories to show how congregations and people of faith can make*

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<sup>3</sup> While the national office can help with making contacts, each state IPL must recognize that diversity looks different in their communities and develop appropriate plans to address this issue.

*a difference. While educational programs are primarily implemented at a state level, the national office provides resources, support, and assistance. With 100 million people sitting in pews every weekend, we have an enormous opportunity to reach Americans of all faiths through our educational programs.*

B1) Objective: Educate clergy about global warming and the importance of environmental stewardship

- Speak at conferences and national venues
- Provide sample sermons on global warming
- Create online resources and a blog for clergy
- Create a national clergy speakers bureau
- Work with seminaries to incorporate environmental curricula , such as the Green Seminary Initiative

B2) Objective: Educate lay leaders about global warming and the importance of environmental stewardship

- Speak at conferences and national venues
- Create online resources
- Provide turn-key programs and resources

B3) Objective: Educate congregants and the general public about global warming and how the religious community is getting involved

- Speak at conferences and national venues
- Maintain consistent message and language about the religious community's role in fighting global warming
- Conduct mainstream and religious media outreach
- Develop materials and programs that can be used by IPLs and their member congregations
- Provide training and support services

B4) Objective: Continue to coordinate high profile, national educational campaigns such as *Spotlight on Global Warming*, the *Cool Congregations* program, an online carbon footprint contest, and a national blog

- Provide off-the-shelf programs for state IPLs
- Invite and facilitate affiliate participation in national campaigns
- Provide templates for states to use
- Provide materials on global warming and other publications (fact sheets, brochures)
- Offer training and technical assistance including circuit riding trainers to visit states
- Provide trainings and support services

B5) Objective: Continue significant media exposure for the IPL campaign, and improve state IPLs' skills and capacity in media outreach

- Create and implement annual media strategy for the organization
- Identify media opportunities as part of campaign planning, and devote time and resources to maximize those opportunities
- Contract with professional media consultants; budget for this
- Provide media training at annual conferences
- Provide circuit-riding trainers to travel to key states
- Maintain up to date media lists for secular and religious media
- Cultivate and maintain good relationships with reporters

### C. Public Policy

Goal: To ensure that the voice of the religious community is heard in policy -making and to leverage our grassroots base to support clean energy policies

*Background: Over the last three years we have focused on educating our grassroots network about climate change and renewable energy, with minimal effort dedicated to communicating with legislators directly.<sup>4</sup> For the next five years, we will continue to educate our grassroots network about a sustainable energy platform and create strong advocates for clean energy policy. We will assign a higher priority to communicating directly with legislators about policy decisions that are consistent with our mission, as we recognize the opportunity in the next 12-24 months for meaningful legislation to be passed. We will rigorously adhere to our lobbying limitations and not devote more than 20% of our total expenditures to those efforts defined as lobbying.*

C1) Objective: Increase our effectiveness in policy advocacy

- Coordinate national campaigns committee to build consensus and buy in around key federal policy priorities while tapping state IPL leaders' expertise
- Conduct sophisticated policy advocacy campaigns, utilizing online software, sign-on letters, media outreach, and district meetings
- Provide federal policy updates to entire network
- Cultivate and maintain a Rapid Response Network – consisting of a self-selected subset of our email list that responds immediately to urgent requests for letters or phone calls to decision makers
- Build strategic alliances at the national level (with environmental, science, religious, and other groups)
- Work with national religious organizations to facilitate a consistent message from the faith community centered on shared values

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<sup>4</sup> Some state programs, including California and Oregon IPLs, have been key players in passing state laws to address global warming and expand renewable energy

C2) Objective: Increase the capacity of state IPLs to engage in local, state, and/or policy initiatives (for example, renewable energy standards, green energy utility options)

- Provide advocacy and media training
- Provide leadership in developing and articulating policy positions
- Provide technical assistance, including media lists, media consultants, online advocacy software and training
- Raise and distribute policy-focused Rapid Response funding
- Provide additional staff resources in terms of supporting local campaign planning, template materials, etc.
- Facilitate cooperation between states on regional policy issues

C3) Objective: Be a trusted source of policy expertise for political leaders

- Maintain and continue to build relationships with key national and state legislators
- Communicate clearly about our policy priorities with these leaders
- Support these legislative allies in passing public policy solutions by leveraging IPL and clergy leaders as spokespersons and conduits to new constituencies

#### **D. Grantmaking**

**Goal:** To increase and diversify the resources available for state IPL affiliates

*Background: IPL has a robust grantmaking program that awards both seed and challenge grants, as well as targeted program-specific grants. Our challenge grant program incentivizes additional resources.*

*In order to support an eventual 50 state network, we will need to expand this “re-grant” fund significantly. In order to achieve this we need to both increase the size of grants for this program and find new sources of funding. A major strategy is to attract new funding for program-specific grants.*

D1) Objective: Increase and diversify funding for seed and challenge grant program for state affiliates

- Request increased funding from existing funders based on growth of network
- Identify new funders who are interested in helping us support and build a national network
- Continue to fund seed grants for new state IPLs
- Continue to fund challenge grants/ongoing financial support of state IPLs
- Recognize that capacity and resources at the state levels vary widely, and include provision for need-based grantmaking

D2) Objective: Identify funds for targeted, program-specific regrants

- Focusing on a foundation's priorities and our network's needs, earmark regrants for specific purposes with clear deliverables
- Provide policy-focused rapid response grants to states
- Provide grants targeted for specific strategic goals, such as diversity
- Provide grants for expert trainers or consultants, e.g. media, fundraising, and advocacy trainers.
- Facilitate state IPL participation in national or regional proposals
- Provide referrals to local and state funders to state IPLs

## **VI. ADMINISTRATIVE GOALS AND OBJECTIVES FOR TRP AND THE IPL CAMPAIGN**

### **E. Staffing**

**Goal:** Ensure sufficient staff to support a vibrant and effective national network of IPLs

*Background: While our staff size has grown, it will need to grow further in order to achieve our objectives. We intend to add new staff positions to support the growth of the IPL campaign and the growth and stability of state IPLs. We also recognize the value of staff retention, and thus will strive to maintain competitive salaries, attractive benefits and a positive and supportive work environment.*

E1) Objective: Determine staff positions needed over the next five years in order to meet strategic goals, fundraise for them, and add them as funding allows

E2) Objective: Diversify staff so that we better represent our constituency

- Post job descriptions widely
- Make intentional effort to reach diverse populations

E3) Objective: Improve staff retention rate

- Identify a target average tenure, based on a survey of the field
- Review compensation yearly to ensure we are offering wages and benefits equal or better than the median for comparable organizations

### **F. Board Growth and Development**

**Goal:** Ensure that TRP has an engaged, productive, diverse board that is adequately performing its governance and fiduciary responsibilities

F1) Objective: Agree on desired constitution of board in terms of number of board members, qualifications, and board member responsibilities

- Identify skills and connections that would be most beneficial to add to the current board mix

- Agree on fundraising and volunteer time commitments for board members
- Agree on ideal number of board members
- Maintain a diverse board that is representative of our constituency
- Provide dedicated seat for state IPL representation on the board

F2) Objective: Support board members in fulfilling their board responsibilities

- Provide skills training as needed for board members
- Provide regular information on organizational finances and programs and highlight specific areas for board oversight and accountability
- Meet individually with each board member yearly to get their feedback and ensure they understand their responsibilities and priorities

## **G. Public Relations and Messaging**

**Goal:** Build IPL name recognition through campaigns that clearly communicate our message about practical energy solutions, and successfully model effective grassroots religious engagement on global warming. Continue to partner with environmental and religious organizations on shared priorities.

*Background: Our name recognition is growing, and IPL is increasingly respected as the leader in our field. When our environmental allies want to engage the faith community, they immediately come to IPL. However, we aim to be seen not only as a conduit to a constituency, but as an organizational success story – practicing what we preach by helping congregations and congregants shrink their carbon footprints*

G1) Objective: Refine our branding and clarify the distinctions between IPL and TRP

- Inventory our letterhead, logos, and outreach materials
- Identify areas where the two entities may be blurred
- Clarify logos and taglines so they are not treated as interchangeable

G2) Objective: Maintain consistent branding in our documents and on our website

- Design separate logo and website for TRP
- Use consistent language, including taglines and project descriptors for TRP and IPL

G3) Objective: Increase opportunities for the IPL campaign to receive media attention

- Include media goals and objectives in annual workplans
- Involve media consultants in campaign planning and grant writing
- Continue to cultivate and train media spokespersons
- Promote successes and achievements to the media (secular and religious)
- Maintain good relationships with key members of the news media

## H. Fundraising

**Goal:** Maximize the resources available to support the growth and maintenance of the IPL affiliated network and continue to diversify and increase funding for national and state IPL programming and policy work.

*Background: TRP has been growing its budget significantly each year. However, we estimate that it must at least double in the next few years to achieve our ambitious goals and to nearly double the number of state IPL affiliates. (The 2008 budget is approximately \$1.2 million plus net assets of \$800,000)*

H1) Objective: Build on our track record with foundation funders to secure additional grant funding, larger grants and multi-year grants

- Use our strategic plan to illustrate our growth potential and our goals

H2) Objective: Identify new foundation funders

- Dedicate significant amount of staff time to reach out and introduce ourselves to new potential funders
- Ask existing funders to help us with this objective

H3) Objective: Create a strong major donor program

- Organize major donor events and opportunities for participation
- Cultivate existing donors to become major donors (\$1,000 or more)
- Identify and recruit new people who are committed to the cause, expanding beyond “friends of Sally”
- Facilitate board member recruitment of major donors

H4) Objective: Build an individual donor base

- Reach out to congregational members as well as individuals
- Consider using other organizations’ lists
- Consider making individual donors “members”

H5) Objective: Expand online fundraising

- Make regular appeals via our email list
- Raise funds online for special appeals, such as auctions and events

H6) Objective: Ensure we have adequate funding and a legal structure that allow us to meet our policy goals

- Pursue nonrestricted funding sources
- Develop a robust individual donor base

- Consider whether any organizational structural changes need to be made in order to do advocacy that supports our mission

## **I. Network Structure**

**Goal:** Ensure there is an effective structure to support a 50-state affiliated network of IPLs, one that clearly defines the relationship between state IPLs and the national office as well as the expectations of each. This structure should also support our growth and help us achieve our ambitious goals

*Background: The affiliation process has been fairly informal, and states have not been asked to support the national work financially. As we expand our capacity for national programming as well as the number of state affiliates, it is important that we establish systems for revenue and resource sharing. (E.g., should state IPLs pay an affiliation fee to cover some of the costs of administering the national programming? If someone from Mississippi makes a donation in response to a national appeal, should the donation be shared with the state IPL?) Over the next year we intend to consider different affiliation models.*

I1) Objective: Develop and implement a national affiliate structure that will allow us to most efficiently meet our goals.

- Research other affiliate organizations to see what models exist, and the pros and cons of each
- Convene a collaborative process with state IPLs to identify the best model to serve both our national programming needs and those of state affiliates (whether a pre-existing one or a new one)

I2) Objective: Establish clearly defined relationships between all of our partners including state IPLs and other organizations

- Ensure there are partnership agreements or MOUs articulating the relationship and what is expected from each party: the national office and the state affiliate
- In the process of creating an organizational affiliate structure, also clarify how we relate to our coalition partners and other allies, beyond state IPLs

## **J. Leadership Development and Continuity**

**Goal:** Encourage and support the continuity and sustained impact of our organization(s) by cultivating leadership in our movement. Build strong boards, steering committees, and senior staff. Increase the number of people taking on leadership responsibilities for both national and state IPLs

*Background: While IPL has been fortunate to have some strong leaders and founders, any new organization must work to ensure continuity and momentum as these original*

*leaders leave. In order to maintain the excellence of the organization, knowledge of organizational history, and continuity of mission and culture, we will work to cultivate new leaders and grow the leadership skills amongst our staff and boards.*

J1) Objective: Establish protocols for managing and running an IPL

- Create materials with management protocols and resources, in addition to the “How-to” Manual, which would be useful for established IPLs as well
- Enlist consultants with nonprofit management expertise

J2) Objective: Put long-term systems in place

- Establish commitments from IPL leadership to maintain protocols, key programs, consistency of structure
- Assist state IPLs in conducting strategic planning

J3) Objective: Identify leadership potential and train staff in leadership skills

- At the national and state levels, make leadership opportunities available
- Offer training and skills development courses
- Reach out to emerging youth leaders
- Identify opportunities for new leaders to lead projects or programs.

J4) Objective: Provide training for steering committees and boards

- Ensure that steering committees and boards fully understand and execute their duties
- Provide resources for state IPLs to use with their boards
- Enlist management consulting; make outside experts available to state IPLs

## **K. Protocols And Other Systems**

**Goal:** Ensure that both the national office and state IPLs have sufficient structures and systems in place to document their processes and to make certain that there are effective internal controls to support programming goals and financial accountability.

*Background: TRP became an independent 501 (c) (3) nonprofit organization in 2007. It is in the process of establishing internal controls and written protocols to assure compliance with standard accounting practices. These rules, once established, can be shared with state IPLs.*

K1) Objective: Include nonprofit administrative resources in “How-To” manual

K2) Objective: Identify a nonprofit lawyer for TRP to contract with as needed

K3) Objective: Conduct an annual audit of TRP’s books

K4) Objective: Provide legal and financial protocols for state IPLs

K5) Objective: Provide resources and assistance for state IPLs to ensure that they have good financial management and internal control systems

## **L. Evaluation and Impact**

**Goal:** Develop tools and systems for measuring the impact we are having at the national and state levels

*Background: The national office does not currently require regular reporting by state IPLs on measurable goals, such as number of congregational members, emissions prevented, etc. In order to get a better picture of the cumulative impact we are having, we need to develop user-friendly tools to acquire this information, which is critical in measuring our progress and assessing the efficacy of our systems*

L1) Objective: Maximize use of automated tracking tools, such as the online carbon footprint calculator, ShopIPL, and Kintera, that can provide us with reports on demand

L2) Objective: Establish protocols for congregational and state IPL reporting (e.g., California IPL's annual report of emissions prevented by its congregations)

- Track and publicize concrete impacts, such as emissions prevented, dollars saved, Energy Star products sold, clean energy kilowatts produced

L3) Objective: Create a user-friendly survey form that is distributed annually to state IPLs

- Include yardsticks such as budget size, number of members, and staff size
- Include qualitative measurements such as board diversity and impact of programs

## **VII. Addendum – Organizational History**

The Regeneration Project (TRP) was founded in 1993 by the Rev. Sally Bingham and the Rev. Ben Webb to support efforts to link environmental concerns to religion. In 1997, Rev. Bingham joined with Steve MacAusland, an active Episcopal church lay leader in Massachusetts, to create Episcopal Power and Light (EPL). This first TRP project was intended to promote and support clean energy by signing up Episcopal churches in California and Massachusetts for green energy. Over 60 churches were signed up by 2000, when an “energy crisis” hit California in the wake of utility deregulation. Due to the resulting electricity price spikes, green energy providers were no longer able to operate in the state, and all of EPL’s congregations were switched back to “brown power.”

In 2000, EPL joined forces with The California Council of Churches, the Southern California Ecumenical Council, and the Northern California Inter-religious Conference to form California Interfaith Power and Light (CIPL). Along with an interfaith mission and a broader purpose – to mobilize a religious response to global warming – CIPL developed a menu of actions for congregations to take, beginning with energy conservation. However, CIPL recognized that congregational action alone would not be able to stem the tide of global warming, and included a public policy focus in its actions. Members were asked to communicate with elected officials and advocate for clean energy solutions.

By 2001, CIPL had signed up over 100 congregations as members, helping them to reduce energy consumption and advocate for state level policies to conserve energy and ramp up renewable energy. Soon, Massachusetts EPL had followed suit and re-formed as Massachusetts Interfaith Power and Light, and TRP was spending much of its time helping additional states adopt the IPL model. TRP created its first strategic plan, “Moving Forward,” in 2003, which outlined the shared mission and goals of the IPL movement, and mapped out a target of 20 affiliated state IPL programs by 2007.

The next three years were a period of rapid growth, and by the end of 2007 there were IPL affiliates in 24 states and the District of Columbia. Over 4,000 congregations were actively engaged, and IPL’s name recognition was growing. New programs and new staff were added, and IPL was playing an increasingly prominent role in national policy. As of summer 2008, we have 29 affiliated IPLs.