



Strategic Plan

2013-
2016

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Cornerstone Pagan Fellowship Strategic Plan 2013 – 2016

Purpose

Every three years, Cornerstone Pagan Fellowship will engage in the strategic planning process to create a future view of its needs and the actions required to meet its goals. Following is the report for the years 2013 – 2016.

The Long Range Action Plans will generally be developed by each committee involved in the operations of the organization, especially committees whose goals generate longer term projects and efforts. The set of plans from each committee will be reviewed for their cohesiveness in contributing to the organization's strategic goals and included in the Strategic Plan.

The following report includes topics to help explain the issues facing the organization, as well as its strengths and challenges. The strategic goals are typically proposed and expanded upon in a joint meeting held with the Board, the Committee Chairs and the Long Range Planning Committee.

Background

Cornerstone Pagan Fellowship was founded in California in March 2013 for Neopagans seeking opportunities to provide good works through Neopagan ministries within their own neighborhoods, organized religious community, and physical places of Neopagan worship. We welcome everyone regardless of age, sex, gender identity, lovestyle, race or ethnicity.

Central to our identity is our commitment to making the world a better place in which to live. Our ministries provide nonprofit community services and benefit things like social justice, animal rights or animal rescue, environmental issues and sustainability, and many other programs that promote the general well-being of our communities.

Our mission also focuses on our desire to move forward as a mainstream world religion. Through our congregations we hope to provide the resources of Cornerstone Pagan Fellowship throughout the world to help individuals progress along their own unique Neopagan spiritual journey. In addition to weekly services, we also offer small group meditation, classes and religious education for all ages. Our congregations participate in numerous projects that seek to give tangible form to our commitment to improving our community and our environment both inside and outside our congregations.

Current Organization Issues

We have only just begun as an organization but we hope to see ourselves grow rapidly over the next few years. This growth has the potential to stretch the organization in several ways. Size may drive a need for greater administration activities and equipment.

Our organizing, processes and procedures may also mature beyond the initial procedures. Processes should be formalized, committees should be well-structured, ministries should be established and program operations must be formalized before we over-reach our ability to manage them.

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Cornerstone Pagan Fellowship has initiated an Annual Assessment survey, which will be guided by the Committee on Ministry. The survey asks many questions about the current satisfaction levels of congregants with facilities, programs and services. Additionally, the survey asks about the importance of each of these functions to the congregants. This assessment should help the various programs and services focus on changes to become more effective. The survey should also reinforce our need for staff to support growing congregations and ministries.

Other Environmental Issues

The close of 2008 and beginning of 2009 brought new economic issues sharply into focus. The economy could dramatically affect our congregants and their ability to contribute financially to the organization and other charities. The overall impact of the economy on our surrounding community calls us to do more in our social actions for those most in need.

While an economic upturn seems to be the trend, there is no guarantee that this will be the norm going forward or that it will continue indefinitely.

Organization

The current organization of the Fellowship is represented in the Board, Executive Committee, Standing Committees and Program Committees. The operations are driven by a democratic process within the committees and across the congregation; therefore, the representation of our strategic goals is broken down into Board and committee action plans.

Growth Projections

We hope to be on target to have about 200 members by the end of 2016. We believe both the economic environment and the self-limiting population we are operating in makes these assumptions appropriate.

Strategic Planning Process

The development of our mission and vision was based on the results of input during work with our original vision committee in late 2012 and early 2013. From our vision statement, the strategic goals were developed. T

Linkage with Other Organization Processes

As we are growing organizationally, we are moving toward defining our interconnected processes. We see a strong connection between our “planning” process – developing goals and activities for future years, and our Annual Assessment process – evaluating how we’re doing and what needs to improve, and our budgeting process – funding the operations and programs of the organization for the next year. We will continue to work on more cohesive timing and synchronization of these processes.

Values Statement

As modern Pagans, we value and honor our Earth with good *Stewardship*, and *Compassion* for our fellow man. We share our true and *Authentic* selves with one another in genuine *Comradery* and *Reciprocate*

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the kind and loving acts that we wish to see more of in the world. We further seek to act with *Integrity*, *Fairness* and *Mindfulness* in our every day interactions, seeking to make our world around us a better place in which to live.

Mission Statement

The Mission of the Neopagan Community Fellowship is to increase the number of public Neopagan places of worship available in communities internationally, to provide for open-inclusive-spiritual services for Neopagans within those communities, to advance Neopaganism as a mainstream world religion, to raise awareness of Neopaganism globally and to increase the involvement of Neopagans in spiritual and Interfaith communities, and to provide for increased educational opportunities to advance Neopagan scholars and improve educational opportunities for Neopagan leaders.

Vision Statement

We see Neopaganism as an emerging world religion, growing one day to stand beside Buddhism, Hinduism, various Abrahamic faiths, and other major world religions. We envision our adherents being able to attend services on a regular basis at local Nemeton, temples, or more simple shrines.

We see Neopagan nonprofit organizations publicly doing good works through various nonprofit charities for the benefit of their communities and the welfare of people all over the world.

We see Neopagans being able to join with others at regular prayer services, meditations, devotionals, study groups, and other spiritual services in the safety and security of their own spiritual house of worship, just as many adherents of other world religions do now.

We imagine Neopagans walking proudly among our brothers and sisters of other faiths at interfaith conferences and joining in interfaith dialogs.

We see our people freely displaying the emblems of their belief on their homes, vehicles or person without fear of repercussion or persecution.

All these things, will come to pass in time with the hard work and devotion of our adherents

Strategic Goals

RECRUIT NEW LEADERSHIP FOR THE ORGANIZATION

We want to recruit diverse leadership with a variety of skills and backgrounds, who can help us launch this organization into the future. We need to gather together Neopagan leaders, Neopagan field experts who can tell us how to run our nonprofit more effectively and Neopagan-friendly spiritual leaders from other traditions who can give us greater insights into how the non-Pagan community sees us.

Unfortunately, 90.8% of Neopagans are caucasian, which leaves little room for ethnic

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diversity (Voices from the Pagan Census, pg 30). Therefore, while an effort must be made to improve ethnic and racial diversity in the organization, promotion of cultural, spiritual, ideological, capabilities and disabilities, age, socio-economic , political, sexual orientation, and gender diversity must also be stressed.

RECRUIT MEMBERSHIP FOR THE ORGANIZATION

We want a strong, intelligent, thoughtful and respectful membership. Some of our membership will come from existing Neopagan communities but some of it will come from other communities. We need to identify our target audience and market to that segment of the population.

The median age of U.S. adults in 2008 was 44 years, we should strive to fall at or above this age level, as studies show that groups with more mature members tend to last longer (CITATION NEEDED).

COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES

Within our congregation, do we live our mission, values and vision? How do others perceive us? Do we create the right “culture” to effectively manage our affairs through democratic processes, with respect for others? What do we need to know or learn in order to be more effective in living our mission, values and vision? What does it take to be deliberately inclusive in our congregation, our social actions and our reputation?

Studies show that the median income of Pagan households is \$30,001-40,000 (Voices from the Pagan Census, pg 29). Since 1989, the median nation household income has held steady in the mid-\$30,000 range (United States Census Bureau 2001). Therefore, Pagans should be expected to contribute the same average amounts to their faith as average households of other religious traditions. Part of living our beliefs is contributing to the success of the organization and this must be stressed in our educational programs if we are to change the current stigma against donating to Pagan organizations.

CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN.

We know we want our own building, but a building is not the soul of the organization.

We want the structure to be a “home” where we grow spiritually, share our skills and talents with our “spiritual family,” and watch our family grow. It is what we do within the organization that defines the home we will make it. We will make every effort to have our new home reflect to the community our commitment to an environmental awareness, a diverse community, and a

place of safety.

AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS.

Our organization will change, not only in size, but in new relations, in new needs, in new opportunities and new resources. We need to be mindful of how we will anticipate and plan for these changes. Do we have the right knowledge and skills to develop programs to address the new numbers and the new needs of the organization? Do we have the right materials and resources? Do we have the number of volunteers and leaders to sustain our programs? Do we have the ability to create repeatable and sustainable processes and programs, rather than relying solely on those who have done something in the past?

When will our leadership program be ready? When will our study program be ready? When will our Deacon program be ready? What steps are we taking toward accrediting our Clergy program?

Board of Trustees

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES
COMMITTEE SUB GOAL #1a : Lead in helping people to become more deeply involved in Cornerstone Pagan Fellowship.

ACTION STEPS	RESPONSIBILITY 1	START/COMPLETE DATES
<p>Board members will actively reach out to members</p> <ul style="list-style-type: none"> a) Issue personal welcomes to new members in their “zone” (divided alphabetically not regionally at first) b) Issue personal invitations to people for organization events and involvement in the work of the organization c) Encourage parents to work in Children and Youth Religious Education and to join those boards. d) Encourage educators to join the Child and Youth Religious Education Board. e) Board members will encourage and develop relationships among the membership. 	Board	January 2013/Ongoing
<p>Make Membership database available to Board members and Committee Council members so that people’s interests and talents can be better matched to their contributions to the work of the organization</p>	Board	January 2013/Ongoing

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES
COMMITTEE SUB GOAL #1b: Study, develop, and carry out activities that will lead to our becoming a more diverse organization.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
<p>Look into ½- or 1-day Board diversity training</p>	Board	January 2014/December 2014
<p>Read and discuss one book per year on diversity together as a “book in common”</p>	Board	September 2014/May 2016
<p>Participation by 3 or more individual Board members in culturally and racially diverse activities</p>	Board	Annually
<p>Identify Interfaith activities, nationally and internationally to send representation to.</p>	Board	Annually
<p>Strongly discourage discrimination with strong policies against it and follow through on those</p>	Board	Ongoing

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policies consistently.	
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STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUESCOMMITTEE SUB GOAL #1c: Meet regularly to attend to Committee work.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Monthly minimum, 7-10 days following each solstice and equinox. Quarterly reports from each committee will be submitted to the Board by the Sunday prior to each equinox or solstice for review.	MC	Ongoing

STRATEGIC GOAL #2: RECRUIT NEW LEADERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Recruit Neopagan leaders who are well-known for their work in the community and who will be willing to work toward knitting the community together in partnership with Cornerstone.	Board	February 2014/Ongoing
Recruit Neopagan or Neopagan-friendly professionals who can help make Cornerstone a stronger organization. Lawyers, actuaries, CPAs, educators, administrators, business people, etc.	Board	February 2014/Ongoing
Recruit spiritual leaders from other faiths who are Neopagan-friendly, that will be willing to work with the org on its image in the non-Pagan community.	Clergy	February 2014/Ongoing
Keep a list of committees and their activities handy to show potential leaders.	Board	Ongoing

STRATEGIC GOAL #3: RECRUIT MEMBERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Keep flier or brochures about the org to show potential members when they ask more questions.	All leadership	Ongoing
Memorize the 60 second elevator speech to share with potential members.	All leadership	Ongoing

STRATEGIC GOAL#4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Support and communicate with Building Committee	Board	January 2014/ acquisition of building

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<p>Support capital campaign</p> <ul style="list-style-type: none"> a) Encourage all groups to complete as many requirements as possible before closing on property <ul style="list-style-type: none"> i Membership development plan ii Quartile analysis of pledges iii Income/expense projections iv Study options for financial assistance and be sure that we meet all requirements v Other information as requested by insurance consultant 	Board	In progress and as needed as we get closer to closing on property
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STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS
COMMITTEE SUB GOAL #5a: Increase paid staff to meet needs of a growing congregation.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Hire an office administrator	Board/ Personnel Committee	ASAP
Hire a Youth Director	Board/CRE Committee	Jan 2016/Dec 2016
Create a Music Committee	Board	Jan 2014/Dec 2014
Form and maintain healthy, functioning Personnel Committee	Board	Dec 2013/Ongoing
- Promote and ensure the appointment of persons with strong human resources skills		

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS
COMMITTEE SUB GOAL #5b: Develop governance procedures appropriate for a mid-size organization.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
<p>Research alternative models of governance for program size organizations</p> <ul style="list-style-type: none"> a) President will share information learned at 2009 General Assembly PAGAN University on organization governance b) Board will read and discuss <i>Ministry and Governance</i>, by Dan Hotchkiss <ul style="list-style-type: none"> i Invite members of congregation to participate in study group 	Board	January 2013/2014
Encourage delegation of tasks and responsibilities both within the Board and outside of the Board so that work load is more efficient	Board	January 2014/2015

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COMMITTEE SUB GOAL #5c: Coordinate with the Committee Council to decide which committees are essential to the work consolidate committees whose work is related; and coordinate the work of all committees.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
<p>Ask the Committee Council to appoint representatives to a joint Board/Council study group to:</p> <ul style="list-style-type: none"> a. Look at current and possible standing and program committees to determine which are essential to the work of the organization b. Submit draft plan to Board and Council for approval c. Committees draft necessary policy and procedures changes and submit them to Board for approval d. Board submits any necessary by-laws changes to the By-laws Committee and ultimately to congregation for approval 	Board, with help from Committee Council	January 2014/June 2014
<p>Work with Committee Council and Leadership Training Task Force to develop training for committee chairs, to include at least the following skills:</p> <ul style="list-style-type: none"> a. Define tasks necessary for each committee's work, including the role of the chair b. Assign individuals to be responsible for each task c. Coordinate work of committee members d. Develop skills of at least one member of the committee to assume the position of chair when current chair retires e. Recruit new members for committee as needed 	Board, Committee Council, Leadership Training Task Force	January 2013/Dec 2014

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

COMMITTEE SUB GOAL #5d: Cultivate a culture of leaders.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Encourage leadership through asking people to do short-term projects	Board	January 2013/2016
Communicate and coordinate with the Leadership Development Task Force	Board	January 2013/2016
Each Board member will attend at least one leadership training event per Year	Board	January 2013/2016
Coordinate with Leadership Development Task Force and Committee. Council to develop and promote a path to leadership for Cornerstone Members	Board/Committee Council	January 2013/Dec 2016

Leadership Development Committee

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Develop a Code of Ethics for our leaders to follow that is based on our principles and founded in our mission, vision, and values statements, as well as the prevailing norms of modern society.	LDC	06/01/14

STRATEGIC GOAL #2: RECRUIT NEW LEADERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Develop a comprehensive welcome packet for new board and committee members, including a contract, list of expectations, job description, and summary of previous actions of the board.	LDTSF	6/1/2013 – Updates ongoing
Develop a Leadership training certification course for new leaders that wish to start a new congregation or ministry.	LDTSF	06/01/13

STRATEGIC GOAL #3: RECRUIT MEMBERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Keep flier or brochures about the org to show potential members when they ask more questions.	All leadership	Ongoing
Memorize the 60 second elevator speech to share with potential members.	All leadership	Ongoing

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Discuss what types of workshops or retreats might be possible to run out of our physical location and submit this to the Board.	LDC	03/15/14

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND

DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

COMMITTEE SUB GOAL: Develop and implement programs to meet the leadership needs of a mid-sized organization

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
<p>A designated successor group to the Leadership Development Task Force will implement a written leadership development plan, to be proposed by the LDTF by 12/31/09 and approved by the Board of Trustees. The successor group might be part of the Adult Programming Committee.</p>	<p>Successor Group</p>	<p>1/2014 - Ongoing</p>
<p>a) The group will continue and expand leadership development activities launched in 2009, which may include bimonthly shared leadership potlucks and a yearly all-organization leadership training seminar.</p>	<p>Successor Group</p>	<p>1/2014 - Ongoing</p>
<p>b) The group will support the development of a culture of shared leadership at Cornerstone, working, as appropriate, with other committees and the Board. Shared leadership is defined as a model in which everyone in every group is seen as part of the leadership process, and leadership is a way of being and acting rather than a position.</p>	<p>Successor Group</p>	<p>1/2014 - Ongoing</p>

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Adult Programs

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES

COMMITTEE SUB-GOAL #1a: Deliver quality, mission-based adult programming that integrates Cornerstone’s core values, vision and the needs of constituents.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Provide Foundational RE offerings that help those new to Cornerstone engage with the components of the mission, values, vision and recognize their gifts and areas for stretching a) Launch new Foundational RE curriculum b) Continue Foundational program	APC	2013
Provide or co-sponsor RE offerings that Deepen the faith, spiritual and personal development of Cornerstone in all areas of the Mission a) Launch new Deepening curriculum b) Continue Deepening offerings	APC	1/2013 – 1/2015
Provide Connection Circles where Cornerstone adherents can build community, deepen relationships and explore their individual spiritual journeys a) Launch new program b) Continue program	APC	1/2013 – 1/2015
Provide a reflective and skills based leadership development curriculum that focuses on faith, spiritual, ethical and Cornerstone identity development and is built on the construct of shared leadership a) Launch a pilot program for people in ascribed leadership roles or who are considering these roles b) Offer a leadership development program to all Cornerstone c) Provide offerings in shared leadership for all Cornerstone	Leadership Development Sub-Group	1/2013 – 1/2015
Develop and support a cadre of facilitators for RE and leadership development programs a) Identify facilitators b) Train and support facilitators	APC	1/2013 – 1/2015
Conduct ongoing evaluation (of process and outcomes) of offerings in order to improve RE, CC and leadership development programs and assure their quality a) Develop a method for evaluating the outcomes and process of our programming b) Have participants evaluate RE offerings at the end of the program c) Have CC participants evaluate their experience every 6 months	APC	1/2013 – 1/2015

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d) Revise CC's and RE offerings based on the evaluation results		
Conduct periodic surveys to identify the interests of Cornerstone's adherents and use to make choices re: offerings within the curriculum framework	APC	1/2013 – 1/2015
Communicate with relevant committees, the Ministers and the Board to gain their perspectives on key content areas	APC	1/2013 – 1/2015
Collaborate with relevant Cornerstone committees & initiatives and appropriate organizations outside of Cornerstone to expand our curriculum to more fully focus on Cornerstone's mission and values and vision; this may include cosponsoring programs (internal/external)	APC	1/2013 – 1/2015

STRATEGIC GOAL #2: RECRUIT NEW LEADERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Identify individuals with a strong interest or experience in Adult education in the Neopagan community and, with permission, provide their information to the Board of Trustees.	APC	Ongoing

STRATEGIC GOAL #3: RECRUIT MEMBERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Keep flier or brochures about the org to show potential members when they ask more questions.	All leadership	Ongoing
Memorize the 60 second elevator speech to share with potential members.	All leadership	Ongoing

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Discuss how Adult Programs will interact with the physical location and submit it to the board	APC	03/15/14

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

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COMMITTEE SUB-GOAL #5a: Engage adults as they enter the Cornerstone community in a vibrant and predictable programs (courses and small group ministry) that support their connection to a caring community and the deepen personal spiritual and faith development.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Provide a schedule of religious education (RE) offerings that will be foundational for those new to Unitarian Universalism and deepen participants' faith and spiritual development and be accessible in terms of times and location. <ol style="list-style-type: none"> 1. Offer at least 2 foundational and 2 deepening offerings 2. Offer at least 2 foundational and 3 deepening offerings 3. Offer at least 2 foundational and 4 deepening offerings 	APC	1/2013 – 1/2015
Hold a facilitator training quarterly to provide support and ongoing training.	APC	1/2013 – 1/2015
Collaborate with the Ministers, Committees and the Board to align adult programming with the emergent needs of the Cornerstone community.	APC	1/2013 – 1/2015
Consider the staffing needs that may emerge with increased programming	Board	2015
Continue to be supportive of any Affinity Group that may want to organize around a particular interest	APC	1/2013 – 1/2015

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

COMMITTEE SUB-GOAL #5b: (Potentially) Implement programs to meet the leadership needs of a mid-sized organization. (See Leadership Development Task Force's action plan)

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
With Board approval, potentially make the Leadership Development Task Force a part of the APC	APC	1/2013 – 1/2015
Given 1, provide a predictable schedule of leadership development programming for current and perspective ascribed leaders and for anyone interested in shared leadership as noted in the LDTF's plan (specificity TBD once LDTF completes its work)	Leadership Development Sub-Group	1/2013 – 1/2015
Collaborate with the Minister, Committees and the Board to support a culture of shared leadership where people will be empowered to actively engage in the functioning of the Church	APC	1/2013 – 1/2015

Pastoral Care

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Teach our ministers and spiritual leaders to lead by example by providing confidential peer-to-peer pastoral care to our spiritual leaders. Development of this program must be completed prior to launching any training programs for spiritual leadership.	PCC	6/1/2014

STRATEGIC GOAL #2: RECRUIT NEW LEADERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Identify individuals with a strong interest in Pastoral Care within the Neopagan community. Invite them to join the committee, with Board approval.	PCC	Ongoing

STRATEGIC GOAL #3: RECRUIT MEMBERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Keep flier or brochures about the org to show potential members when they ask more questions.	All leadership	Ongoing
Memorize the 60 second elevator speech to share with potential members.	All leadership	Ongoing

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN

COMMITTEE SUB GOAL #4a: To provide caring services while nurturing those in need within our Organization family.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Send cards and make phone calls, give time to those in need	PCC	As need arises
Making periodic evaluations of status and identifying needs and assigning duties	PCC	As need arises
Publishing names & contact info of co chairs and web site calendar instructions as needed	PCC	Orientation of new members
Identify Community Services available so members in need can get additional help.	PCC	As need arises

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<p>Provide listening ministry training to members who wish to practice pastoral care for members, alongside ministers. Ministers will work with those who've had training to serve as "Peer Counselors" to those in need. This level of caring will be on a temporary basis for recipients, but will go beyond practical care to deep listening ministry. Peer Counselors will have monthly meetings and develop a code of ethics that will be strictly adhered to.</p>	<p>Ministers & Professional consultants</p>	<p>2013-Onward</p>
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STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

ACTION STEPS		
	RESPONSIBILITY	START/COMPLETE DATES
<p>Work with the GTU to develop a 10 year plan for accreditation of our seminary program.</p>	<p>Ministers & Professional consultants</p>	<p>2013-Onward</p>

Children’s and Youth Religious Education

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES
COMMITTEE SUB GOAL: Actively promote our values.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Children – Encourage parents to be involved in the RE program as helper teachers, helpers, volunteers with activities	CYRE Committee/DRE/Chair	ongoing
Social Justice – Encourage more involvement of families in social justice activities and create our own opportunities	CYRE Committee/DRE/Chair	Ongoing
Community – Create a fun and fellowship portfolio role (see goal 2) This person will oversee multigenerational activities, class activities, and be a liaison to the fun and fellowship committee. More of these activities will bring more of a sense of community to members and visitors.	DRE	ongoing
Spirituality – Bring more music into the program on Sunday mornings, children playing music in the service and musical activities outside of Sunday morning.	DRE/Teachers	ongoing
Caring – Encourage children to be greeters on Sunday mornings	CYRE Committee/DRE/Chair	ongoing

STRATEGIC GOAL #2: RECRUIT NEW LEADERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Identify individuals within the Neopagan community with a strong interest in child and youth education and those with experience or educational credentials in such. Invite them to join the committee, with Board approval.	CYRE	

STRATEGIC GOAL #3: RECRUIT MEMBERSHIP FOR THE ORGANIZATION

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ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Keep flier or brochures about the org to show potential members when they ask more questions.	All leadership	Ongoing
Memorize the 60 second elevator speech to share with potential members.	All leadership	Ongoing

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN

COMMITTEE SUB GOAL #4a: Increase participation in the Children and Youth Religious Education program through increased participation in other areas of the church and into the community.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Reach out to visitors and find ways to involve them immediately in the program through social action, fun and fellowship and volunteer opportunities	Local Congregations	2013-ongoing
Create activities to reach into the local community through welcoming activities that are open to friends of members, visitors, and potential visitors	Local Congregations	2013-ongoing

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN

COMMITTEE SUB GOAL #4b: Create and maintain a successful grade school youth program.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Oversee the hiring of a part-time volunteer Child Education Director when approved by the congregation.	DRE/ Board/Minister	2013-ongoing
Go to any child education trainings that are offered.	DRE/Chair/Child Education Director	2013-ongoing
Recruit for an active Child Religious Education Committee.	DRE/CYRE/ Chair	2013-ongoing

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN

COMMITTEE SUB GOAL #4c: Create and maintain a successful high school youth program.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
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Oversee the hiring of a part-time volunteer Youth Director when approved by the congregation.	DRE/ Board/Minister	2013-ongoing
Go to any youth trainings that are offered.	DRE/Chair/Youth Director	2013-ongoing
Recruit for an active Youth Religious Education Committee.	DRE/CYRE Chair	2013-ongoing

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Develop a quality children & youth education program for congregations.	DRE/CYRE/Chair	06/15/15
Develop a quality homeschool program for homeschoolers that is approved as a private online school in the state of California.	DRE/CYRE/Chair/ Outside professionals	06/15/15
Develop quality children & youth programs that can be used in the home for those families that don't want to homeschool.	DRE/CYRE/Chair	06/15/15

Ministry Committee

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES

COMMITTEE SUB GOAL #1a: Ensure the annual survey results are communicated to the Committee Council and Board that they may respond accordingly to the feedback of the congregation as a whole.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Conduct annual survey of membership on spiritual needs and provide a copy of the results in a comprehensive report to the appropriate committees.	MC	6/15 annually

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES

COMMITTEE SUB GOAL #1b: Meet regularly to attend to Committee work.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Quarterly minimum, not less than 3 weeks prior to each solstice and equinox. Quarterly reports to be submitted to the Board by the Sunday prior to each equinox or solstice.	MC	Ongoing

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES

COMMITTEE SUB GOAL #1c: Individually and collectively participate in the life of Cornerstone Pagan Fellowship.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Communicate Survey Results.	COM	Annually
Meet regularly to assess the pulse of the organization.	COM	Monthly

STRATEGIC GOAL #2: RECRUIT NEW LEADERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Identify possible spiritual leaders that you may know that may be a good fit for the Interfaith committee and share their information, with permission, with the Board of Trustees.	COM	Ongoing

STRATEGIC GOAL #3: RECRUIT MEMBERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Keep flier or brochures about the org to show potential members when they ask more questions.	All leadership	Ongoing
Memorize the 60 second elevator speech to share with potential members.	All leadership	Ongoing

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Make a list of necessities for conducting ministerial work out of a physical location and submit it to the board.	MC	

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

COMMITTEE SUB GOAL #5a: Working to uphold the philosophy of shared ministry, the CoM will assist all committees' objectives that will in turn be communicated to the congregation.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Request all Committees submit their annual objectives and facilitate the review of those objectives as necessary.	All Standing and Program Committees	October/January

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

COMMITTEE SUB GOAL #5b: Plan and execute an annual survey assessment of the organization ministries.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Solicit Committee feedback and develop a survey that effectively assesses the functions of committees, staff, congregation, and the services of the professional minister.	All Standing and Program Committees	March/August

Communications

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Quarterly minimum, not less than 3 weeks prior to each solstice and equinox. Quarterly reports to be submitted to the Board by the Sunday prior to each equinox or solstice.	MC	Ongoing

STRATEGIC GOAL #2: RECRUIT NEW LEADERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Continue recruiting with Press releases to Pagan media, an article on Witchvox, google ads, facebook.	Communications	02/13/13
Blog. Blog, blog.	Communications	Ongoing
Create youtube videos about who we are and what we do.	Communications	03/15/13
Keep website up-to-date and simple to navigate	Communications	Ongoing

STRATEGIC GOAL #3: RECRUIT MEMBERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Keep flier or brochures about the org to show potential members when they ask more questions.	All leadership	Ongoing
Memorize the 60 second elevator speech to share with potential members.	All leadership	Ongoing

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN
COMMITTEE SUB GOAL #4a: Develop and maintain a strategy for communicating with the organization during the development of a home of our own.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Create a Communications Committee	Steering Committee	Fall 2013-Spring 2014
Determine timeline for communications	Communications Chair and Steering	Spring 2014-Summer 2014

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	Committee	
Create a Communication Plan	Website, Newsletter, Publicity subcommittees	Spring 2014-Summer 2014
Support the capital campaign's communications needs	Communications Chair and Steering Committee	Spring 2014-Summer 2014
Develop and produce a capital campaign brochure	Publicity subcommittees	Spring 2014-Summer 2014

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN

COMMITTEE SUB GOAL #4b: Develop communications policies, guidelines and promotional materials.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Review communications policies and guidelines in our industry and draw up proposal guidelines for the organization.	All	Winter - Spring 2014
Determine what types of communication that pertain to a organization (bulletin boards, posters, banners, fliers, brochures, etc.) need to be added to communications policies and guidelines .	All	Winter - Spring 2014
Propose policies and guidelines and review with the Board of Trustees	All	Winter - Spring 2014
Update website to include address, phone, fax and directions to our new home	Webmaster	Winter - Spring 2014
Update newsletter template to include the address, phone and fax of our new home	Newsletter subcommittee	Winter - Spring 2014
Review existing posters, banners, fliers, brochures, and directories and update with the address and phone of our new home	Publicity subcommittee	Winter - Spring 2014
Review existing ads in yellow pages and update with the address and phone of our new home	Publicity subcommittee	Winter - Spring 2014
Assist implementation team with setting up office equipment and software in our new home	All	Winter - Spring 2014
Update billing information for all services with our new address	Treasurer	Winter - Spring 2014
Conduct mid-year reviews of committee goals and objectives, and make necessary modifications	Chair with feedback from all committee members	2014-2016
Transition newsletter editing and publishing to office administrative staff	Newsletter	2016

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	subcommittee
Transition calendar editing and publishing to office administrative staff	Calendar Coordinator 2016

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN COMMITTEE SUB GOAL #4c: Develop committee roles and recruit committee members.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Develop Committee Mission and Vision	All	2014
Define roles and duties for members of the Communications Committee	All	2014
Recruit committee members to fill the roles	All subcommittees	2014-2016
Document committee goals and objectives annually and post on website	Chair with feedback from all committee members	2014-2016

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS COMMITTEE SUB GOAL 5a: Develop and maintain an effective and sustainable Communications Committee.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
1. Create a job description with a list of duties and expectations. Submit this to the Committee Council.	CC	03/15/14
2. Continue to recruit and foster new leadership for the committee.	CC	Ongoing

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS COMMITTEE SUB GOAL 5b: Develop and maintain a strategy for attracting new visitors to the church.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE
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		DATES
Work with other committees to develop one or two core messages	Publicity subcommittee with other committees	Jan 2014/Jan 2015
Identify Audiences	Publicity subcommittee with other committees	Jan 2014/Jan 2015
Craft the baseline graphics / build inventory of images	Publicity subcommittee with other committees	Jan 2014/Jan 2015
Determine Partnerships	Publicity subcommittee with other committees	Jan 2014/Jan 2015
Evaluate social networking sites and other popular sites such as Twitter, UTube, and Facebook	Publicity and Website subcommittees	Jan 2014/Jan 2015
Determine goal for Communications. What issue do we put forward? What are we hoping to change?	Publicity subcommittee with other committees	Jan 2014/Jan 2015
Make and execute the publicity action plan	Publicity subcommittee	Jan 2014/Jan 2015
Evaluate strengths and weaknesses of plan and make adjustments	Publicity subcommittee	Jan 2014/Jan 2015

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS
COMMITTEE SUB GOAL 5c: Develop and maintain effective and sustainable strategies for communicating as a mid-size organization.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Develop and refine the communication guidelines	All	Jan 2014/Jan 2015
Develop and refine the newsletter guidelines, style sheet and template	Newsletter	Jan 2014/Jan 2015

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	subcommittee	
Evaluate and continue to enhance our website	Website subcommittee	Jan 2014/Jan 2015
Investigate ways to utilize our website for internal training	Website subcommittee	Jan 2014/Jan 2015
Determine what strategies are most effective and revise them accordingly	All	Jan 2014/Jan 2015
Explore electronic ways to communicate, such as blogs, RSS feeds, and e-newsletters	Website & news subcommittees	Jan 2014/Jan 2015
Revise policies and guidelines to address privacy and security issues	Publicity subcommittee	Jan 2014/Jan 2015
As our organization and programs grow in size, evaluate the need for multiple calendars, electronic mailing lists, blogs, etc.	All	Jan 2014/Jan 2015
Continue to streamline process for submitting news using email addresses and investigate the use of forms on our website	website subcommittee	Jan 2014/Jan 2015

Finance

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES
COMMITTEE SUB GOAL #1a: To develop, manage, and monitor financial systems that ensure the financial health of Cornerstone's mission and vision.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Create a financial management plan that suits the organizational needs of Cornerstone.	FC	06/15/14
Set up bank accounts, saving accounts, and other financial vehicles to benefit Cornerstone.	FC	06/15/14
Set up a charitable Foundation that benefits Cornerstone for long-term donations, like bequests.	FC	06/15/14
Create an audit committee to audit accounts annually.	FC	06/15/14
Create a monthly calendar of Finance Committee Duties and Responsibilities.	Chair	04/15/14
Define roles of Finance Committee and Treasurer as Corn moves to a mid-size organization.	Chair	06/15/15-ongoing
Assist in creating a system for monitoring promissory notes issued for the Capital Campaign.	FC	06/15/14-ongoing
Develop a system to safely store and protect organization records.	FC	04/15/15
Define role to assist Stewardship Committee as needed in annual Pledge Canvass and Capital Campaign.	Chair	06/15/15

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES
COMMITTEE SUB GOAL #1b: Meet regularly to attend to Committee work.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Quarterly minimum, not less than 3 weeks prior to each solstice and equinox. Quarterly reports to be submitted to the Board by the Sunday prior to each equinox or solstice.	MC	Ongoing

STRATEGIC GOAL #2: RECRUIT NEW LEADERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Identify people with financial background that are sympathetic to Neopagans and share	FC	Ongoing

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their information, with permission, with the Board of Trustees.		
Create our first campaign fundraiser for a charity, maybe Black Cat Rescue in Massachusetts, Equality House or the Bonewits Scholarship Foundation	FC	2/10 launch at Pantheacon

STRATEGIC GOAL #3: RECRUIT MEMBERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Keep flier or brochures about the org to show potential members when they ask more questions.	All leadership	Ongoing
Memorize the 60 second elevator speech to share with potential members.	All leadership	Ongoing

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Make a budget for the physical location and submit it to the board	FC	03/15/14

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATE
Develop a Procedure Manual for the Finance Committee to ensure the committee is overseeing the finances of ConerStone as it moves to a Mid-sized organization.	FC	06/15/2016
Develop and evaluate annually an effective system for identifying repeat donors, contact them, educate them about our programs and thank them for their contributions.	FC	10/01/14
Work with Board to provide quarterly donor Recognition Ceremonies	FC	10/01/14
Work with church leaders to develop a church-wide system for tracking donors and contacting them if they haven't attended church for a while.	FC	10/01/14
Work with church leaders to develop a church-wide system for conveying information about new programs.	FC	10/01/14

Membership

COMMITTEE SUB GOAL #1b: Meet regularly to attend to Committee work.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Quarterly minimum, not less than 3 weeks prior to each solstice and equinox. Quarterly reports to be submitted to the Board by the Sunday prior to each equinox or solstice.	MC	Ongoing

STRATEGIC GOAL #2: RECRUIT NEW LEADERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Begin recruiting at Pantheacon with the survey and information sessions.	Membership Committee	02/14/14
Create a recruitment plan and submit it to the Board of Trustees.	Membership Committee	06/01/14

STRATEGIC GOAL #3: RECRUIT MEMBERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Keep flier or brochures about the org to show potential members when they ask more questions.	All leadership	Ongoing
Memorize the 60 second elevator speech to share with potential members.	All leadership	Ongoing

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Discuss how the membership will interact with our home office and with future spiritual centers, submit the outcome of this discussion to the board	MC	03/15/15

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

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STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS
COMMITTEE SUB-GOAL #5a: Encourage continuing visitors to become members, guide them through the path to membership, and help integrate them into the church community

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Work with the Worship Committee to educate lay leaders about announcing and displaying the Intent-to-Join cards	Designated Committee Member	Ongoing
Prepare Visitor Packets, to give to visitors at weekly worship services, and update them as needed	Designated Committee Member	Ongoing
Send a letter to visitors during the week after their first visit	Designated Committee Member	Ongoing
Develop and evaluate annually an effective system for identifying returning visitors, contacting them in various ways, educating them about membership, explaining the process, and answering questions	MC	February 2014 for implementation in 2015
Update the Membership web page frequently, evaluate it annually, and direct newcomers to the organization website for more information	MC	February 2014, then Ongoing
Develop and annually evaluate an effective system for providing Intent-to-Join packets for newcomers who submit an intent-to-join card, explain the contents of the packet in short one-on-one conversations, and update the packets as needed	MC	February 2014 for implementation in 2015
Provide and evaluate Cornerstone Orientations at least quarterly	Designated Committee Member	February 2013, then at least quarterly
Publicize Cornerstone Orientations using all church communication channels	Designated Committee Member	February 2013, then at least quarterly
Work with minister to provide quarterly New Member Recognition Ceremonies	Designated Committee Member	February 2013, then at least quarterly
Develop and annually evaluate a process to: a. Work with church leaders to develop a church-wide system for tracking members and contacting them if they haven't attended church for a while b. Work with church leaders to develop a church-wide system to Integrate	MC	February 2014 for implementation in 2015 February 2014 for implementation in 2015

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<p>newcomers and new members into the life of the church</p> <ul style="list-style-type: none"> c. Provide social events for new members in our own building so they can connect with each other and form closer relationships d. Contact new members once a month for three months to provide support and answer questions 		<p>February 2014 for implementation in 2015</p> <p>February 2014 for implementation in 2015</p> <p>November of each year</p>
<p>Follow Board directives to contact members who have not been active during the past year and discuss their membership status.</p>	<p>Designated Committee Member</p>	

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS
COMMITTEE SUB-GOAL #5b: Recruit congregants to implement the Membership Committee’s minis

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
<p>Recruit congregants to serve on the Membership Committee</p> <ul style="list-style-type: none"> a. Develop specific job descriptions for each committee member and update them as needed b. Review interest forms to determine who might be interested in serving on the committee c. Make a personal contact inviting the person to serve on the committee in a specific capacity, and explain the relevant job description d. Publicize opportunities to serve on the committee in weekly announcements, the info list, and in the monthly newsletter e. Assess the effectiveness of the recruitment process and update it as needed 	<p>MC</p>	<p>February 2014, then Ongoing</p>
<p>Recruit congregants to participate in time-limited projects rather than serving on the committee.</p> <ul style="list-style-type: none"> a. Develop a job description for a specific project b. Review interest forms to determine who might be interested in the project (e.g., make a poster) c. Make a personal contact inviting the person to participate in the 	<p>MC</p>	<p>February 2014, then Ongoing</p>

<p>project and explain the job description</p> <p>d. Publicize the activity and the specific job description in weekly announcements, the info list, and in monthly newsletter</p>	
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STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

COMMITTEE SUB-GOAL #5c: Provide training for orientation class facilitators, greeters, ushers, and others

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
<p>Train facilitators to use strategies that create a warm, welcoming environment.</p> <p>a. Recruit a trainer, plan the training session, schedule a time, date, and location</p> <p>b. Develop training materials and update them as needed</p> <p>c. Publicize the training</p> <p>d. Evaluate the effectiveness of the training and revise as needed</p>	<p>Designated Committee Member</p>	<p>Annually</p>
<p>Train greeters and ushers to use strategies to warmly welcome visitors, newcomers, and members.</p> <p>a. Recruit a trainer, plan the training session, schedule a time, date, and location</p> <p>b. Develop training materials and update them as needed</p> <p>c. Publicize the training</p> <p>d. Evaluate the effectiveness of training and revise it as needed</p>	<p>Designated Committee Member</p>	<p>Annually</p>

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

COMMITTEE SUB-GOAL #5d: Evaluate the effectiveness of each component of the Membership Comm

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
<p>Develop a process for evaluating the effectiveness of each component: publicity; greeting process, name tag process, visitor follow-up, orientation classes, training sessions, recruitment, integration of new members, and committee meetings.</p>	<p>MC</p>	<p>Annually in June</p>

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<p>a. Evaluate each component annually n. Based on evaluations, update each component as needed</p>	
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STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

COMMITTEE SUB-GOAL #5e: Annually assess the Membership Committee’s ministry to determine if i a growing and diverse congregation

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Participate in developing the Committee on Ministry’s annual survey so it includes questions that help evaluate the Membership Committee’s ministry.	MC	Annually in June

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

COMMITTEE SUB-GOAL #5f: Use the organization’s data management system effectively to track visitors, members

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Develop an efficient process for retrieving needed visitor and member data from the organization administrator and evaluate it annually	MC	12/01/14

Community Action & Social Service

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES

COMMITTEE SUB GOAL #1a: Ongoing community service: Second Offering, Services for the Homeless, Children’s activities, Immigrant issues, GLBT issues, Hands on Housing, AAIM participation. Peace issues, environmental issues, etc

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Responding to issues as they occur	CASSC	June 2014/Ongoing
Participation in international events related to committee programs	CASSC	June 2014/Ongoing
Sponsor at least 4 live forums each year to educate organization on social action/justice issues	CASSC	June 2014/Ongoing
Encourage local congregations to develop community outreach program to address neighborhood issues/concerns	CASSC	June 2014/Ongoing

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES

COMMITTEE SUB GOAL #1b: Meet regularly to attend to Committee work.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Quarterly minimum, not less than 3 weeks prior to each solstice and equinox. Quarterly reports to be submitted to the Board by the Sunday prior to each equinox or solstice.	MC	Ongoing

STRATEGIC GOAL #2: RECRUIT NEW LEADERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Identify individuals with a strong drive for community action and social service in the Neopagan community and, with permission, provide their information to the Board of Trustees.	CASSC	Ongoing

STRATEGIC GOAL #3: RECRUIT MEMBERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Keep flier or brochures about the org to show potential members when they ask more questions.	All leadership	Ongoing
Memorize the 60 second elevator speech to share with potential members.	All leadership	Ongoing

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Make a list of necessities for conducting community action and social service work out of a physical location and submit it to the board	CASSC	03/15/15

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

COMMITTEE SUB GOAL #5: Coordinate with Cornerstone minister , Cornerstone Interfaith Team to provide full support for Cornerstone’s social action/justice activities/programs

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Coordinate with Cornerstone minister , Cornerstone Interfaith Team to provide full support for Cornerstone’s social action/justice activities/programs	CASSC	Ongoing

Stewardship

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES
COMMITTEE SUB GOAL #1a: Meet regularly to conduct the committee's work.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Quarterly minimum, not less than 3 weeks prior to each solstice and equinox. Quarterly reports to be submitted to the Board by the Sunday prior to each equinox or solstice.	Stewardship committee	Ongoing

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES
COMMITTEE SUB GOAL #1b: Develop and communicate messages on the issue of spiritual stewardship to the organization.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Study and discuss books and other media relating to the issue of spiritual stewardship	Stewardship committee	Ongoing
Compose articles for the organization's newsletter, web site, etc on the issue of spiritual stewardship	Stewardship committee	Ongoing

STRATEGIC GOAL #2: RECRUIT NEW LEADERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Identify individuals with a strong commitment to Stewardship in the Neopagan community and, with permission, provide their information to the Board of Trustees.	Stewardship committee	Ongoing

STRATEGIC GOAL #3: RECRUIT MEMBERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Keep flier or brochures about the org to show potential members when they ask more questions.	All leadership	Ongoing
Memorize the 60 second elevator speech to share with potential members.	All leadership	Ongoing

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STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN
COMMITTEE SUB GOAL #4a: Conduct the organization’s annual giving campaign.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Conduct the annual giving campaign	Stewardship Committee	September / October Annually

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN
COMMITTEE SUB GOAL #4b: Conduct the organization’s capital campaign.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Preparations for the capital campaign (theme, draft materials, budget, etc.)	Stewardship, Building, and Communications Committees; Steering Committee; Board of Directors	Ongoing
Conduct the capital campaign	Stewardship, Building, and Communications Committees; Steering Committee; Board of Directors	TBD (SHORTLY FOLLOWING THE SELECTION OF A SUITABLE PROPERTY)

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN
COMMITTEE SUB GOAL #4c: Conduct at least one special giving campaign per year.

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ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Organize and conduct the annual special giving campaign.	Stewardship Committee	Spring, Annually

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN
COMMITTEE SUB GOAL #4d: Review and evaluate proposals for other fundraising project

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Monitor ongoing fundraising projects	Stewardship Committee, Fundraising Project Chair	Ongoing
Evaluate completed fundraising projects for effectiveness.	Stewardship Committee, Fundraising Project Chair	Ongoing
Create a fundraising plan and submit it to the Board for approval	Stewardship Committee, Fundraising Project Chair	06/15/14

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS
COMMITTEE SUB GOAL #5a: Facilitate at least one adult education course per year on the issue of money/financial

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Research money management programs.	Stewardship Committee	Ongoing
Facilitate one adult education course per year on the issue of money management.	Stewardship	Fall, Annually

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	Committee
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STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

COMMITTEE SUB GOAL #5b: Facilitate at least one discussion group per year on the issue of spiritual stewardship

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Research spiritual stewardship programs	Stewardship Committee	Ongoing
Facilitate at least one discussion group per year on the issue of spiritual stewardship	Stewardship Committee	Fall, Annually

Worship

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES

COMMITTEE SUB GOAL #1a: Collaborate with the ministers to create a worship program that: a) supports the congregation its values; b) illuminates the meaning and application of all our PAGAN principles; and c) draws from all of the sources of o well as from our individual, congregational and PAGAN experience

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Study and discuss books and other media relating to the issue of spiritual needs of our membership.	Worship Committee	Ongoing
Compose articles for the organization’s newsletter, web site, etc on the issue of spiritual values.	Worship Committee	Ongoing
Annually, we will plan a team retreat with the ministers where we consider theories and styles of worship, investigate new or revived service ideas, consider long range goals, and examine how our worship program meets the needs and desires of our congregants	Worship Committee & Ministers	Annually, Fall

STRATEGIC GOAL #1: COMMIT OURSELVES TO FREELY AND RESPONSIBLY LIVING OUR MISSION AND VISION GUIDED BY OUR VALUES

COMMITTEE SUB GOAL #1b: Meet regularly to attend to Committee work.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Quarterly minimum, not less than 3 weeks prior to each solstice and equinox. Quarterly reports to be submitted to the Board by the Sunday prior to each equinox or solstice.	Worship Committee	Ongoing

STRATEGIC GOAL #2: RECRUIT NEW LEADERSHIP FOR THE ORGANIZATION

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Identify individuals within the organization that are good examples of our piety and invite them to join the Worship Committee.	Worship Committee	Ongoing

STRATEGIC GOAL #3: RECRUIT MEMBERSHIP FOR THE ORGANIZATION

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ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Always carry business cards to hand out to people.	EVERYONE	Ongoing
Keep flier or brochures about the org to show potential members when they ask more questions.	All leadership	Ongoing
Memorize the 60 second elevator speech to share with potential members.	All leadership	Ongoing

STRATEGIC GOAL #4: CREATE AND NURTURE A SPIRITUAL HOME OF OUR OWN

COMMITTEE SUB GOAL #4a: Ensure that the Worship Experience is Consistently Fulfilling and Attractive to all Congregations. Visitors, and that the worship space is designed for functionality and aesthetics and will accommodate diver change.

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
During acquisition and formation of new physical structure, liaison with the Building Committee	Worship Committee	Ongoing

STRATEGIC GOAL #5: AS WE BECOME A MIDSIZE ORGANIZATION, WE WILL DEVELOP OUR CAPABILITIES AND RESOURCES FOR OUR GROWING, DIVERSE AND DYNAMIC ORGANIZATION THROUGH ALL OF OUR FUNCTIONS AND PROGRAMS

ACTION STEPS	RESPONSIBILITY	START/COMPLETE DATES
Collaborate with other committees, e.g., Membership, Religious Education, to fulfill our mutual goals	Chair	Ongoing
Form recruiting subcommittee to ensure team has enough members to accomplish our objectives without undue strain on members, and will reflect the congregation's demographic diversity.	Recruiting subcommittee	Ongoing
Form training subcommittee to plan and teach lay leaders at least annually	Training subcommittee	Ongoing
Form survey subcommittee to develop system for formal and informal methods of soliciting feedback from congregants regarding Sunday services.	Survey subcommittee	Ongoing