



**Evangelical Lutheran Coalition for  
Mission in Appalachia**

**ELCMA's  
LONG  
RANGE  
MINISTRY  
PLAN**

Amended & adopted 04-28-10  
Including Updates 07/01/2011



# Evangelical Lutheran Coalition for Mission in Appalachia (ELCMA)

## Mission Statement:

*“CONNECTING and EQUIPPING GOD’S PEOPLE for  
CHRIST’S MINISTRIES in APPALACHIA”*

## Vision Statement:

*The Evangelical Lutheran Coalition for Mission in Appalachia (ELCMA) is a coalition of churchwide units, synods, seminaries, congregations and individuals called:*

- \* To support, develop and encourage the gifts of people of Appalachia, for ministry in Appalachia and to embrace the Appalachian heritage and culture in celebration.*
- \* To connect people with human resources, to advocate for God’s people and natural resources in a way that shows faithful stewardship*
- \* To serve as a networking tool in the Appalachian Region, its churches, and beyond, becoming the primary network for the sharing of Appalachian ministries for the ELCA*

## **BACKGROUND**

The organizing Assembly of the Evangelical Lutheran Coalition for Mission in Appalachia (ELCMA) was held in Pottsville, PA in 1990. At that time the following mission statement was adopted by the delegates:

**1990 MISSION STATEMENT:** *The Evangelical Lutheran Coalition for Mission in Appalachia (ELCMA) is an intentional expression of member synods and churchwide units called to: \*Hold up to the church a vision of its mission in Appalachia, Coordinate the ministry of the Evangelical Lutheran Church in America (ELCA) as it participates in God’s mission to the people and place of Appalachia and Oversee the development and implementation of Ministry strategies in the region.*

As a result of this mission statement and the identification of the need to develop a long range plan, a survey was conducted to determine directions for this ministry in Appalachia. From that survey a long range plan was developed and implemented.

At the 1997 ELCMA Assembly, participants were asked, once again, to address concerns for the ELCA and ELCMA. Following a similar process a new long range plan was formulated. Following review and input from partners, the 1998 ELCMA Assembly approved it on April 22, 1998. By early 2001 ELCMA Council realized that, again, it was time to do long range planning. Following the now familiar process of asking constituents and partners for input, a new long range plan was written, reviewed and finally approved by the 2003 ELCMA Assembly. In 2008 the process began again, this time including the ELCA national office as one of the team making inquiries of partners and the ELCMA community. The results of that work are the plan below, being presented to the 2010 ELCMA Assembly for approval on April 28, 2010.

# LONG RANGE MINISTRY PLAN

ELCMA prays for the guidance of the Holy Spirit, the strength to follow where God leads, and the will to accept the challenges of ministry in Appalachia. In the strategies listed below we are striving to “Connect and Equip God’s People for Christ’s Mission in Appalachia” in the ways currently open to us while listening to new opportunities.

## **STRATEGY I: “Care for Creation”** (Environment) (Genesis 1:28)

**Objective:** With the help of the Holy Spirit ELCMA will bring to the people of Appalachia resources and information to grow and cultivate new habits for caring for God’s creation

- A. Gardening - strategies for assisting persons with food insecurities toward self-sufficiency
- B. Greening our world – educating God’s people to be environmentally responsible
- C. Disaster Response – networking synods and agencies for rapid response

## **STRATEGY II: “Care for God’s People”** (Networking & Interpretation) (Acts 2:43)

**Objective:** With the help of the Holy Spirit ELCMA will build relationships and connect Appalachians to fortify and support God’s people

- A. Assembly – networking Lutherans for Appalachian ministry
- B. Synodical Committees & DEMs (New Starts)- strengthening the conduit for Appalachian ministry
- C. Immersion – transforming visits to the region into further action
- D. Advocacy Agenda – championing issues impacting the Appalachian people

## **STRATEGY III: “Care for God’s Gifts”** (Education) (I Corinthians 12:7)

**Objective:** With the help of the Holy Spirit ELCMA will provide opportunities for learning and edifying God’s gifts

- A. Lay Ministry – providing access to further learning
- B. First Call Theological Education – connecting first call pastors to the Lutheran Appalachian network
- C. Sunday School and other curriculums – providing context-specific options for teaching
- D. Post Traumatic Stress Disorder Trainings – awareness training for church professionals
- E. Grant trainings – education for ministries in Appalachia
- F. Community empowerment – dealing with injustices in community

## **STRATEGY IV: “Care for God’s Ministry in the Appalachian Coalition”**

(Organization & Funding) (Acts 6:1-7)

**Objective:** With the help of the Holy Spirit ELCMA will follow God’s lead and foster God’s ministry in Appalachia

- A. Finance – being good stewards of God’s gifts
- B. Development – following God’s lead
- C. Partners (including DEMs = new starts) – connecting stakeholders in ministry
- D. Staffing – addressing administrative needs for ministry in Appalachia

# ACTION PLAN

## STRATEGY I: “Care for Creation” (Environment) (Genesis 1:28)

**Objective:** With the help of the Holy Spirit, ELCMA will bring to the people of Appalachia resources and information to grow and cultivate new habits for caring for God’s creation

### A. GARDENING - strategies for assisting persons with food insecurities toward self-sufficiency

**ACTION STEP 1.** Develop a gardening site in each synod where ELCMA-trained volunteers will, in one year, educate persons with food insecurities to plant, harvest, prepare, preserve compost and mentor others.

Responsibility: ELCMA Staff Gardening Coordinators using Council persons and ELCMA Assembly delegates in identification process

Time line: Four synodical sites per year beginning in 2009

Resources: food pantry coordinators, grants from the ELCA, Fiskar and other grantors to be identified, congregational partners, etc.

Measurement: Reaching the goal of four sites per year in four years - all 16 Appalachian Synods

07/01/11 Update: Since 2009 we have succeeded in planting SUSTAINABLE, ongoing sites in six synods. There is a promise of a seventh synod in the I/K Synod as Ed Redmon gets his program off the ground. As we go forward without a garden coordinator, we will need to work a bit differently. I am looking for volunteers in four targeted synods (VA, NC, SC, and Southeastern) in 2012, bringing our total up to 11. Then in 2013 we can focus on the remaining five (SW PA, LSS, AL, DE/MD and SOH). The ELCMA Coordinator will conduct one training in each of the targeted synods and with the webmaster/former gardening coordinator, be available to troubleshoot and connect resources. One church in Illinois is contributing ten gardening buckets and another church in PA sent us seeds and \$\$ for more supplies for these sites. Additionally, we are looking for money to put one of the ELCMA Volunteers in a paid position to work the gardening training with the gardening project at JALSM with seniors and daycare children. We are applying with Intuit and looking at other pro-gardening grantors

**ACTION STEP 2.** Develop a manual, gardening journal and children’s journal, available at the website for a free downloads, which assist participants in becoming self-sufficient gardeners

Responsibility: ELCMA’s Gardening Coordinators

Time line: August 30, 2010

Resources: Master Gardener training taken by northern gardening coordinator, ideas gleaned from 2009 (initial) gardening experience

Measurement: Items developed and at website for download by August 30, 2010

07/01/11 Update: COMPLETED AND POSTED as of August 30, 2010

### B. GREENING OUR WORLD – educating God’s people to be environmentally responsible

**ACTION STEP 1.** Incorporate elements of “green” education into each program of ELCMA as well as within the workings of the ELCMA office. Name one staff person as ELCMA’s Green Officer

Responsibility: ELCMA Coordinator and Staff

Time line: Perform energy audit, implement green office policy and integrate green ideas into each program no later than October 2010

Resources: Models found on line and within ELCMA network

Measurement: The ELCMA Green Officer will monitor and report our progress

07/01/11 Update: Sustainable, healthy foods are requested for each meal being prepared for ELCMA events. We continue to provide recycling in our new office location; we model conserving electricity and make consolidated trips or order online for supplies and carpool whenever possible. We are looking for one of our volunteers to serve as our green officer. When that is in place we hope to offer recycling for all the offices in our building. We use only recycled white paper and are trying to use only recycled colored paper, as well.

**ACTION STEP 2.** Build resources at the ELCMA website that will help individuals begin their venture into greening their world

Responsibility: ELCMA webmaster will add green resources (print, internet sites, training opportunities and people given to her by ELCMA constituency, Staff and Council

Time line: This is an ongoing goal

Resources: Models found on line of audits and office policies, advertising learning opportunities on Elcmanews and others as identified

Measurement: The ELCMA Green Officer will monitor and report our progress

07/01/11 Update: We have already been doing this, but now we are soliciting ideas and website connections from popular magazines and newspapers to supplement our work. Shelby is redesigning our website tab for this and making it more user-friendly

### **C. DISASTER RESPONSE – networking synods and agencies for rapid response to disasters in the Appalachian Region**

**ACTION STEP 1.** Identify and meet with synodical disaster response personnel to network the Appalachian disaster teams for responses to natural or manmade disasters that cross synodical and/or regional boundaries in Appalachia.

Responsibility: ELCMA Staff using Council persons and ELCMA Assembly delegates in identification process

Time line: Completed by September 2011

Resources: Synodical disaster teams, ELCA Lutheran Disaster Response

Measurement: A network of disaster teams has been created by September 2011

07/01/11 Update: I haven't really begun to work on this goal yet. At the synod assemblies I have made several contacts that will help in beginning our work on this action step. We are working closely with Southeastern Synod to offer support and our network as they need to build connections for volunteers and supplies for the recovery effort from the killer tornados

**ACTION STEP 2.** Identify Appalachian synods or areas within Appalachian synods that have no disaster plan. Assist them in planning as they indicate a desire to do so

Responsibility: ELCMA Staff using Council persons and ELCMA Assembly delegates as well as local leaders in identification process. Building partnerships with synodical LDR

personnel, local church leaders, campus ministries, outdoor ministries and community groups by the coordinator will follow

Time line: This will begin by August 2010 and continue indefinitely until the Appalachian Region is ready to respond in concert to natural and man-made disasters

Resources: ELCMA Network, synodical LDR personnel

Measurement: Two new disaster plans in place by December 2012, more to follow

07/01/11 Update: I have not begun to work on this goal yet, but have made contacts at synod assemblies to help begin the work

**ACTION STEP 3.** Offer the workshop *“Emotional & Spiritual Care in Communities”* in areas requesting our presence, working to identify and train trainers during the process.

Responsibility: Coordinator and the rest of the PTSD team in conjunction with ELCMA Council and Delegates

Time line: Present four workshops during 2010

Resources: PTSD Team (Allyn Giuffre, Paul Poerschke, Shelby Lemmon Dory Campbell), manual being compiled by Shelby, Dr. Ron Sharp, psychiatrist

Measurement: Four workshops have been presented by December 31, 2010 and the manual has been compiled by August 31, 2010

07/01/11 Update: To-date we have held three trainings, one in Rockwood, PA, one in Beaver Falls, PA, and one in WV/WMD Synod on 01/24-25/11. We received a wonderful letter of congratulations from Dr. Ron Sharp the nationally known creator of the PTSD curriculum used in the entire state of PA (and other locations) to equip probation officers, case workers and school guidance officers to treat juvenile PTSD sufferers. Dr Sharp notes *“The material builds sequentially and is based on current research. It is factual and enlightening. The incorporation of religious text is very appropriate and gives a faith-based structure to the work. I can say with absolute certainty that this will touch people's lives.”* We have funding to do one more presentation and are looking for a site to do that. We are also offering a “Stress-Free Living” workshop at appropriate venues - an off-shoot of this work. Our project was offered as a model on the national level by our training group in hope of leveraging more funding for their work

## **STRATEGY II: “Care for God’s People” (Networking & Interpretation) (Acts 2:43)**

**Objective:** With the help of the Holy Spirit ELCMA will build relationships and connect Appalachians to fortify and support God’s people

### **A. Assembly – networking Lutherans for Appalachian ministry**

**ACTION STEP 1.** Hold an Appalachian Assembly annually in changing venues within the region to bring Lutheran leaders from around the region together to share encouragement, celebration, ideas, concerns and models

Responsibility: ELCMA office will coordinate logistics for the assembly, assisting hosting synods in looking for funding and leadership

Time line: Ongoing action step with one assembly being held each year

Resources: Synodical and local leadership, Thrivent

Measurement: one regional assembly held each year

07/01/11 Update: The planning for 2012 is nearly complete for our Lewisburg visit. They will be incorporating a learning opportunity on Tuesday AM of the Assembly in line with our Education Task Group's planning. And the 2013 local Assembly planning group has had its first official meeting on May 19, 2011

**ACTION STEP 2.** Synods of the ELCMA will actively seek 18-35 year old leaders to include in their delegations to the ELCMA Assembly each year with a goal of a minimum of 15% of each year's delegation being in that age group. ELCMA delegates will assist the Bishops and synod staff by identifying these leaders

Responsibility: Appalachian Bishops, synodical staff, ELCMA delegates

Timeline: Immediate and ongoing

Resources: Synodical and congregational events and leadership opportunities

Measurement: At least four delegates in this age bracket at the 2011 Assembly; with a goal of reaching the 15% mark by the 2013 Assembly

07/01/11 Update: We had seven who fit into that age bracket at the 2011 Assembly. We will ask folks to self-identify to the registrars for the 2012 assembly to get this number as well. We will continue to ask in the November letter to the Appalachian Bishops, that they be mindful of this as a goal as they choose their delegates for the assemblies. Additionally, as we attend gatherings and meetings, we are looking for younger people to engage with the ministry in this and other ways

**B. Synodical Committees & Directors for Evangelical Mission (DEM) (New Starts)- strengthening the conduit for Appalachian ministry**

**ACTION STEP 1.** Build up existing or assist in forming new Appalachian committees within each Appalachian synod to be conduits for information between the synod and ELCMA

Responsibility: ELCMA Staff with the help of ELCMA Delegates and synodical Staff

Time line: Strengthen or create 3 committees by April 2011

Resources: Models of successful committees, materials from ELCMA office, ELCMA Delegates, synodical Staff, directors of evangelical mission

Measurement: Three committees strengthened or created by April 2011

07/01/11 Update: This goal has been stymied because of the budget crunches and the reorganizing of most of our synod staffs and portfolios. Upper Susquehanna and West Virginia Synods continue to have strong Appalachian committees. We are going to begin AGAIN to build this element into the other synods beginning with Allegheny Synod

**ACTION STEP 2.** Connect with the synodical Directors for Evangelical Mission (DEM) to coordinate intersecting ministries and investigate further partnerships

Responsibility: ELCMA Staff with assistance from Council and Delegates

Time line: Begin immediately systematically connecting with DEMs during travels within the region until all sixteen DEMs are connected to ELCMA by July 2011

Resources: EOCM representative to ELCMA Council, synodical Staff

Measurement: Connected with at least five DEMs by the end of December 2010

07/01/11 Update: Seven of the 16 Appalachian DEMS have been visited (AE, SC, WV, SWPA, SOH, I/K). NC, VA, LSS, USS and NW PA are the next five targeted visits, leaving five more plus a revisit to the I/K when that position is reassigned.

C. **Immersion – transforming visits to the region into further action, providing a transformative curriculum designed to educate, empower and forge sustainable development and Multicultural appreciation**

**ACTION STEP 1.** Implement principals of transformational immersions into each interaction with groups coming into Appalachia, and offering at least one immersion each year

Responsibility: ELCMA Staff

Time line: This goal has been underway since summer of 2009. We will train Staff and prepare materials for use with groups, having first ELCMA-generated immersion available by August 2011

Resources: Canadian immersion model, ELCA Staff, previous experiences

Measurement: ELCMA engaged in one or more immersions held in Appalachia each year

07/01/11 Update: We have the concept in place with materials such as journals, strategic choices of sites, etc in place. Currently we are not scheduled to facilitate any immersions but will be considering marketing one that we sponsor ourselves

**ACTION STEP 2.** Offer a summer transformation immersion targeting high school youth groups and focused on ending hunger in our region AND in the homeplaces of the participants at least in the off years of the national youth gatherings. As we progress through this Action Step build connections with Lutheran college students and seminaries, exploring the possibility of planning immersions to suit their scheduling

Responsibility: ELCMA Staff, Appalachian synodical committees

Time line: the first immersion will be made no later than summer 2012

Resources: Just Neighbors materials and staff, synodical youth, campus and outdoor ministries

Measurement: one immersion completed by fall 2012

07/01/11 Update: The curriculum draft is ready. The agenda is drafted. The location is identified. We are working now to find a group to test our project. This test should happen by fall of 2012 and we are working with the NW PA Synod LYO to use them as our pilot group

D. **Advocacy Agenda – championing issues impacting the Appalachian people**

**ACTION STEP 1.** Assemble a group from around the region who are passionate about advocacy as *an instrument against injustice* to guide ELCMA in championing issues impacting the Appalachian people

Responsibility: ELCMA Coordinator with help from ELCMA Council and Delegates,

Time line: Group defined by August 31, 2010. Members identified and briefed by October 2010 and first conference call scheduled

Resources: Conference calling capacity, leaders within Appalachian Region, Washington Office of the ELCA, state Lutheran advocacy offices, state Councils of Churches

Measurement: first conference call with the group held by December 2010 with quarterly calls to follow

07/01/11 Update: A task group will be formed to address this goal, but hasn't begun yet.

**ACTION STEP 2.** Plan action steps resulting from the quarterly phone consultations with ELCMA's Advocacy Group

Responsibility: ELCMA Staff and Council

Time line: Conference call of Advocacy Group by December 2010 and first action steps begun by February 2011

Resources: Advocacy group, Washington office, state Lutheran advocacy offices, state Councils of Churches, ELCMA constituency, ELCMA website and list serve

Measurement: Action steps begun by February 2011

07/01/11 Update: A task group will be formed to address this goal, has not begun yet.

### **STRATEGY III: "Care for God's Gifts" (Education) (I Corinthians 12:7)**

**Objective:** With the help of the Holy Spirit ELCMA will provide opportunities for learning and edifying God's gifts

#### **A. Lay Ministry – providing access to further learning**

**ACTION STEP 1.** ELCMA will advocate with seminaries and synods to make online learning available for audit (at minimum or no costs) by ministry leaders from Appalachia and beyond to enhance their ability to minister in their small membership congregations and communities

Responsibility: ELCMA Staff, ELCMA Council members, ELCMA Delegates

Time line: Conversations with seminary continuing education coordinators and synod staff begun by June 2010 and continuing forward

Resources: Dr. Mary Hughes, Ms. Carol Dixon and the ELCMA network

Measurement: Connections to online trainings available to rural and small town ministry leaders for audit at minimal or no costs through ELCMA by 2013

07/01/11 Update: Dan May agreed to facilitate this task group. It has met by conference call a number of times and brought a questionnaire to the 2011 assembly for input into their planning. In addition they are working on a "speakers bureau" to identify qualified people who would lead seminars and workshops on topics of interest and edification as requested throughout the Appalachian Region. Also, they are looking at preparing and offering "Appalachia 101" to leaders new to the region. This group has been very active, meeting by conference call monthly

**ACTION STEP 2.** ELCMA publicizes learning opportunities of synods, seminaries, community groups & local universities for church & community leaders on ELCMA website

Responsibility: ELCMA Staff with assistance from ELCMA Council and Delegates and the ELCMA network

Time line: Fall 2010 offerings on ELCMA website as they become available

Resources: Synod and seminary websites and mailings, seminary alumni within the ELCMA network, community newsletters, college alumni, etc.

Measurement: ELCMA website displays information on learning opportunities for fall 2010 and following learning cycles on website calendar with hotlinks as appropriate

07/01/11 Update: Currently we have been sending Elcmanews notices alone. But we have designed the new website to contain these dates as well and a coordinator's blog is planned to help highlight some of the offerings

**B. First Call Theological Education – connecting first call pastors to the Lutheran Appalachian network**

**ACTION STEP 1.** Continue to present workshops at Region 8 First Call Theological Education and bringing ELCMA to the first call pastors' attention

Responsibility: ELCMA Staff and those brought in for special topics

Time line: Contact Nancy Gable each March to glean topic and invitation. Invite guests, if necessary in August. Prepare workshop in October. Present workshop in November

Resources: Region 8 Coordinator, Nancy Gable; Bishop Ralph Dunkin

Measurement: Each November a workshop presentation is given at the FCTE event

07/01/11 Update: ELCMA has been offered only display space at the 2011 Region 8 FCTE event from Nancy Gable due to a new format which restricts workshops or forums of any type

**ACTION STEP 2.** Contact Regional Coordinators in ELCA Regions 6, 7, and 9 to determine ELCMA's role in their first call theological education and begin to interact with their first call pastors

Responsibility: ELCMA Coordinator with the assistance of the Bishops of these synods

Time line: Begin making contact with regional coordinators during 2010 synod assemblies. Contact via e-mail and phone any not at synod assemblies. Build plan for 2011 interactions by February 2011

Resources: Regional Coordinators, Synod Bishops, ELCMA Handbook and SCS Curriculum

Measurement: By December 31, 2011 ELCMA has been engaged with at least two more synod's first call pastors during their FCTE trainings

07/01/11 Update: Contact with the Region Coordinators in 6 & 7 are being planned as trips to those sites to help forge relationships with these Coordinators. Some synods have told me that their synod takes responsibility for their FCTE. Therefore, I offer my services as I call on these synods to set up Appalachian Ministry Teams, visit with their DEMS and train garden volunteers – as appropriate

**C. Sunday School, Confirmation and other curriculums – providing context-specific options for teaching**

**ACTION STEP 1.** Reconvene Confirmation Curriculum Task Group to complete the material for confirmation instruction and make it available for free downloads at the ELCMA website

Responsibility: Coordinator will reconvene the Task Group, provide logistics for their work and connect their work to the webmaster

Time line: Confirmation group will begin before the end of 2010 again with a target date for completion of the 2013 Assembly. Other task groups will be convened as needs arise

Resources: Webmaster and website, Task Group members, curriculum models

Measurement: The task group convenes, works and produces a product by May 2013

07/01/11 Update: This group will reconvene before the end of 2011. Schedules are being coordinated to find a suitable date and location.

**ACTION STEP 2.** Publicize the SCS and Confirmation Curriculum ELCMA has through various means including Seeds for the Parish, at synod assemblies and other synodical events

Responsibility: ELCMA Staff

Time line: Seeds for the Parish will receive the information regarding current curriculum by May 2010 and as other items are completed. The 2010 synod assemblies will have the material information available to participants

Resources: Seeds for the Parish, flyers announcing the material, delegates to the ELCMA Assembly who will be able to carry the info into their synods

Measurement: Our announcement appears in the Seeds for the Parish ASAP and synods begin to download this material and comment on it

07/01/11 Update: Renewed work has not begun on this goal yet

#### **D. Grant writing trainings – education for ministries in Appalachia**

**ACTION STEP 1.** Aid in leadership development by offering grant writing trainings for beginners in various locations around the region

Responsibility: ELCMA Staff

Time line: Offer at least three grant writing trainings for beginners during 2010 and in subsequent years

Resources: Training module written by Ed & Marceile Redmon, congregations and/or communities desiring to host the trainings

Measurement: Three or more grant writing trainings for beginners are held each year

07/01/11 Update: There are no trainings for grant writing scheduled at this time, however, we have two inquiries working to find a location and date for 2011

#### **E. Community empowerment – dealing with injustices in community**

**ACTION STEP 1.** Building on those in attendance at grant writing trainings or through other invitations and referrals, assist church and community groups with leadership development and visioning so they will be equipped to address the injustices THEY find in their communities in the ways THEY find most helpful

Responsibility: ELCMA Staff

Time line: Ongoing

Resources: Coordinator's organizing skills, the ELCMA network

Measurement: Referrals and requests are addressed as they come into the ELCMA office

07/01/2011 Update: no note worthy success has occurred since the last update listed here: 10/01/10 Update: Whitesville WV leadership has used our training to assist them in funding work at the newly opened Boone-Raleigh Community Center. *Notice in the Coal Valley News: Where: 39037 Coal River Road, Whitesville, WV, directly across from the mural of the coal miner and farmer What / Who: The newly-formed Boone Raleigh Community Group invites the public to celebrate the grand opening of a community center that houses a local crafts store and community kitchen. The grand opening will feature refreshments, tours of the new center, entertainment, and a raffle for locally-made prizes. Why: The Boone Raleigh Community Group plans for the center to unite the community and showcase its wealth of talent. The crafts store and kitchen will serve as small business incubators and as a community gathering place and learning center, where residents can host events as well as workshops to learn from each others' skills. Note from Patty Sebok, one of the leaders: They made homemade apple butter this past Saturday. Yum it was really good. They sold all 50 jars before it was made and have to make more to fill all the orders.* ELCMA cannot claim credit for their success but they

chose this work and asked to be trained to write grants to assist new businesses that will use the incubator setting

**STRATEGY IV: “Care for God’s Ministry in the Appalachian Coalition”** (Organization & Funding) (Acts 6:1-7)

**Objective:** With the help of the Holy Spirit ELCMA will follow God’s lead and foster God’s ministry in Appalachia

**A. Finance – being good stewards of God’s gifts**

**ACTION STEP 1.** ELCMA’s Finance Committee and Staff will continue to explore options to control costs and expenses

Responsibility: ELCMA Staff, ELCMA’s Finance Committee, Council and Assembly

Time line: Ongoing

Resources: Committed Staff, Finance Committee members

Measurement: Assembly and Council will oversee this ongoing goal. Office and administrative rise below the annual cost of living

07/01/11 Update: Moving the physical location of the ELCMA office to Punxsutawney will realize about \$1300/year savings. Volunteers have been a great resource toward this goal. But with the office move to Punxsutawney, we have had to rebuild our volunteer workforce. We have one volunteer now and anticipate two more shortly. These folks run errands, collate mailings, take recycling and other unskilled tasks freeing paid staff to be more productive and still insuring that all the work is done. This idea came out of a staff meeting and has been very helpful. Moving the Council meetings to Indiana PA has saved us about \$1600 per meeting. The Staff, Council and the Finance Committee will continue to look for money saving strategies

**Action Step 2.** Finance and Personnel Committee will cooperate to develop a plan salary scale for Staff based on tenure, hours worked and other factors

Responsibility: Finance & Personnel Committee

Time line: Committees meet in June 2010 and bring plan to July Council meeting for review

Resources: Federal minimum wage guidelines, chamber of commerce salary info for Indiana County, living wage guidelines

Measurement: Guidelines are in place by July 2010

07/01/11 Update: Personnel will take this issue up at its July meeting and strive to bring a proposal/draft to the Finance Committee by November 2011

**B. Development – following God’s lead**

**ACTION STEP 1.** ELCMA’s Development Committee will review their development plan and update it to encompass the 2010 Long Range Ministry Plan

Responsibility: Development Committee and ELCMA Staff

Time line: The review will begin in April 2010 and be completed at the October 2010 conference call. Future reviews and updates will occur annually. Work based on the new **multifaceted** development plan will begin as soon as it is completed

Resources: Current long range plan, Finance Committee allocation report, Development Committee Members, Churchwide Units, Foundation representative throughout the region

Measurement: Development Committee makes and executes a development plan that reflects the goals of the Long Range Ministry Plan beginning October 2010

07/01/11 Update: The committee did complete the review completed on the October 2010 conference call. Future reviews and updates will occur annually. Work based on the new multifaceted development plan has begun with an emphasis on moving regular givers onto becoming large gift donors. To date ELCMA has four **known** planned gifts designated in people's wills

**ACTION STEP 2:** Continue to implement the program of indentifying new donors, increasing the size of annual gifts from current donors, inviting potential major donors to prepare planned gifts for ELCMA. Strive for a retention rate of 90% of annual donors

Responsibility: Development Committee, ELCMA Staff

Time line: Ongoing

Resources: ELCMA Council, Delegates, donors

Measurement: Donor base increases on an annual basis, 90% of donors are retained, and 5% of the donors increase their gifts each year

07/01/11 Update: Three large gift donors have been identified. The Development Specialist and the Treasurer are working out the logistics of "the ask". This is just one step in the long range development plan. The 2012 Assembly is being involved in this action step

**ACTION STEP 3.** Develop items that communicate contextually what Appalachia is, what makes Appalachians special. Use multiple forms of communications including but not limited to the ELCMA website, Facebook, YouTube and Elcmanews

Responsibility: ELCMA Coordinator and Staff, Council, Delegates

Timeline: Begin May 2010 and ongoing

Resources: Computers, internet sites, current publications

Measurement: First items on website by May 31, 2010; first items on YouTube by July 31, 2010; first items on Facebook by May31, 2010; adding in an ongoing basis

07/01/11 Update: We have video of ELCMA Council persons sharing "What does it mean to be Appalachian?" These clips will be added to the new website for viewing, as a first step to helping with our identity. We are also looking to put a section on the website with Appalachian authors and their work as possible reading opportunities

### **C. Partners – connecting stakeholders in ministry**

**ACTION STEP 1.** Continue to identify and reach out to new partners for ministry within the Appalachian Region, including but not limited to the new Directors for Evangelical Mission and the new ministry starts and reconfigurations, bringing them into the ELCMA network and working cooperatively where our missions intersect

Responsibility: ELCMA Staff with assistance from the ELCMA Council and Delegates, ELCA churchwide units and synodical Staff

Time line: Ongoing

Resources: Ecumenical organizations, ministry projects, ELCMA network, DEMs, social ministry organizations, cooperative extension service agents

Measurement: ELCMA's network grows to include at least three new partners each year

07/01/11 Update: ELCMA has been building relationships with Mt of Life LC, Blairsville GA and Cross of Grace LC, Jonesborough TN. This will continue with prayers, telling their stories, connecting them to resources and our network. Additionally, ELCMA is working with St. John's LC in Shenandoah to build leadership and outreach into its community. As stated before, we will connect with all 16 Appalachian DEMs in a systematic way. Another area where we will continue to focus is on community groups who have compatible goals to ELCMAs such as our burgeoning relationships with Konnarock Retreat House and PathStone

#### **D. Staffing – addressing administrative needs for ministry in Appalachia**

**ACTION STEP 1.** Expand ELCMA Staffing or add Staffing to include a minimum of 10 hours per week devoted solely to development of resources

Responsibility: Coordinator in concert with the Finance and Personnel Committees

Time line: A job description will be ready by May 2010, identification completed by June 2010, and activity begun immediately afterwards

Resources: Synodical Bishops and Staff, Seminaries, ELCMA Council and Delegates, ELCA churchwide units

Measurement: The position is created and filled and ministry begun by June 2010, working in conjunction with the Finance Committee

07/01/11 Update: Because of decreased funding this goal is on hold while the work is being handled by the coordinator and treasurer in concert with the Development Committee members

**ACTION STEP 2.** Identify a person living in Region 9 of the ELCA with gifts and talents to carry forward ELCMA's long range plan, working ½ time. Then, if necessary, work to arrange a shared partnership with other Lutheran or ecumenical entities to put together a full-time position, office space and needs, sharing costs

Responsibility: Coordinator in concert with the Council and Personnel Committee will identify, hire and train the new Staff person. The Financial Committee will set new budget allocations to reflect increased Staff. The Development Committee in concert with churchwide representatives will identify sources and raise needed funds.

Time line: A job description will be prepared by Personnel and reviewed by Council by July 2010, identification completed by November 2010, and position filled by January 01, 2011

Resources: Synodical Bishops and Staff, Seminaries, ELCMA Council and Delegates, Congregations, ELCA churchwide units, DEMs, social ministry organizations

Measurement: The position is created and filled and ministry begun by January 01, 2011

07/01/11 Update: Funds are not available for this goal yet, but we are not losing sight of this as a goal and will actively seek funding for it.

**ACTION STEP 3.** Identify a person living in the central or northeastern portion of Pennsylvania with gifts and talents to carry forward ELCMA's long range plan, working ¼ time. Then, if necessary, work to arrange a shared partnership with other Lutheran or ecumenical entities to put together a full-time position and arrange office space and needs, sharing costs

Responsibility: Coordinator in concert with the Council, Finance and Personnel Committees

Time line: A job description will be ready by June 2011, identification completed by November 2011, and activity begun by January 2012

Resources: Synodical Bishops and Staff, Seminaries, ELCMA Council and Delegates, ELCA churchwide units

Measurement: The position is created and filled and ministry begun by January 2012, working in conjunction with the Finance Committee

07/01/11 Update: A person has been identified. They are willing to do some things in this job description as a volunteer so that as funds become available they might be considered for the position. The conversation continues at this Council meeting with a proposal to begin this work in earnest

**ACTION STEP 4.** Identify local volunteers from churches and the community near the ELCMA office to assist office Staff with bulk mailings and other projects.

Responsibility: Coordinator in concert with office Staff

Time line: A job description will be ready by June 2010, identification begun immediately and in an ongoing basis, and activity begun by June 2010

Resources: ELCMA Staff and network, area congregations

Measurement: The positions are created and filled and ministry begun by June 2010 with the next bulk mailing

07/01/11 Update: We are rebuilding this group since our move. One new Punxsutawney volunteer has been hired to assist with financial tasks in the office. We have two new volunteers identified. Volunteers have been quite an asset to ELCMA in the past, and will as we move into the future

\*\*\*\*\*