



The Network of Camps and Retreat Centers
Affiliated with The Evangelical Lutheran Church in America

Strategic Plan Adopted November, 2022

Mission Result Areas, Goals and Objectives

Executive Director Progress Report – November 14, 2024

Appendix A – Executive Director Report to the Annual Conference 2024

Mission Statement Lutheran Outdoor Ministries encourages, educates, equips, and empowers bold and faithful outdoor ministry leaders for service in the Church and the world.

The question continues to emerge, especially with work on strategic goals related to marketing/communication – will LOM's mission continue to be primarily by and for outdoor ministry leaders, or will it grow to also be an organization that provides its own outdoor ministry programming for the general public?

Vision Statement Strong, faith-filled outdoor ministries led by capable servant leaders.

Core Value Statements Lutheran Outdoor Ministries values...

the power of the Holy Spirit calling us to faithfully witness to the Good News of Jesus Christ in outdoor and service learning centers.

We seek to be *Christ-centered and Theologically Grounded*. ...its commitment to walk faithfully with the Evangelical Lutheran Church in America and other churches as they seek to express their faith and witness in a changing world.

We seek to be an *Integral Partner in Mission*. ...its understanding that God calls us to serve all people.

We seek to be *Diverse and Inclusive*. ...its openness to grow in faith, spirit, and vision to respond to the changing needs of our church and community through exciting, nurturing programs.

We seek to be *Innovative, Timely, Intentional, and Creative*. ...its commitment to strengthen relationships within and beyond the outdoor ministry network.

We seek to be a *Connecting Point for People, Grounded in Relationships*. ...its dedication to educational excellence.

We seek to be a *Provider of Education, Support and Consultation for Outdoor Ministry Sites and Leaders*. ...its emphasis on hospitality. We seek to practice *Servanthood, Discipleship, and Creation Stewardship*.

MRA 1: Advocate for Outdoor Ministries

We have always done this and continue to do so. Should this become part of the LOM mission statement, or is it an implicit understanding?

GOAL 1 • Develop an ambitious and relevant marketing and communications plan for LOM to reach its external audiences –

- A. Conduct a professional marketing/branding review and complete development of new marketing/branding plan and collateral With the help of a contract with Tic-Tac-Toe Marketing that was funded with funds from restricted funds – Board Discretionary Reserve Fund, this was completed in May, 2024.
- B. Consult and contract with professional resources to develop and execute a consistent & relevant communication plan and marketing collateral In process with Tic-Tac-Toe Marketing, also with funds from restricted funds – Board Discretionary Reserve Fund
- C. Integrate all aspects of LOM into marketing and communication efforts: fundraising, conferences/events, partner outreach, organizational news, etc. In progress with Tic-Tac-Toe Marketing
- D. Integrate LOM brand standards into all content and publications across all aspects of LOM communication. This been and will continue to be in process.
- E. Review the LOM webpage for relevant content and messaging and implement changes as necessary. An ongoing process, especially with the start of Tom Reddinger as the new LOM Communications Coordinator.
- F. Identify and leverage external audiences and media outlets to spread the word about LOM. Ongoing awareness cultivation with writers at *Living Lutheran*, our colleagues at the ELCA Youth Ministry Network ELCA Foundation, MIF, and Seminaries of the ELCA.

GOAL 2 • Develop an intentional marketing effort focused on young adults & staff recruitment –

- A. Consult with a professional to create and execute a targeted marketing and communication plan. Ongoing work contracted with Tic-Tac-Toe Marketing.
- B. Implement new avenues and collateral to reach young adults across a variety of digital and social media platforms. Two seasons of the Friends Not Yet Met campaign funded by grants from ELCA.
- C. Equip our member organizations with strategies and resources to accomplish this goal. This can be the next “frontier” emerging from the Friends Not Yet Met campaign.
- D. Maximize communication channels with current ministry partners to promote staff recruitment. LOM offers our Ministry Partners access to LOM communication channels. We need to more ambitiously explore making this reciprocal.
- E. Develop new partnerships to promote staff recruitment. Current LOM partnerships can be seen here: <https://www.lomnetwork.org/partners/> . One of the newest partnerships

with some promise for summer staff recruitment is with the Evangelical Lutheran Education Association (ELCA parochial schools and pre-schools)

- F. Facilitate connection between members and partner organizations (e.g. OMC, CCCA, and ACA) to communicate strategies and best practices. LOM is spearheading the initiative to legally incorporate OMC; communication is frequent with ACA, especially in regard to the Camp Builds Character initiative and the 15% discount for LOM camps that are ACA accredited; there appear to be significant theological gaps with CCCA.
- G. Ensure that marketing efforts are intentionally inclusive of BIPOC individuals. LOM Marketing/Communication plan is still in progress and has not yet been critiqued from the perspective of BIPOC constituencies.

GOAL 3 Facilitate research related to outdoor ministry best practices, current realities, and future trends. Most of the LOM attentiveness to this goal has been to encourage and support the work of our Business Partner, Sacred Playgrounds. In addition, with our colleagues in the Outdoor Ministries Connection (OMC), LOM engages in a semi-annual research project that we call the Directors' Survey, and a semi-annual Compensation Survey.

- A. Name and identify the most relevant best practices, issues facing outdoor ministry, and future trends in need of research.
- B. Identify and engage potential external partners to consult, contract, and collaborate with to facilitate research
- C. Identify and leverage potential funding sources for research
- D. Develop avenues for integrating research and research partners into all aspects of LOM (e.g. fundraising, conferences & training events, outreach to ministry partners) When we gather Board and Committee members for a live retreat this winter, perhaps this can be added to the agenda.
- E. Continue and expand research initiatives with OMC partners
- F. Advocate for outdoor ministries representation in ACA research initiatives. Ongoing action to have open communication channels with ACA in regard to their Lilly funded Camp Builds Character initiative.

GOAL 4 • Promote Positive Discussions on Outdoor Ministry in the Church and the World

- A. Consult, contract, and collaborate with external partners (e.g. ELCA Youth Ministry Network, ELCA Seminaries, Sacred Playgrounds, etc) to promote discussion on research and best practices related to outdoor ministry through a variety of media. Almost all of LOM's work in this regard this has been with Sacred Playgrounds.
- B. Cultivate and expand reciprocal communication channels with ELCA Churchwide Partners for the sake of promoting outdoor ministry in their spaces and vice versa (e.g. YAGM, ELCA Young Adults, LuMin, YM Network) LOM offers our Ministry Partners access to LOM communication channels. We need to more ambitiously explore making this reciprocal. An example of this outreach is to invite the executive director of the ELCA YM Network to be a presenter at the next LOM Executive Directors Gathering.

- C. Cultivate and expand collaborative communication efforts with OMC and its members to promote outdoor ministry. LOM is a very engaged and active member of OMC. LOM has fronted an advance planning grant in order for OMC to prepare for the OMC Great Gathering in November, 2025. OMC partners share job postings on our websites.
- D. In partnership with OMC and other faith-based camping organizations, ensure representation of outdoor ministry in ACA publications and research initiatives. Most of the LOM effort in this regard has been focused on the new Lilly grant to ACA for the Camp Builds Character project.

GOAL 5 • Promote diversity, equity, and inclusion efforts in Outdoor Ministries

Since January of 2020, LOM has been preoccupied, in collaboration with ELCA Mission Advancement, with the implementation of the Total Inclusion! grants 1 and 2 from the Margaret A. Cargill Philanthropies (MACP). The objectives under this goal will be a major part of the mandate to the reconstituted LOM Diversity Committee which will kick off with a live retreat this winter.

- A. Consult with professionals on best practices for empowering diversity and inclusion in LOM and LOM Members' marketing and communications
- B. Intentionally communicate & promote the Total Inclusion Grant, projects, and results across relevant churchwide audiences
- C. Identify diverse and underserved communities and develop marketing collateral to invite them into the life and mission of LOM
- D. Promote diversity and inclusion virtually and in-person through sharing of ideas and best practices. The new LOM policy on Community Expectations for LOM Events and Activities will soon become part of LOM practice and procedure.
- E. Invite non-LOM organizations to share ways to practice diversity and inclusion

MRA 2: Facilitate Connections Among Ministry Leaders

GOAL 1 • Create an indispensable professional network among all individual and organizational members –

- A. Create and maintain a directory of all LOM organizations and professionals, accessible to all members. Contract staff will soon be working on this.
- B. Expand access to the annual LOM conference and other events, and increase attendance. Discussions throughout the network indicate that the key to this will be the expansion of capacity to provide financial assistance.
- C. Create intentional time at LOM events for mentor/mentee conversations. Not yet provided as a structured program. Organically, it frequently happens.
- D. Facilitate online networking among member affinity groups (e.g. directors, program directors, and board chairs) with regularly scheduled times to connect. LOM has accepted the invitation from the Methodist outdoor ministry association to participate in their affinity group program – Intentional Leadership Groups (ILG's).
- E. Reestablish the welcoming committee of the board of directors, with clear purpose statement. The LOM Board has authorized the establishment of such a committee. The clear purpose statement for the committee has not yet been formulated.

- A. Engage 100% of our member organizations, striving for all members to feel ownership in the health and relevancy of LOM. The territory coordinators have been especially active in increasing the number of camps that engage in the life of LOM. This will continue to be an honorable yet unrealistic goal as long as the only criteria for membership in LOM is affiliation with ELCA; several member organizations no longer care to be affiliated with the ELCA. The work of the LOM Membership Criteria Task Force has encouraged the ELCA to take steps to reaffirm with camps their ELCA affiliation. More financial assistance funds for events will be helpful to move further in this direction and might be a consideration for emphasis on the LOM Planned Giving program.

GOAL 2 • Establish consistent and effective Internal Communications for members. All of the objectives in this goal are part of the contracted work being done for LOM by Tic-Tac-Toe Marketing.

- A. Complete an internal communications audit.
- B. Create an annual communications plan for communication among members
- C. Evaluate communications annually among members
- D. Develop a communication calendar/template for Territory coordinators.

GOAL 3 • Cultivate and strengthen relationships between LOM members and partnership ministries and their leaders

- A. Maintain consistent connection with ELCA partners on churchwide staff and ELCA representation on board. Rev. Phil Hirsch, executive director of ELCA Christian Community & Leadership, has been an invaluable member of the LOM Membership Criteria Task Force; Rev. Ed Kay, Senior Director, Discipleship & Inclusive Communities, currently serves as the ELCA appointed member of the LOM Board.
- B. Ensure representation and consistent communication with relevant divisions of churchwide (e.g. ELCA young adult ministries, YM Network, and children's ministries) Ongoing with those that are specified here. In addition: ELCA International Counselors program; LuMin; Horizons Internship program; ELCA Youth Gathering; Young Adult Communities and Witness in Society teams; Lutherans Restoring Creation; Lilly Youth Ministry Research Grant; Commission for a Renewed Lutheran Church; ELCA Mission Advancement; ELCA Shepherd's Call Team; ELCA Building Resilient Communities team; ELCA Vision Team, Mission Builders. LOM is fortunate to have a special relationship that is cultivated regularly with the Major Sponsors of the LOM Annual Conference: Mission Investment Fund (MIF); ELCA Foundation; Portico; Seminaries of the ELCA; GSBFundraising.
- C. Identify new ministry partners and engage them in the work of LOM, including representation at the annual conference. Our newest of these partners is the Evangelical Lutheran Education Association (ELEA) – the association of parochial schools and pre-schools affiliated with the ELCA.
- D. Celebrate and strengthen ELCA and inter-Lutheran partnerships. All of the above.

GOAL 4 • Cultivate and strengthen relationships between LOM members and our Ecumenical OM Partners

- A. Plan for and participate in a second national conference for OMC. LOM is an enthusiastic sponsor of the OMC Great Gathering, November 9-13, 2025, *Reimagine A Way in the Wilderness*, Lake Junaluska, NC. LOM is significantly represented on the Planning Team and its committees. LOM has provided a loan of \$12,500 for pre-event planning.
- B. Encourage and support territorial gatherings with OMC partner camps. LOM is spearheading the planning process for this to take place after the OMC Great Gathering has taken place.
- C. Ensure continued representation on the OMC steering committee and facilitate the strengthening of OMC as a separate organization. LOM has been represented by the executive director and Board president's designee at the annual meeting of the Coordinating Council; LOM is spearheading the development of Articles of Incorporation so that OMC can become legally incorporated.
- D. Continue partnering with OMC in the bi-annual director survey (2022 and 2024). Our hope and expectation is that both of these surveys will be conducted on a semiannual basis.
- E. Partner with OMC in a bi-annual compensation survey. Our hope and expectation is that both of these surveys will be conducted on a semiannual basis.
- F. Continue OMC partnership on interim director training, Compass Points, and other partner events. This is ongoing.
- G. Work with OMC to identify 1-2 new areas for partnership and create action plans. Regional gatherings with OMC camps is one of these areas. Another is area is that the new Articles of Incorporation call for OMC to hold a triennial meeting to dream and set strategic priorities. Each member group of OMC will send their Executive Director (or designate) and at least six members of their governing body (or designates) to these triennial visioning meetings
- H. GOAL 5 • Ensure diversity in relationships and partnerships. Since January of 2020, LOM has been preoccupied, in collaboration with ELCA Mission Advancement, with the implementation of the Total Inclusion! grants 1 and 2 from the Margaret A. Cargill Philanthropies (MACP). The objectives under this goal will be a major part of the mandate to the reconstituted LOM Diversity Committee which will kick off with a live retreat this winter.
 - A. Intentionally connect new staff with senior staff members to facilitate learning and relationships
 - B. Establish orientation session at beginning of the LOM conference for people of diverse groups to meet and prepare for conference
 - C. Explore the possibility for new and expanded partnerships with organizations that have and promote diversity

MRA 3: Support LOM Organizations and Leadership

GOAL 1 • Ensure that new OM professionals and event attendees feel welcome and encouraged to continue connection with LOM. The new Welcome Committee to be organized will be asked to “think tank” the objectives of this goal.

- A. Develop a "first call" group for those in OM less than 3 years. This is currently being considered by the LOM Education Committee.
- B. Hold an intentional new member/first time conference reception at the annual conference. There have been a variety of attempts at doing this.
- C. Continue and expand the Intentional "Welcome to LOM" information for new professionals. Ongoing
- D. Evaluate the Territory Coordinator program and communication efforts in their effectiveness in supporting new members to LOM. Performance reviews are held with each coordinator, annually.
- E. Regularly encourage OM CEOs to notify LOM of changes in year-round leadership. Ongoing
- F. Evaluate success of welcoming new members after conference and other events. We will count on the new Welcome Committee to spearhead this endeavor.

GOAL 2 • Provide continuing education and leadership development opportunities for members

- A. Expand promotion and endorsement of educational opportunities beyond LOM offerings (e.g. OMC partners, ALDE (now ACF), GSB, ACA, CCCA, etc.) To a large degree, this is being done. The new Marketing Plan will provide guidance for the specifics of *expansion*.
- B. Develop educational opportunities designed for Executive Directors to participate in with their key leadership staff (associate, program, operations, development) The second round of Total Inclusion! Symposiums were all designed in this manner.
- C. Develop intentional ways to highlight the successes of member organizations and professional skills of our colleagues, allowing us to learn from each other. This is an ongoing feature of the LOM Newsletter.
- D. Continue to offer and evaluate the LTE, seeking ways to keep it cutting edge and relevant. The LOM LTE Committee has completed a revamping of the LTE core subjects and revising the organization of subject areas from 2 concentrations to three concentrations. This revised plan is now being implemented. The three concentrations are: Vision & Identity; Service & Program; Structure & Operation. The LTE Committee has a live 3-day meeting every January which includes a thorough evaluation based on participant evaluation forms and detailed planning for the next LTE session.
- E. Identify new educational opportunities to respond to the needs of our members. Recommendations for specific learning opportunities are sought and provided on an ongoing basis. For example, in October LOM is working with MIF to provide a webinar on the importance of outdoor ministry organizations having a structured Planned Giving program.
- F. Develop yearly webinar series (4-6 offerings) on current topics, led by professionals in their field (i.e. inclusive marketing webinar from Feb) Work is currently ongoing for the

2024-2025 season. Following the webinar mentioned above, we worked with ACA on an LOM webinar on preparing for the new ACA initiative – Camp Builds Character.

- G. Celebrate the nimbleness of the LOM Education Committee in providing events and resources that are responsive to current and changing needs of individual members, especially those who are new to the profession of OM. The LOM Education Committee has had discussion with Luther Seminary about their new continuing theological education certificate program with outdoor ministry cohorts.
- H. Facilitate connection, discussion, and continuing education opportunities among members regarding environmental education and creation stewardship. LOM now has individual member Alex Egertson (director of sustainability, LRCC in CA) on the Board of Lutherans Restoring Creation.

GOAL 3 • Resource our members with consultations and professional services

- A. Offer Diversity, Equity, and Inclusivity consultations that review marketing language, facility accessibility, program accessibility, local diverse partnerships, etc. The first of hopefully many Total Inclusion! Visit Teams is taking place at Bethel Horizons (WI), October 1-4, 2024.
- B. Develop list of professionals/companies that can provide best practices consultations about bookkeeping, board operations, HR, marketing, etc. No progress to date
- C. Offer short-term interim support during parental leaves, sabbaticals, hiring transitions, etc. (Educate camp boards that it isn't just about an executive director transition.) This has not yet been generally publicized as a function of LOM, but LOM has been involved in assisting in a few cases and with considerable success twice at Koinonia (NY).
- D. Expand business partnerships that will support and strengthen member organizations. LOM Now has 14 full-fledged business members <https://www.lomnetwork.org/business-members/>. In addition, with some of our ecumenical camp association colleagues, we have 34 businesses who provide discounts to LOM members. <https://www.lomnetwork.org/wp-content/uploads/2024/02/Member-Benefit-Providers-2024.pdf>
- E. Expand member connection with outside professional groups, including ACA and ALDE. Connecting with these groups has been ongoing; expansion has not yet taken place.
- F. Promote the availability of LOM consultation teams and continue offering these services to member organizations that request them. The most recent Consultation Team was at LOMC (IL) in February, 2024. Much energy was expended to plan for an ecumenical consultation team in August, 2024, for 5 camps in Idaho representing each of the 5 denominations of OMC. Unfortunately, the commitment waned when it came to the final stages of planning.

GOAL 4 • Facilitate resource sharing among LOM members

- A. Assess the needs of LOM members regarding the creation and sharing of resources related to programs and operations. This assessment has not yet taken place.

- B. Consult with the ELCA YM Network about the Martin's List resource, including logistics and appropriateness for the LOM community. *Not yet taken place.*
- C. In response to the assessment of needs and consultation with ministry partners, create a robust, user-friendly means of sharing resources among LOM members online – *"Resource Sharing on Slack" continues to be in operation.*
- D. Identify existing online spaces providing resources relevant to LOM members, including other camp networks and ministry networks. *LOM is currently promoting the Intentional Leadership Group (affinity groups) program of The United Methodist Camp & Retreat Ministries Association (UMCRM).*
- E. Ensure access to and awareness of identified online resource sharing spaces for LOM members. *Not sure what this will entail.*
- F. Promote awareness of resource sharing opportunities among LOM members, ensuring these efforts are included in the communications plan – *LOM Resource Sharing on Slack.*

GOAL 5 • Support LOM organizations experiencing stress, crisis, or transition

- A. Expand capabilities to provide financial support to LOM organizations in time of crisis or loss. *The LOM Auction Committee is advocating for \$3,500 or 10% (whichever is larger) of 2024 Auction revenue to be designated for replenishment of the Restricted Fund Financial Assistance for camps in distress.*
- B. Facilitate and encourage small groups among professionals to address specific problems and needs. *This was indeed the case during the summer of 2024 in response to the tragic event for Red Willow(ND) and Park River (ND), as well as the intention to respond in this way at Bear Creek (PA).*
- C. Develop and maintain a list of resource people with relevant expertise who can respond to leadership of member organizations struggling with specific challenges. *This list, in the files of the LOM executive director, continues to expand.*
- D. Continue to offer and expand Interim Director program. *We continue to connect with LOM camps in their earliest stages of executive transition and offer to help them secure an interim executive director from among our list of those who have completed the training. It will soon be time to plan for and implement the next of these events.*

GOAL 6. Expand diversity, equity, and inclusion in our membership. Since January of 2020, LOM has been preoccupied, in collaboration with ELCA Mission Advancement, with the implementation of the Total Inclusion! grants 1 and 2 from the Margaret A. Cargill Philanthropies (MACP). The objectives under this goal will be a major part of the mandate to the reconstituted LOM Diversity Committee which will kick off with a live retreat this winter.

- A. Strive for an annual curriculum that is grounded in grace while also accessible to the diversity of summer staff and campers. *This has been identified as a priority for the LOM Curriculum Committee and the LOM Curriculum Development Manager.*
- B. Encourage LOM organizations to consider and explore becoming a Reconciling in Christ community
- C. Evaluate membership criteria for bias and update, as needed
- D. Develop diverse messaging around career development
- E. Equip camps with materials to promote diverse staff hiring

MRA 4 - EXPAND THE MISSION CAPACITY OF THE LOM ORGANIZATION

GOAL 1 • Ensure the relevance of LOM and the messaging for what we want it to be

- A. Review the Mission, Vision, and Core Values of LOM, determining a process and timeline for a full review or minor tweak. The LOM Membership Criteria Task Force has made recommendations, now affirmed by the LOM Board, for revision of the Criteria for camps to be affiliated with the ELCA. Included in this recommendation is that affiliation with the ELCA continue to be a major, but not necessarily the only criteria for membership in LOM, as is currently the case. A decision has not yet been made about what additional criteria, if any, there should be.
- B. Organize a Policies and Procedures task force to make recommendations for changes to the PPI manual that reports to the LOM Board by 11/1/23. This report has not yet been made.
- C. Organize a Membership Criteria Task Force that reports to the LOM Board. This has been accomplished with only one remaining question, as stated in objective A.
- D. Propose any changes to the Constitution & By-Laws, and the PPI Manual to the 2023 Annual Meeting. This has not yet been accomplished.

GOAL 2 • Ensure a staffing structure sufficient for implementing the increasing mission capacity of LOM.

- A. Evaluate current LOM staffing structure and recommend changes needed to respond to the expanding needs of the organization. In order for this to take place, there are still questions that need to be resolved about the extent to which the LOM mission and resulting services will be expanded, if at all.
- B. Changes in staffing structure reflected in the LOM Budget to be presented to the 2023 LOM Annual Meeting. We did not meet this deadline.
- C. Develop an Executive Director succession plan. Not yet accomplished.
- D. Identify organizational functions that can be effectively and most efficiently implemented by volunteers. This is currently a necessity. Do we want for this to continue to be a necessity or a choice? Or both?

GOAL 3 • Provide the operational financial resources necessary for expanding the mission capacity of LOM. In all of these objectives, we continue to make progress, but much more slowly than we would like.

- A. Increase Annual Giving from Member Organizations to \$100,000/year
- B. Increase Annual Giving from Individuals to \$70,000/year
- C. Increase the number of contributions from Individuals to 300/year (149 in 2021)
- D. Initiate a campaign that appeals for contributions from the Board members of LOM Organizational Members
- E. Increase annual contributions from non-member organizations to \$35,000 per year
- F. Expand revenue from business and ministry partner contributions

GOAL 4 • Expand the long-term financial viability and capacity of LOM through planned giving, endowment funds, and restricted funds. The LOM Development Committee has been enlisting the services of the ELCA Foundation to help us with these long-range strategies.

- A. Transition the revenue from the LOM Auction and other special events to the endowment or restricted scholarship funds. We have done this to some extent, but organizational contributions and giving from individuals has not grown to the extent that has allowed us to do this completely. Proceeds from the 2023 Auction allowed us to transfer \$10,000 from the operating fund to the restricted fund for scholarships in 2024.
- B. Expand scholarship funds to allow every LOM member organization one free registration to the LOM conference. In 2023, LOM awarded \$20,509 of financial assistance for the Conference, the LTE, Compass Points, and the Executive Directors Gathering.
- C. Initiate a Planned Giving Campaign. Working with the ELCA Foundation on this.
- D. Augment the auction with at least one other special event for fundraising each year. We had hoped to do this in 2024, but ran out of time. Hopefully in 2025...
- E. Create a clear plan and communication strategy for the endowment fund. Not yet accomplished.
- F. Identify and pursue new grant opportunities that enable specific goals and objectives of the strategic plan. Margaret A. Cargill Philanthropies (MACP) has now awarded two grants of \$1M each for LOM to implement the Total Inclusion! initiative. ELCA has made two grants to make possible the *Friends Not Yet Met* social media campaign in 2023 and 2024. Thrivent has recently made a contribution of \$10,000 to acknowledge the LOM executive director's current service on the Thrivent Northeast Region Membership Network.

GOAL 5 • Acknowledge current and future demographic realities by increasing the diversity in every aspect of LOM events, activities, leadership, and resources. Since January of 2020, LOM has been preoccupied, in collaboration with ELCA Mission Advancement, with the implementation of the Total Inclusion! grants 1 and 2 from the Margaret A. Cargill Philanthropies (MACP). The objectives under this goal will be a major part of the mandate to the reconstituted LOM Diversity Committee which will kick off with a live retreat this winter.

- A. Ensure the LOM Diversity Committee is representative of the demographic groups for which LOM is lacking
- B. Develop an action plan to seek more diversity in LOM leadership
- C. Develop an action plan to ensure more diversity in LOM events and activities
- D. Partner with individuals and organizations to challenge LOM and hold us accountable to this goal

IMMEDIATE NEXT STEPS recommended by the Executive Director

- 1. Decide: Moving forward, will the Mission of LOM remain as it has been since the origin of LOM, or will it be expanded and, if so, in what ways? Should the mission be expanded to include serving as an agency for the advocacy of outdoor ministry – sort of a “Chamber of Commerce” for LOM’s organizational members? A provider of outdoor ministry programs and activities that are similar to what member organizations might be

providing on a local level? An outdoor ministry staff recruiting agency? The LOM Board of Directors has gone on record stating that the mission of LOM should continue to focus primarily on what the mission has been since LOM was formed – encourage, educate, equip and empower the leaders of LOM member organizations.

2. Decide: In consideration of the revised criteria for outdoor ministry organizations to be affiliated with ELCA, will the criteria for membership in LOM be changed in any ways? In addition to being affiliated with ELCA, will annual contributions be required? Will there be minimal expectations for engagement with LOM programs, activities and events?
3. Based on the above decisions and current realities, propose to the membership changes to the LOM By-Laws and make concurrent changes to the PPI that will ensue.
4. Based on above decisions, make incumbent revisions to the LOM staffing plan. Realities that impact on this step include the announcement from Lindsey Scheid and Angie Pile that they will no longer be available to serve as LOM Co-Conference Coordinators after the conclusion of the 2024 conference and from Randy Younquist-Thurow that he will no longer be available to serve as LOM Events Coordinator after the conclusion of the 2025 OMC Great Gathering. Also, Mary Lindberg will be stepping down as LOM Curriculum Development Manager at the end of the 2026 curriculum season (September 15, 2025).

Respectfully submitted,

Don Johnson, Executive Director