

Evangelical Lutheran Coalition for Mission in Appalachia (ELCMA)
*“CONNECTING and EQUIPPING GOD’S PEOPLE for
CHRIST’S MINISTRIES in APPALACHIA”*

Long Range Plan

Approved April 2003 plus Sept 2009 updates

SECTION ONE: 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:

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
- *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. 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. The areas identified were Outreach, Leadership Development, Networking, Interpretation, Empowerment and Advocacy for Justice. These areas expanded upon those identified in earlier years. The following was a result of a long range planning session, held by the ELCMA Council in October, 1997 that was facilitated by Ms. Sally Camp, Associate Director for Lutheran Services of America. This proposed revision the long range plan was processed by soliciting feedback from ELCMA partners (the 15 synods, Institute for Mission in the USA, the Town & Country Church Institute, the Evangelical Outreach and Congregational Mission, the Division for Church in Society and the ELCA/CORA Commissioners. It was, then, revisited by the council, using the input received from these partners and presented to the 1998 ELCMA Assembly for their consideration and approval. It was approved April 22, 1998.

In early 2001, ELCMA Council realized that, again, it was time to do long range planning. Following a similar process to 1997, information was solicited from 2001 Assembly delegates and other ministry partners. A planning retreat facilitated by Ms. Ruth Reko, Division for Church in Society Director for Staff and Board Development and Director for the Department for Social Ministry Organizations resulted in the following plan reflecting the concerns and needs surfaced by the survey and input from ELCMA’s ministry partners. Following refinement of the initial draft, the document was circulated to ELCMA’s partners for revisions. A draft was presented for approval at the 2002 ELCMA Assembly. It was reviewed, changes were suggested and a final version will be presented to the 2003 Assembly for approval.

SECTION TWO: MISSION STATEMENT

**The Evangelical Lutheran Coalition for Mission in Appalachia
Connects and Equips God's People
for Christ's Mission
in Appalachia.**

SECTION THREE: STRATEGY AREAS

STRATEGY AREA I. EQUIPPING FOR OUTREACH - ELCMA partners with other entities of the church to equip the saints, to reach out and witness to the Gospel in Appalachia.

GOAL 1. Encourage, network, resource and advocate on behalf of new mission starts, reconfiguring congregations and mission developers in Appalachia

Responsibility: ELCMA Coordinator, ELCMA Council Evangelical Outreach and Congregational Mission (EOCM) Representative, in cooperation with EOCM Mission Directors, ELCMA Synod Delegates

Time line: Ongoing

Resources: EOCM regional consultations, synod staff and synodical outreach committees, Appalachian Mission Developers and practitioners

Measurement: EOCM Representative and Mission Directors as well as ELCMA Synod Delegates inform the Coordinator and/or the Council of new mission starts and reconfiguring congregations in Appalachia. Coordinator makes the contacts and reports to Council. Develop and distribute a packet of resources gleaned from our constituency for celebrating new ministry starts and reconfigured congregations

09/09 Update: ELCMA maintains a relationship with Faith Lutheran Chapel, a mission start in Pickens SC. This is one of the mission starts we will feature in our Appalbites electronic newsletter, Prayer Invitations, in speaking engagements and other conversations where appropriate. With one of our own, Rev. Bob Kastings, coming to Faith Lutheran Chapel, I expect we will be working there even more. Cross of Grace LC in Jonesborough TN and Rev. Ed Wolff are also on ELCMA's prayer list. This site just took off officially in January 2009. ELCMA will stay in touch and connect/equip where appropriate. ELCMA continues to be an advocate for Living Waters LC, Cherokee NC in a variety of ways, especially with sending volunteer groups to them. ELCMA also enjoys a warm relationship with Messiah Korean Lutheran Church and Pastor MinChan Park. These connections are bearing fruit on a regular basis, often without ELCMA knowing it. As bishops and synod staff identify locations and invite our participation, ELCMA is involved.

GOAL 2. Participate with Evangelical Outreach and Congregational Mission to support and equip people for ministry in the Appalachian Region by, but not limited to, publicizing and/or offering outreach and evangelism training, beginner's grant writing training and leadership development training; incorporating of new mission starts and transformational ministries in Prayer Invitation brochures and Appalachian network

Responsibility: ELCMA Coordinator, ELCMA Council EOCM Representative, ELCMA synod delegates, synodical outreach committees

Time line: Ongoing

Resources: Regional Coordinators, Synod Bishops and staff, EOCM staff, ELCMA website

Measurement: At least three grant writing training events presented, publicity for training events on website calendar and in Appalbites, continued distribution of Prayer Invitation brochures which include new mission starts and redevelopments at ELCMA's, synods' and churchwide assemblies and other events before May 2004. These same activities continue on an ongoing basis.

09/09 Update: Grant Writing Trainings for Beginners were conducted in Ironton, OH in July 2009 attracting seven attendees. Another event in Harpers Ferry WV in August 2009 included 32 students. ELCMA has trained to-date 502 people to write grant

proposals. We are working with the ELCA Poverty Ministries (Loretta Horton) to bring a three-day intensive fund raising training to Lumberton NC in October. ELCMA offers two awards to highlight Appalachian Ministry. The Glenn Heasley Appalachian Ministry Award has been given each year since 2004. This honor, a sabbatical scholarship, is awarded to someone, clergy or lay, dedicated to serving calls in Appalachia. The Don Roth Recognition Award began giving awards in 2007. This recognition goes to congregations engaged in creative and sensitive outreach to their community. The coordinator makes personal visits to each recipient's congregation to present the award and thank them for their commitment to ministry. ELCMA continues to work in Konnarock, VA, Salters, SC, and Penn Run, PA with community and Lutheran groups to help them further their projects that are related to economic development and justice issues, especially in the areas of leadership development, facilitation of meetings and process and in connecting to unexplored resources. The efforts are bearing fruit. Konnarock Retreat House has begun the restoration of the Girls School. Hopewell Community Center, Salters, SC purchased the property and broke ground for their new food bank/pantry and recreation center. In His Hand Ministries has become incorporated and has begun its work in Indiana County PA. Now ELCMA is just beginning to work in Comfort WV. Residents have asked for help starting food pantry, five-room personal care facility and then they want to look at green industry for their area. We are working with them and will hold a public meeting on October 15, 2009

GOAL 3. Continue to produce and distribute updates to the *Handbook for Small Churches*

Responsibility: Small Church Handbook Task Group

Time line: At least every third year produce updates, the next being 2004

Resources: Leaders in Appalachian region, STaR Team, ELCMA support staff

Measurement: Distribution begins at ELCMA Assemblies, the next being in 2004.

Other distribution is not limited to but includes Appalachian Synod offices, ELCA Region offices, ELCA seminary bookstores (where appropriate), First Call Theological Education Trainings, and requests from publicity in Seeds for the Parish, synodical newsletters and other similar venues

09/09 Update: A new task group is just completing work on the next supplement to *The Handbook for Small Churches*. They first edited the current editions and then moved to adding items to compliment material already in place. Pat Pittsnogle (USS) is chairing this group. While ELCMA distributes the *Handbook* as requested, primarily using e-mail attachments, floppy disks or CDs, the edited edition is at our website for download.

GOAL 4. Complete the Sunday school curriculum that includes Appalachian culture, is user-friendly, and is appropriate for churches with under 100 members. These resources will help congregations meet the needs of their members as well as assisting congregations to more effectively invite the unchurched into a relationship with Jesus Christ. The material will strive to assist congregations to revitalize ineffective or struggling Christian education programs.

Responsibility: Sunday School Curriculum Task Group

Time line: Summer, 2002 - test packet in selected congregations for testing and input. Assembly, 2004 - distribution of finalized product

Resources: Selected churches in targeted contexts to test material, Division for Congregational Ministry to help with editing and perhaps printing, ecumenical partners to supply input

Measurement: Distribution of finished product at 2004 Assembly

09/09 Update: The writing phase of this project has been completed. Editing and production is being completed one unit at a time. The completed pieces are at the website in PDF format for free downloads. This material is highlighted at various public meeting when warranted. In May 2008 a task group began work on Confirmation material to be used in the same way as the Sunday School Curriculum. Their timeline is to bring a finished product to the 2011 ELCMA Assembly.

GOAL 5. Provide resources for the celebration of Appalachian Heritage Sundays

Responsibility: Synods continue to share with ELCMA resources developed. Appalachian Heritage Sunday Task Group gathers and designs variety of materials on an ongoing basis, to discover and affirm Appalachian identity and to recognize ongoing Appalachian ministries. Delegates work to have day set aside as Appalachian Heritage Sunday in their home synods. Delegates will also work to see that AHS Sunday is observed in congregations.

Time line: Ongoing

Resources: Current packet supplemented by developing resources

Measurement: Increase in number of synods using packet from three (West Virginia/Western MD, Upper Susquehanna, & Southeastern Synods) to six by 2004

09/09 Update: Our print resource has been, and continues to be widely distributed. This resource is at our website for a free PDF download. Southeastern Synod has voted to celebrate Appalachian Heritage Sunday within the synod during October. At a meeting of synod council, ELCMA's resources were spotlighted.

GOAL 6. Publicize training events sponsored by ELCA churchwide units and other entities that support ministry in Appalachian congregations.

Responsibility: ELCMA Coordinator, ELCMA Council EOCM Representative, in coordination with EOCM Executive Director

Time line: Ongoing

Resources: Delegates, Elcmanews, Appalbites, ELCMA website, Regional Coordinators, Synod Bishops, EOCM Executive Director and Mission Directors, DCS, ecumenical partners including CORA.

Measurement: Publicity disseminated and/or training events offered.

09/09 Update: We anticipate offering leadership development and grant writing training in conjunction with the churchwide unit for Church in Society in 2009/2010. We connect Appalachian folks with Loretta Horton for the grant writing training as she offers them throughout the region. We have successfully lobbied for an event to be held in the Lumberton NC area, which we are helping to put together. ELCMA continues to promote and foster the use of Just Neighbors for hunger education. It will be an integral part of our transformational immersions that we are preparing. We have been broadcasting numerous training opportunities offered by other entities including the ELCA. We are always open to sharing ELCA resources and training opportunities with our constituents.

STRATEGY AREA II. ADVOCATING FOR JUSTICE - ELCMA, along with other ELCA entities as well as ecumenical partners' witnesses with the people in Appalachia to advance human rights and justice.

GOAL 1. Develop a strategy to address environmental issues that impact

Appalachia, including but not limited to, exploring formation of regional cell groups to address disaster preparedness

Responsibility: ELCMA Coordinator and Council, with 2002 ELCMA Assembly

approval to research and potentially hire additional staff

Time line: Grants researched, submitted, and funded no later than Fall 2005.

Work plan proposal submitted by the new staff person to ELCMA Council by January 2006

Resources: Danielle Welliever-Director for Division for Church in Society's Environmental Stewardship, Diaconal Ministry "internships", ELCA Social Statements, community organizations, regional and ELCA colleges with environmental programs, ELCA Seminaries, CORA, Thrivent, and the federal office of Homeland Security

Measurement: Strategy implemented by 2004 Assembly

09/09 Update: This goal has taken a new direction. ELCMA held two Advocacy Summits, one in 2007 and one in 2009, to learn what issues are of importance to our region. Sustainability continues to be a theme. Following our summit in August 2009 our focus has been called "Promoting Holistic Communities". We are working right now to formulate our strategy for this agenda. Be sure that our gardening project figures prominently in it.

GOAL 2. Inform our constituents on issues of poverty and empower Appalachian people to address the realities of poverty

Responsibility: ELCMA Coordinator, Council, Standing Committees and synod delegates

Time line: Continually updated sharing of information via publications and networks. Include pertinent alerts on Elcmanews and in Appalbites immediately, focusing on issues of poverty. Resource and encourage any one/group desiring to champion an issue. Enlist the help of the trained advocates for justice in locations identified as early as possible, but by December 2002.

Resources: Division for Church in Society (DCS) and Lutheran Office for Governmental Affairs (LOGA) trained Advocates for Justice, synodical staff, Lutheran Services in America, Lutheran Social Ministry Organizations, and the Conference of Bishops Committee on Ministry Among People Living in Poverty (MAPP), state councils of churches climate change committees, ELCA Colleges and Seminaries

Measurement: Consistent sharing of information via publications and networks of available trainings, technical assistance sources, advocacy opportunities and networks addressing specific issues for possible action and ministry

09/09 Update: ELCMA has been included in the distribution of domestic hunger funds to grant applicants by Church in Society Unit. This allows ELCMA to know what projects are working on the Appalachian territory, to offer technical assistance and to connect resources where appropriated. We are able to tell the stories of struggle and success to the world based on these and other sites we join with in ministry. Immersions are another valuable way that ELCMA assists in interpreting the poverty issues for "outsiders" and provides a stage for "locals" to have the voice in sharing the stories of the mountains. With our new transformational focus, ELCMA will strive to keep participants connected long after they have returned home from their immersion. ELCMA currently posts electronic messages and alerts on Elcmanews as well as contacting delegates in areas where issues are surfacing as we become aware of them. Our network includes Lutheran Advocacy Ministry in PA (LAMPa), Sharon Leatherman – staff for the Methodist Appalachian office, Mike Maloney - staff for Episcopal Appalachian Ministry, Dave

Ruesink - Executive Secretary of the Rural Church Network - Texas A&M University Rural Sociology Program and the STaR Ministry Alliance Affinity Groups. Additionally ELCMA launched the *Bonding Gardens Project* which targets families including seniors and/or children facing food insecurities. Five sites joined us for the first year: North Lima OH, Welch WV, Reynoldsville, PA, Milton PA and Ashfield PA. This project ties in perfectly with the advocacy agenda of sustainability.

GOAL 3. Begin diversity awareness exercises within ELCMA, and share resources with our partners

Responsibility: ELCMA Council, Standing Committees, and Coordinator

Time line: The Council or its appointees will offer diversity exercises at the Assembly in 2004

Resources: The *Handbook for Small Churches* will include resources for diversity awareness in the 2004 supplement. The website and other publications will include diversity awareness resources. Involve CORA-trained anti-racism trainers to assist in the training and the collection of resources

Measurement: Time line met as stated above

09/09 Update: ELCMA has a resource list in our current Small Church Handbook Supplement for folks who want to work on diversity awareness within their own circles. Now Council has made anti-racism training a part of our devotions and will begin work in July 2009 with a publication called *Beyond Our Comfort Zone*. Loretta Horton made a grant request of the domestic hunger funds to include more training for staff, council and the assembly. We just received word that we did receive the grant. Now we will begin giving this goal more flesh

GOAL 4. Participate with full communion partners, other ecumenical partners including CORA on advocacy goals that are consistent with ELCA social statements and ELCMA foci

Responsibility: ELCMA Council, Standing Committees, Synod Delegates, Coordinator, ELCA CORA Commissioners

Time line: Ongoing

Resources: Strategies shared from CORA, EAM, CAM, and other ecumenical partners, ELCA Social Statements, ELCMA Council, LOGA, LSA and ELCA Seminaries

Measurement: Create a united voice on issues of common concern

09/09 Update: With the demise the Commission on Religion in Appalachia (CORA), ELCMA strategized with the ELCA churchwide unit on Church in Society, the WV/WMD Synod and Community Lutheran Partners (CLP) on ways to pick up the vital pieces left in CORA's absence. Our Appalachian Advocacy Summits are helping ELCMA educate, advocate and act on one particular issue. ELCMA is part of several electronic networks which shares alerts and updates on legislative issues. These are then sent to appropriate delegates and contacts in the affected synods. ELCMA has also been instrumental in the creation of and identification of persons to serve on several STaR Ministry Alliance affinity groups. ELCMA Council has given the coordinator the authority to support appropriate petitions that coincide with ELCA social statements. This has allowed ELCMA to be present with several groups as they work to fight for workers rights, environmental preservation and social justice. Additionally, ELCMA secured a grant to

get an AmeriCorps FaithSERVE volunteer, Shelby Lemmon, setup a website listing work camp sites where groups can have a servant week assisting others. This website is available via a hot link at our site. It is also a standalone page at: <http://www.appalachianmissionopportunities.org/> because we are coordinating this site with EAM and UMADC.

STRATEGY AREA III. NETWORKING - ELCMA builds relationships and connects resources with opportunities.

GOAL 1. Network ELCMA constituency

Responsibility: ELCMA Coordinator, newsletter editor, webmaster, support staff (increase time needed), Assembly delegates, volunteer writers

Time line: * Appalgram reactivated by the 2003 Assembly, including a celebration issue to be circulated at annual ELCMA assemblies * Appalbites are ongoing * Webmaster identified and working on <www.elcma.org> by fall 2002 * Prayer Invitations ongoing * ELCMANEWS ongoing

Resources: Possible grant to Thrivent, current communications plan, Seeds for the Parish, Lutheran, synodical & WELCA newsletters, Appalbites, Prayer Invitations

Measurement: Time line goals met as stated above

09/09 Update: Prayer Invitations and Appalbites are being distributed electronically and at gatherings. Both are also sent via USPS to our master mailing list throughout the year. Elcmanews is our electronic list-serve for rapid communications, mostly in-house types of information, but also upcoming meetings, events and urgent action issues. Prayer Invitations and portions of the Appalbites publication are also available on our website. The Annual Appalachian Assembly is our finest networking tool. Leaders from all sixteen Appalachian Synods gather and meet together with churchwide and agency reps, community leaders and local congregational leaders to celebrate ministry, to renew and encourage one another, to share ideas and resources and to learn from each other. These meetings move around the region to expose attendees to new and various ministries. An interactive registration form is at the ELCMA website to expedite assembly registration. We will be in Cambridge, PA in 2010. Then 2011 will be in WV/WMD Synod, 2012 in Upper Susquehanna Synod and 2013 in SC Synod.

GOAL 2. Link pastors and congregations by database of gifts, talents and models available to be shared and/or modified for individual context/need

Responsibility: ELCMA Coordinator, support staff,

Time line: Database Task group formed by September 2002, gifts and talents form prepared and distributed by Database Task group at 2003 ELCMA Assembly. Initial information gathered and input into database by volunteer by April 2004. Publicize resource beginning at Assembly 2004

Resources: ELCMA synod delegates, churchwide and synodical staff, website

Measurement: Database available and in use by May 2004

09/09 Update: Work on this goal is on hold. The grant to fund this project is in the works. In preparation for this work, we are keeping our mailing list very current and adding as time permits, information about our mailing list members' gifts and talents. This data will be put in a usable form when we receive the grant and purchase appropriate software.

GOAL 3. First call pastors/rostered and lay leaders nurtured by ELCMA network

Responsibility: ELCMA Coordinator, webmaster, expert volunteers, ELCMA synod delegates, synod staff sharing first call placements & new-to-the-area lay leaders with

ELCMA

Time line: Begin in June 2002 and on going

Resources: Website, Elcmanews, Regional Coordinators and Seminaries

Measurement: Coordinator attends First Call Theological Education events in Regions 6, 7, 8, 9 to share handbooks and conduct workshops, where appropriate.

Coordinator reports to Council on persons contacted

09/09 Update: ELCMA works with first call pastors, mission developers, lay leaders and synod staff in a variety of ways. ELCMA also brings resourcing and encouragement to one-on-one meetings and produces ongoing relationships. ELCMA is included in Region 8's First Call Theological Education event. Joyce Dix-Weiers, Kristen Vingelis, Nathan Pile, Sonja Ware, Marge Lauver, Susan Williamson and Maren Alexis are a few first call pastors we have connected to the ELCMA network as a result. They are being connected to our network and invited to various events. They have been placed in leadership positions where appropriate. They have been added to our prayer list and will be included in the latest prayer invitations on a rotating basis. ELCMA is also meeting with new synodical staff to alert them to ELCMA's availability to these leaders.

GOAL 4. Continue immersions for seminary students, faculty and others resourced by ELCMA.

Responsibility: ELCMA Council, Coordinator, ELCMA synod delegates

Time line: Ongoing

Resources: ELCMA synod delegates, seminaries, synod contacts, community groups, partner congregations, area experts, Rural Ministry Study Program and other similar immersion opportunities

Measurement: Immersion experience offered to various seminaries.

09/09 Update: ELCMA plans, publicizes and guides immersions in the regions for individuals and groups when asked. We have just received a grant to plan and offer transformational immersions to college students that will be targeted toward Lutheran colleges first. We are partnering with Churchwide to form advocacy groups on these campuses following the immersions.

STRATEGY AREA IV. SUPPORT - enhance and diversify ELCMA's funding sources

GOAL 1. Secure statements of agreement with our supporting churchwide units

Responsibility: ELCMA Council, including ELCMA Bishop, Coordinator, Finance Committee

Time line: Letter to Executive Directors of Divisions for Outreach (EOCM) and Church in Society (DCS) outlining expected outcomes of October 2002 consultation. Meet with fifteen Appalachian Bishops, representatives of EOCM and DCS, ELCMA council chair and coordinator in October 2002, confirming statements of agreement there

Resources: Prep work of Finance Committee, Bishops of Appalachia

Measurement: Statements of agreement in hand by January 2003 ELCMA Council meeting

09/09 Update: Consultations were held with Evangelical Outreach/Congregational Ministry and Church in Society; agreements are continuing. Of course, with the new church structuring, our funding will need to be reassessed. We are looking to our churchwide Council members to assist us in telling the ELCMA story in Chicago and beyond. As always, our churchwide funding is contingent upon the giving levels to the national church, too. The receipt of the

Church in Society grants was a result of our churchwide partners agreeing to partner on commonly held goals in a larger way. We are very grateful for their ongoing commitment to Appalachian ministry.

GOAL 2. Increase giving to the ministry of ELCMA by Appalachian Synods

Responsibility: ELCMA's Coordinator and Bishop, ELCMA synod delegates

Time line: Contact each synod each year with giving history and budget request.

Delegates shepherd budget process through their own synod, flagging areas of concern, restructuring, etc.; assisting in providing ministry and speaking/teaching opportunities for Coordinator and other ELCMA leaders, helping to create value for ELCMA in their synods

Resources: Support staff time and supporting documents

Measurement: Increases in giving commitments from synods in each budget year

09/09 Update: ELCMA submits requests in compliance with synodical direction. ELCMA also continues to make presentations and submits reports regularly at synodical and regional meetings to highlight collaborative ministry in that specific location, creating or enhancing value for the ministry. The giving from the Appalachian Synods, overall, has increased just slightly as has the Appalseed giving. This is significant with the trend found in almost every synod of decreased benevolence giving. Thank you for your continued commitment to our ministry!!!

GOAL 3. Increase giving to the ministry of ELCMA by congregations and individuals

Responsibility: ELCMA's Development Committee, Coordinator, support staff, ELCMA synod delegates

Time line: Ongoing

Resources: Long Range Plan for Development, delegate advocacy in their own synods, committees and other contacts, printed materials from ELCMA office

Measurement: Increase in giving in budget line of each synod, congregations and individuals each year

09/09 Update: ELCMA's Development Committee implemented its Planned Giving strategy as well as renewed emphasis on Appalseeds. You noticed some visual commercials via the LCD projector promoting planned giving and Appalseed participation during the assembly. This is in addition to the regular testimonials at the assemblies. Good Search participation has begun which nets \$0.01 per search attributed to ELCMA. ELCMA is receiving money through Thrivent Giving Plus program with Appalseeds applications. We are also exploring grant opportunities with Ed Redmon, the ELCA and received an AmeriCorps FaithSERVE grant as well as a grant from the endowments of Crooked Creek Cooperative Lutheran Parish and St. Luke's Lutheran Church in Freeland PA and from St. Luke's in Buffalo WY. Following the 2009 ELCMA Assembly we added four new members to the Development Committee and have begun to again rethink our long range strategy for this committee.

GOAL 4. Inform Presiding Bishop or designee of ELCMA's Assemblies as soon as they are scheduled. Invite attendance and participation at any/all assemblies.

Responsibility: Coordinator, ELCMA Bishop, ELCMA Council Chair

Time line: Contact Office of the Bishop as soon as assemblies are scheduled

Resources: Send letter and conduct follow-up as soon as possible offering the dates and location of the all scheduled assemblies. Include opportunities to address group, perhaps lead worship, etc.

Measurement: Presiding Bishop attends an ELCMA Assembly

09/09 Update: Invitations are sent as soon as sites are identified.
