

ITEM A.104 FOR ACTION

FOR PRESBYTERIAN MISSION AGENCY EXECUTIVE DIRECTOR'S OFFICE USE ONLY					
X	A. Resource Allocation & Stewardship		D. Coordinating Committee		G. Outreach to the World
	B. Personnel & Nominating		E. Mid-Councils		H. Ministerial Teams
	C. Property/Legal		F. Nurture the Body		P. Plenary

Subject: An Integrated Vision for Presbyterian Mission Agency and Stony Point Center

Recommendation:

That the Resource Allocation & Stewardship Committee recommends that the Presbyterian Mission Agency Board (PMAB):

- 1) Extend the timeline for the study directed by the Presbyterian Mission Agency Board in September 2018 regarding Stony Point from March 2019 to September 2019.**
- 2) Approve the hiring of Run River as a consultant to assist in this process.**

Background:

At its September 2018 meeting, the Presbyterian Mission Agency Board asked the Executive Director to appoint a Stony Point Roundtable to perform a full review of the operations and ministry of Stony Point, so that it would be possible to list the steps that must be taken to ensure the economic viability of Stony Point and prioritize it within the overall ministries of the Presbyterian Mission Agency. In response to these directives, the Roundtable has convened a number of times, and the Executive Director has cast a new vision for the work of Stony Point. If implemented, this vision would make Stony Point economically viable and a mission priority within the work of the Presbyterian Mission Agency. Stony Point Center would transition from its current form of a ministry of “radical hospitality” to a ministry that would offer programs and mission experiences while continuing its “radical hospitality” for the church to enter more deeply into the Matthew 25 Invitation priorities of the Presbyterian Mission Agency: to encourage congregational vitality, dismantle structural racism, and eradicate systemic poverty. These priorities fit well with the foundation that has been established at SPC. Please see the vision statement (Attachment 1). The Roundtable also recommended that the Executive Director contract with Run River Enterprises to serve as consultant for the process of living into a new vision. Even though consultants have worked with SPC in the past, this would be different work. Whereas Harrell Hospitality Group (HHG) was used to help SPC with sustainability with its existing model of, primarily, hosting groups for meetings, we would ask Run River to offer consultation around how we live into this new vision of offering programming and mission experiences at SPC. The recommendations from the HHG consultation helped us move from 20% occupancy to 45% occupancy. Now, we are asking a different question: how does SPC a mission arm of the PMA? Please see the Scope of Services (Attachment 2). Our plan is for Run River to begin their work as soon as possible. They plan to have a report ready by the next PMA Board meeting in September 2019. Their report will include the following: the mission and vision, programs and services, marketing, organizational capacity, plan for site and facility improvements, and an implementation plan for the new vision. They will also meet with a broad range of leaders within the church.

**Stony Point
International & Educational
Conference & Retreat Center
For
Discipleship, Transformative Mission
& Community Engagement**

Presented by Diane Givens Moffett,
President & Executive Director
Presbyterian Mission Agency
December 2018

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Brief History:

- Stony Point International & Educational Conference & Retreat Center for Discipleship, Transformative Mission and Community Engagement is a ministry of the Presbyterian Church U.S.A. Mission Agency (PMA). The center was formerly called Stony Point Center. The center's name was changed to emphasize the educational and transformational experience offered to those who frequent the center.

The new concept for the center came as a response to the PMA Board's request of its new executive director who began her tenure in June of 2018. In light of looming, deferred maintenance and a continual budget deficit, the board wanted to understand how the Stony Point ministry aligned with the 2019-2020 PMA focus of creating congregational vitality, eradicating systemic poverty and dismantling structural racism. The board was also concerned with how Stony Point might address its financial challenges and reach the point of financial sustainability. In response to the PMA board's questions, the executive director created the new vision for Stony Point which is presented in this document, and which was shared with Stony Point's Co-Directors and the leadership cabinet of the PMA in a November 2018 meeting. The following persons were present during this November leadership cabinet meeting:

Barry Creech, Administration

Martha Clark, Legal

Kathy Francis, Communications

Ruth Gardner, Human Resources

Rhashell Hunter, Racial Equity & Women's Intercultural Ministries

Ray Jones, Theology, Formation and Evangelism

Sara Lisherness, Compassion, Peace and Justice

Jose Luis Casal, World Mission

Rosemary Mitchell, Mission Engagement and Support

After receiving insights and input from the leadership cabinet members, the Director of Theology, Formation and Evangelism, whose position includes oversight of Stony Point, called a second meeting with the PMA executive director and staff who wished to be included in further clarifying the vision and direction of Stony Point. Participants in this second meeting included the following persons:

Diane Moffett, Executive Director, PMA
Ray Jones, Director of Theology, Formation & Evangelism
Kathy Francis, Director of Communications
Ruth Gardner, Director of Human Resources
Mike Kirk, Associate Legal Counsel
Sara Lisherness, Director of Compassion, Peace & Justice
Rick Ufford-Chase, Co-Director of Stony Point
Kitty Ufford-Chase, Co-Director of Stony Point

This second meeting was facilitated by the Human Resources Director. The staff seemed genuinely excited as they spoke of both the opportunity and challenge to make the new vision a reality.

The Challenge & Opportunity:

The opportunity and challenge of the PMA is to establish a new vision for Stony Point that can prepare the Presbyterian Church (U.S.A.), its international partners, and other people of faith to serve the church in the 21st century. Fulfillment of the vision will require a great deal of time, money, labor and spiritual energy from the staff, board, mid-councils, and others who may assist in the development and implementation of this vision. The cost to implement this vision, including the much-needed renovation of the facilities will be determined by consultants engaged for this purpose. It is anticipated that the fulfillment of this vision will take considerably more than the \$3 million allocated by the PMA board for Stony Point's deferred building maintenance. However, the investment

could help the Presbyterian Church (U.S.A.) develop its work and witness to Jesus Christ now, and in years to come.

Purpose:

- To serve as a ministry arm of the Presbyterian Mission Agency, helping the church to rethink and retool for the 21st century by nurturing, encouraging, and equipping leaders to grow in faith and actively engage in fulfilling the mission focus of the Presbyterian Church (U.S.A.) through the PMA.

Vision:

- Stony Point is the preferred location that Presbyterian church leaders and members, international partners, and people from various nations, cultures, religious traditions, frequent to learn, and experience what it means to be people of faith who share the Good News of Jesus Christ and are engaged in transformative mission, dismantling and eradicating oppressive systems that harm and take away the hope of God's people.
- Stony Point embodies the value of being a "Matthew 25" (vs. 31- vs. 46) Church that is actively engaged in enriching the spirituality of people of faith and leading them in the work of creating congregational vitality, which leads to communities of faith who are eradicating systemic poverty, dismantling structural racism, establishing economic equity, displaying compassion and working towards racial, gender, and environmental justice that allows for the peaceable existence of God's people and creation.
- Stony Point is creating a space that is intentionally hospitable for those who have traditionally been in the "borderlands" of the church and the broader culture and actively pushes beyond the boundaries to be inclusive of all people, rather than centering the experience in the

dominance of whiteness and white culture in the church and broader culture.

- Stony Point is living into and exploring the understanding of what constitutes a Presbyterian Christian identity and welcome in a culturally diverse, religiously pluralistic context.

Who We Are:

- Stony Point is a ministry of the Presbyterian Mission Agency and is coordinated by directors and staff of the Presbyterian Mission Agency along with seminaries, presbyteries, synods, local churches and organizations. Below is a list of some partners who carry out the vision and purpose of Stony Point:

Union Theological Seminary
Princeton Theological Seminary
PICO (Community Organizing)
New York, Newark and other local presbyteries
Synod of the Northeast and other synods
Agencies of the Presbyterian Church
Community Leaders & Organizations

Curriculum Offered:

Educational Programs –

- Stony Point, in conjunction with seminary partners offers a “Certificate in Community Engagement”, “ as well as course work designed to enhance the effectiveness of pastors, church members and leaders in the United States and beyond.

- **Classes & Seminars –**
Growing in Faith
Faith & Politics
Christian Principles and Practices
Living in a Religiously Pluralistic World
The Church and Immigration
The Sin of Racism and “Othering”
- **Training –**
Anti-Racism Training
Community Organizing Training
Mission Co-Worker Education & Training
Young Adult Volunteer Orientation
Transformative Mission Training
- **Ministries –**
Community of Living Traditions Ministry
Farming and Ecological Justice
PC (U.S.A.) Hunger Program

Housing, Rooms & Meeting Spaces

- Stony Point offers comfortable overnight accommodations for groups and individuals for extended stay or overnight accommodations. Conference rooms and meeting spaces are available for rent. The center’s dining hall serves breakfast, lunch and dinner which often include vegetables harvested from the Stony Point Garden. A meditation space and labyrinth are also available to be used as tools to assist persons in learning about their faith and the experience of people who deal with systematic oppression.

Timeline, Goals & Objectives

Phase I, 2019

- Gain Support and Buy-in for Stony Point from PMA Directors, PMA Board, presbyteries, synods, mid-councils, and possible partners. Encourage staff use of Stony Point for training, orientations in its present configuration and send dates of such possible events to Stony Point Directors for inclusion in calendar beginning 2019 to financially sustain Stony Point in the interim period between the casting and establishing of the vision (5 years).
- Complete necessary repairs and deferred maintenance scheduled for 2019 to make Stony Point safe and inhabitable for the interim period.
- Hire Run River Consultants to assess what is necessary to fulfill the new vision. Receive report from consultants by PMA Board meeting in September 2019.

Phase II, 2020

- Begin implementation of findings of consultant
- Begin capital campaign to raise necessary funds
- Complete a marketing plan for Stony Point.
- Begin creating curriculum content for Stony Point.

Phase III, 2021

- Begin construction and renovation of Stony Point in stages, including hiring a Project Manager
- Implement the new curriculum & program changes
- Hire additional staff as needed



Scope of Services

Discovery and Analysis

- Statistical, trend, and GIS based analysis of participant (guests and groups), financial, and development data.
- The analysis seeks patterns in participation and finances which can help to frame conversations about the current state of and desired future for the ministry. It helps to define who you are currently serving and who you might be called to serve, and to identify where the points of growth and strength are, and where any points of decline might be. Participant data sets typically include: groups, guests, guest days, and revenue.
- Statistical analysis often compares patterns to norms that might be expected and looks at relationships between data sets (“bivariate” analysis is anything using the word “per,” such as guest days per group, or revenue per guest day).
- Trend analysis examines trends and sub trends (in any trend, there are sub-trends which can be isolated). Continuing growth or reversing a decline depends upon identifying the sub-trends and acting upon them. Trend analysis also looks at what happens if existing patterns are extended into the future.
- GIS based analysis looks for geographic patterns in data, and supports comparison with US Census data.
- Financial analysis includes reviewing the relationships between ordinary revenue and expense, calculating margins, and comparing operations to industry norms.
- A cost analysis helps to evaluate rates and rate structures and sets the stage for financial growth.
- If there is development data available, it can be analyzed for patterns in giving that may be strengthened in the future.

Exploring the Current Operation and Future Vision

- Site assessment of current buildings, facilities and features;
- Preparation of a base map;
- Review of current patterns of operation and management systems, and their ability to effectively support future directions;

- In-depth dialog with Stony Point Center and Presbyterian Mission Agency staff to explore proposed vision.

Preliminary Concepts

In light of data analysis, site assessment, and in-depth conversations with staff and leaders of Stony Point Center and PMA, the consultant team prepares preliminary concepts for fulfilling the vision. These concepts are considered, reviewed, and refined by PMA and Stony Point leaders.

Initial concepts for:

- Programs and Services - what are the experiences and amenities that Stony Point Center needs to offer in order to fulfill its mission and accomplish its vision?
- Marketing - what are the goals for participation and how can persons be effectively invited and recruited to participate?
- Organizational Capacity - what will the organization require to be able to accomplish its mission in terms of:
 - » funding and financial operations;
 - » fund and donor development;
 - » staffing;
 - » oversight and governance?
- Site & Facilities - what might be required in terms of physical resources to fulfill the vision?

Testing for Feasibility

This phase also begins to explore and test the feasibility of the proposed vision by broadly considering the resources that might be required in order to realize the vision. Resources would include capital funding, operational funding, staffing, oversight, and management systems. This discourse may lead to additional refinements or reshaping of the vision for Stony Point.

Final Concepts and Report

Detailed narrative of each component of the plan for the future:

The Mission of and Vision for Stony Point Center

- how it serves the work and priorities of the Presbyterian Mission Agency;
- how it relates to and serves other organizations in alignment with PC(USA).

Programs and Services

- identification of primary programs and services to fulfill the mission and realize the vision;
- recommendations for particular events and activities that may be especially effective in accomplishing the mission.

Marketing

- clear goals for missional viability and fiscal sustainability;
- definition of primary and secondary audiences and markets;
- recommendations for developing partnerships;
- framework for primary marketing messages and initiatives.

Organizational Capacity

- overall financial goals for the current and future operation of Stony Point Center;
- operations financial proforma, a 5-12 year long range financial plan, based on goals for growth in revenue and cost containment;
- recommendations for staffing;
- goals and strategies for developing annual, capital, and endowed funds;
- recommendations and tools for effective oversight.

Plan for Site & Facility Improvements

- base and development site maps, in phases if necessary;
- concept drawings and construction estimates for major renovations and any proposed new construction;
- life-cycle (major) maintenance plan.

Implementation Plan

- development of a project management based plan (a Gantt chart or similar tool) for implementation to show project priorities and sequencing, project dependencies, and critical milestones. Typically, implementation plans define distinct phases of a project.

Follow-up

- Presentations and presentation materials are included, as those are helpful.
- Follow-up support is provided, especially in the first year, as the plan moves forward. Given the close proximity of Stony Point to our office, we would be open to providing on-site support if that is helpful.



Costs

Stony Point Center Master Planning

Consultant Fees of \$38,000 for all services described above, payable in five payment of \$7,600, four monthly installments April - July and one final payment upon receipt of the final report (August).

Travel expense, not to exceed a total of \$3,200, based on multiple trips to the site and PMA offices.

