ITEM P.106
FOR ACTION

FOR PRESBYTERIAN MISSION AGENCY EXECUTIVE DIRECTOR'S OFFICE USE ONLY					
	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: Stony Point Center Run River Consultation Report

Recommendation:
That the Presbyterian Mission Agency Board:

1. **Affirm the basic direction for Stony Point Center outlined in the Stony Point Vision plan produced by Run River Enterprises.**
2. **Approve the "Baseline Phase of Implementation" section (pages 63-64) of the plan and direct the Presbyterian Mission Agency Executive Director to begin implementation.**
3. **Authorize a feasibility study for a capital and endowment campaign.**

Rationale
The Stony Point Roundtable makes the recommendations above in response to the directive from the Presbyterian Mission Agency Board to "determine the necessary steps to reasonably ensure the economic viability of Stony Point and to prioritize its ministry in relation to all other ministries in the Mission Agency."

Rationale for Recommendation 1 - Stony Point Center is a "holy ordinary" place in which the transformative work of the Presbyterian Mission Agency is engaged and lived out in the church and world. This investment in Stony Point would help the Presbyterian Church (U.S.A.) develop its work and witness to Jesus Christ, now, and in years to come. We are asking for a methodical, incremental and well-thought-out approach. The vision for Stony Point would occur in phases with clearly identified check points along the way for PMAB approval.

Rationale for Recommendation 2 – At this time, we are seeking approval for the "Baseline Phase of Implementation" section. We expect this phase to run through the end of 2020. This phase includes:

Program
- Design a pilot program to specifically further PMA priorities
- Recommend that the Community of Living Traditions explore the process of incorporation

Marketing
- Create and implement a marketing plan based on missional and fiscal goals presented here.
- Develop a comprehensive strategy for marketing
- Utilizing data analysis, pinpoint the most promising areas and spheres within which to launch marketing initiatives

Organizational Capacity
- Revise the staff structure for the Stony Point Center. Create job descriptions and the process to transition to new positions.
- Define the necessary metrics and set up the data system.
- Adopt dashboard system based on the metrics presented in this report.

- Consider making changes in the PMA structure to more effectively align the Stony Point Center with the parent body.
- Create a full donor development plan designed to help meet operational goals and to grow the donor base.

Site & Facilities

- Adopt a color pallet for the site.
- Develop a comprehensive landscape design.
- Finalize the design and get bids on lodge renovation
- Complete necessary repairs and upgrades to the Gilmor Sloane House and any other critical site improvements.

The Run River report calls for a realignment of Stony Point Center within the Presbyterian Mission Agency. The Executive Director will determine the most appropriate placement of Stony Point Center within the Presbyterian Mission Agency.
An implementation plan is currently being established for the new staffing rationale for the baseline phase priorities. The financial implication for this phase of the staffing plan is $220,000 during 2020.
Sources for these funds have been identified consistent with the direction of the Board to prioritize Stony Point Center in relation to other ministries within the Presbyterian Mission Agency. Upon approval of this plan, the Executive Director has indicated that she will prioritize the usage of funds from unassigned bequests that have come to the Presbyterian Mission Agency in 2018-2019.
Funding for implementing staffing needs in future phases of the plan will be accomplished through future budget processes, starting with the 2021-2022 budget that will be presented for approval in April 2020.

Rationale for Recommendation 3 – The plan calls for a feasibility study to determine our capacity for creating a capital and endowment campaign to support the wider financial needs of the Stony Point Center. The financial implication for this study calls for $75,000. If approved by the Board, the Executive Director has indicated that she will prioritize the usage of funds from unrestricted bequests that have come to the Presbyterian Mission Agency in 2018-2019. The results of this report would be presented to the Presbyterian Mission Agency Board at its February 2020 meeting.

Total financial implication: $295,000.
Source of funds: Unassigned, unrestricted bequests from 2018-2019

(Note: This report has been revised since the original version due to multiple conversations. The report was sent to the Board soon after it was received by staff, in order to provide the most time possible for reading the 75 pages. The recommendations have been the work of staff in response to the report. Over the past two weeks, the recommendations have been shaped as a result of further dialogue with board members and Run River regarding the report and implementation steps.)

Executive Summary

Theology, Identity, and Purpose

The PMA has cast a bold vision for Stony Point Center as *the* conference center for the PMA, a place integral to living out the three priorities of Matthew 25. Stony Point can become the preferred place where Presbyterians come 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.

While Stony Point's natural setting lacks the dramatic backdrop of other centers, it still offers us a unique gift. Just as we spend much of the church year in "ordinary time," we find beauty in the "holy ordinary." As a "holy ordinary" place, Stony Point focuses our attention on God's Order and encountering God in the sphere of human interaction. It is a Christian conference center designed for transformation, which intends to help the PC(USA) continue to live into its reformed identity.

The purpose of Stony Point is to:

- **Provide hospitality** - a relationship between guest and host, characterized through attentiveness to the other.
- **Create community** - the community of Stony Point Center is an ongoing reality, into which guests are invited, and through which all may experience redemption and renewal.
- **Transform through learning -** conference centers are designed for the transformation that comes from the renewing of the mind.
- **Be a place where people stand along the "edge of the inside"** and are able to help the church "become its truest self."

Program

- **Develop program through hosted and sponsored events**. SPC has focused its attention on the hosted end of the spectrum and is now ready to develop the sponsored end of the spectrum.
- **Support the priorities of PMA** through Stony Point events.
- **Take advantage of Stony Point's unique geographic location** and the mission opportunities made available to the south in New York City, which can serve as a Matthew 25 mission "laboratory," and to the north in the rural areas of the Hudson River gorge.
- **Form an official partnership with The Community of Living Traditions** as a newly created 501(c)3, which would allow it to be more self-determining, and to form an official partnership with PMA.

Marketing

- **Develop a marketing plan based on data and analysis** that are not currently available, but which can be developed.
- **Take advantage of the enormous marketing potential for Stony Point.** Current data shows most visitors come from New York City or near Stony Point, with virtually no engagement in the broader region. We can turn that negative into a positive with a comprehensive marketing plan that can help us reach those untapped areas.
- **Engage future guests through content marketing.**

Organizational Development

- **To develop a dashboard of key metrics** will enable the PMA Board to provide effective oversight.
- **To restructure the Stony Point staff** for the work ahead.
- **Relocate SPC within the PMA structure** as a resource to serve all of the ministry of PMA.

- **Create a comprehensive development plan** will be essential.
- **Revise information systems** to produce the necessary data the for marketing and financial administration.

Site & Facilities

- **Complete deferred maintenance** projects (roofs, windows, HVAC).
- **Establish a major maintenance plan**.
- **Continue to implement green technologies** and become a model of sustainability for churches and other organizations.
- **Install solar power**.
- **Install a commercial laundry**.
- **Renovate Beech, Magnolia, Walnut** with private bathrooms, exterior cladding, new doors, front porches, and upgraded surfaces.
- **Improve Maple** bedroom with new furnishings and surfaces.
- **Replace Evergreen** with a "state of the art" facility for meeting, dining, and administration.

Business Plan

- **Develop a financial system** based on the financial model of a nonprofit conference center
- **Complete detailed 5-year financial plan**, based upon metrics, and goals for revenue, direct costs, and overhead

Implementation

- Baseline (2020)
    - Set up data system for analysis and metrics.
    - Create a detailed financial plan
    - Create a marketing plan
    - Complete deferred maintenance projects already funded.
    - Complete design for lodge renovations.
    - Complete a landscape plan.
    - Complete a development audit or feasibility study.
    - Identify available funding sources for capital and potential capacity building funding for program staff.
- Phase One
    - Create a village green.
    - Install solar power.
    - Install a commercial laundry.
    - Renovate lodges.
- Phase Two
    - Finish landscaping.
    - Complete technical studies.
    - Do design work for Cairncroft.
- Phase Three
    - Construct Cairncroft.
    - Renovate Maple, if needed

Cost

- $10.3 Million – the overall projected cost for the Stony Point vision plan
- $300,000 over three years – staffing for new vision
- $75,000 – Capital campaign feasibility study

Stony Point Center

Vision Plan

Run River Enterprises
Tully NY

August, 2019

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Introduction & Process

Introduction

This study is presented in response to a directive from the Presbyterian Mission Agency Board to the Stony Point Round Table to "determine the necessary steps to reasonably ensure the economic viability of Stony Point and to prioritize its ministry in relation to all other ministries in the Mission Agency." Under the leadership of Diane Moffett, Executive Director of the Presbyterian Mission Agency, a bold vision began to emerge for the ministry of Stony Point Center, which is expressed as follows:

> 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 takeaway 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.

In order to live into this vision decisively and effectively, this study proposes to first clarify the theological framework for this vision of Stony Point Center, to describe the identity of Stony Point Center which expresses the theological framework, and to state the purpose of Stony Point Center as it lives out this vision in concrete ways.

The study proceeded on multiple levels:

- Theology – the grounding of all that Stony Point Center does in a theological construct.
- Mission – the purpose of Stony Point Center and the difference it makes in the world.
- Strategy – the vision of Stony Point Center and the plans to accomplish that vision.
- Operations – the routine and necessary functions of Stony Point Center that make it possible to continue to accomplish its purpose.

This report provides observations, conclusions, and recommendations in the fulfillment of the emerging vision for Stony Point Center from these four perspectives.

Objective

Briefly summarized, the objective of this study was to explore the options to improve fiscal sustainability and strengthen the missional relevance of Stony Point for the Presbyterian Mission Agency.

Process

To deeply understand the current mission and operation of Stony Point Center and to comprehend the priorities of the Presbyterian Mission Agency and how these priorities may be lived out, several procedures have been necessary.

Materials have been read and reviewed, such as Advisory Board minutes, Annual Reports, Business Plans, Information related to the Community of Living Traditions, occupancy reports and data, prior studies, analyses of participation and financial data, conversations with Stony Point staff members, advocates, judicatory leadership, and PMA staff members.

A preliminary report was prepared on some immediate property questions. A response was developed regarding a new (electric) mower, a new HVAC system for Evergreen, and a portico entrance. The first two of these issues been accomplished already.

On-site work

The consultant team was on-site during the following periods:

- April 15 - 19, 2019 – Stony Point Center, Stony Point, NY
- May 28 - 30, 2019 – Presbyterian Mission Agency offices, Louisville, KY
- June 15 - 18,2019 – Stony Point Center, Stony Point, NY

Data and Information received

The following documents and information were received and studied by the consultant team:

- Stony Point Advisory Board Minutes, 2007-2019
- Stony Point Annual Reports
- Guest Group and Revenue reports, 2015-2018
- Occupancy statistics, 2015-18
- Previous SPC Task Force reports and Business Plans (2011-2017)
- Harrell Hospitality Group Reports (2014 and 2017)
- Prior and pending capital improvement requests
- Current Marketing Plan and materials
- Guest Group Activity reports
- Development data
- Community of Living Traditions documentation
- Energy Reports (2012)
- 2018 Solar Proposal for Solar Energy
- 2008 Energy cost reduction plan
- Organizational charts for SPC and PMA

Interviews and Conversations

This process included numerous formal and informal interviews and conversations. The consultants wish to especially thank Ray Jones, Director of Theology, Formation, and Evangelism and Kari Hay, Mission Specialist & Office Manager for all of their work in arranging interviews, and Rick and Kitty Ufford-Chase, Co-Directors of Stony Point Center for all of their time in arranging interviews among Stony Point staff and supporters.

The consultants apologize if names have been inadvertently omitted from the lists below of people with whom we spoke, or if names have been misspelled, or titles recorded incorrectly. We appreciate all of the time that people have afforded us in this process, as well as their candor and enthusiasm.

Stony Point staff and leaders

- Rick Ufford-Chase – Co-Executive Director Stony Point Center
- Kitty Ufford-Chase - Co-Executive Director Stony Point Center
- Paula Sandusky – General Manager
- Chelsea DeLisser, Assistant General Manager
- Jane MacDonald - Financial Office
- Mary Romano – Group Sales Manager
- Will Summers & Amirah AbuLughod – Farmers
- Donna Costa - Food Services Manager
- Linda Pagano - Business Offices Manager
- Dan Romano – Reservations Associate
- Warren Cooper - SPC Advisory Board member
- Alan Levin - SPC Advisory Board member
- William McClintock - SPC Advisory Board member
- Fernando Castineiras, Contractor

Presbyterian Mission Agency staff

- Diane Moffett – Executive Director Presbytery Mission Agency
- Ray Jones - Director of Theology, Formation, and Evangelism
- Kathy Francis – Senior Director of Communications
- Jose Luis Casal – Director of World Mission
- Barry Creech – Director of Policy, Administration, and Board Support
- Toni Carver-Smith - Director of Treasury Services
- April Davenport -Assoc. General Counsel, Legal/Risk Management
- Mike Kirk - Acting General Counsel, Legal/Risk Management
- Barry Ensign-George - Coordinator for Theology & Worship
- David Gambrell - Associate for Worship
- Denise Anderson - Coordinator for Racial and Intercultural Justice

Judicatory staff and Stony Point partners

- Deb Milcarek – General Presbyter of Hudson River Presbytery
- Susan de George – Stated Clerk of Hudson River Presbytery
- Warren Lesane – Presbyterian Mission Agency Board, Vice Chair; Synod Executive & Stated Clerk, Synod of the Mid-Atlantic
- Jack Elliott – Chair of Board Center and Library for Bible and Social Justice
- Bob Foltz-Morrison – Executive Presbyter, Presbytery of New York City
- Angie Mazariego – Leader Lighthouse Project
- Charo Urena – Co-leader Lighthouse Project
- Susan Wonderland – Transactional Executive, Synod of the Trinity
- Bill Henderson – Temporary Presbyter and Ruling Elder, Albany Presbytery
- Larry Beasley – Interim Presbytery Leader & Stated Clerk, Utica Presbytery
- Shannan Vance-Ocampo – General Presbyter, Southern New England Presbytery, Presbyterian Mission Agency Board Member
- Amaury Tañón-Santos – Synod Networker, Synod of the Northeast
- Harold Delhagen – Leader Synod of the Northeast

Additionally, the consultant team met with the following groups:

- Presbyterian Mission Agency Leadership Cabinet
- The Community of Living Traditions
- Presbyterian Mission Agency Stony Point Round table
- Stony Point Advisory Board, video conference
- Presbyterian Mission Agency Board, video conference calls

The consultant team also participated in the hiring process for the Stony Point Center Marketing Director so that process would be responsive to the emerging marketing directions.

The consultants wish to express their appreciation for all of the work that has gone into this process. Many persons are deeply committed to the ministry of Stony Point Center and to the work of the Presbyterian Mission Agency. It has been a privilege to work alongside people whose lives and work make a significant difference in this world and for the church.

Summary of Recommendations

Vision

The vision for Stony Point Center is that it seeks to be a place which is integral to the Presbyterian Mission Agency, as it lives into the realization of its priorities. This work needs to be accomplished in a fiscally sustainable manner, and in a way that honors the history, culture, and unique character of Stony Point Center.

Theology

- It is important to be clear about the theological foundations of the work of Stony Point Center and the ways in which the theological foundations connect SPC to the larger work of the church.
- Stony Point Center is a ministry of a place apart, where persons are renewed in their relationship with God.
- The experience of attending an event at a conference center can have similar dynamics to a pilgrimage, where the vulnerability of travel creates an openness to growth.
- Stony Point Center is a place that especially reflects the nature of the Reformed tradition as "always being reformed." It strives to be a place where the church seeks its own renewal and reformation.

Identity

- Stony Point Center is a conference center, whose history, purpose, and mission define it as a part of the Christian tradition.
- Stony Point is, in many respects an ordinary place, which helps us to focus on the encounters with God in the human community, and which directs our attention to the Order that God provides.

Summary

Purpose

Stony Point Center is a ministry of:

- Hospitality - a relationship between guest and host, characterized through attentiveness to the other.
- Community - the community of Stony Point Center is an ongoing reality, into which guests are invited, and through which all may experience redemption and renewal.
- Transformation through learning - conference centers are designed for the transformation that comes from the renewing of the mind.
- The "edge of the inside" - to be a place, and to invite persons to a place, where people stand along the edge and are able to help the church "become its truest self."

Strategy

Programs and Services

- All events, services, and amenities constitute the program of Stony Point Center.
- Hosted events are, and will continue to be, a critical component of Stony Point Center's mission and fiscal plan.
- Sponsored events will be the means through which Stony Point Center helps the Presbyterian Mission Agency realize its priorities.
- Program staff will be required for effective establishment of sponsored events.
- The Community of Living Traditions has played a critical role in the recent development of Stony Point Center. Its continued health is essential, and is probably most secure in the context of a 501(c)3 structure.

Marketing

- Create a data driven strategy based on detailed conference center metrics.
- Understand marketing as focused on impacting the several component factors of revenue.
- Develop a plan for content marketing which is focused on the priorities of PMA, and which reflects the unique perspective that Stony Point brings to those priorities.
- Create a social media strategy which is aimed at engaging persons in the work of Stony Point, and not just promoting Stony Point.

Summary

Organizational development

Oversight

- Strengthen the oversight of the PMAB through the development of a dashboard system as well as an adequate orientation to the work of Stony Point Center.
- Relocate Stony Point Center within the structure of PMA to the office of the Executive Director, as a resource which serves all ministry divisions.

Staffing

- Realign the Stony Point Center staff for continued growth and expansion.

Financial Systems

- Utilize the basic financial model of a nonprofit conference center.
- Follow the guest day system of metrics designed for a nonprofit conference center.
- Create and monitor key bivariate metrics.
- Identify critical sub-trends to impact financial activity.

Data and Administration

- Redesign the data system so that is it able to produce data for a guest day system of tracking and analysis.

Site and Facilities

- Continue to improve the overall quality of site and facilities with repairs and upgrades. Complete any repairs which are necessary to preserve structures, increase safety, or improve cost efficiency.
- Create a unified look and feel to the site with a color palette and themed materials. The river rock which is the trim on the meditation center is quite attractive and can be carried throughout the property and into building upgrades.
- Develop the outdoor spaces with a village green, natural playscape, walking trails, and meditation spaces.
- Renovate Beech, Walnut, and Magnolia lodges to include private bathrooms, increased appeal, and comfort.
- Improve Maple through new furnishings and surfaces. Ultimately, consider renovating Maple with private bathrooms.
- Install a solar power system, potentially with battery storage.
- Install a commercial laundry facility.
- Replace Evergreen with a new "state of the art" facility for meeting, dining, and administration, called Cairncroft.
- Establish a Life-Cycle (Major) Maintenance plan in order to meet future maintenance costs.

Summary

Business Plan

- Express revenue goals as the product of explicit factors, such as groups, guests, and guest days.
- Utilize metrics which are consistent with both its purpose and its financial system.
- Be able to express revenue goals in multiple sub-goals. Each different perspective on revenue reveals a way to impact the revenue.
- Track revenue by building.
- Have specific goals for direct expenses in relationship to gross revenue.

Theology, Identity, Purpose

Theology

While this process was not designed primarily as a theological study, it is necessary to establish the theological framework for the observations and conclusions that follow. The work and ministry of Stony Point Center must be congruent with and further the work of the church in the Reformed tradition.

The theological framework offered here is not intended to be exhaustive or comprehensive. It is intended to lay a foundation for the work of a conference center in general, and the work of Stony Point Center in particular.

A ministry of place

A conference center is a ministry of place; its work relies on the way in which places have the capacity to remind us of who we are as God's people. We are often better able to remember "who" we are because of "where" we are. Especially in a world as mobile as ours, where so many of us lack connection to place, it is imperative for the church to have places where we may be consistently grounded and renewed in our relationship with God. This "groundedness" aspect of a conference center is especially meaningful when a center has a long history of serving the church. Stony Point's history from its beginnings as a family home to becoming the home of an inter-faith community makes it a place that has a significant capacity to connect individuals to their own faith story and to the larger story of God's people.

A faith-based conference center is intended to be both a place and an experience which converge in an especially effective way to facilitate transformation. People gather at faith-based conference centers in ways that are not entirely replicable in other settings, such as hotels or resorts. While other locations can provide similar accommodations (meeting spaces, lodging, and dining), a conference center is an intimate and integrated setting where all aspects of the place and experience combine to impact the deepest realities of our lives and faith.

A ministry of pilgrimage

A conference center in general, and Stony Point Center in particular, is an especially effective place where change can be explored and embraced. Even as it is a ministry of place, it is also a ministry of pilgrimage.

A pilgrimage is a journey which is undertaken, often in the company of others, to reach a destination, but even more so to experience the transformation that comes from the activity of traveling. While there are many ways in which an actual pilgrimage differs from a trip to a conference center, a conference center invites us to the experience of being on a faith journey where we are somewhat vulnerable. Even when a place is familiar and feels like home, we can encounter unanticipated circumstances and may need to rely on the kindness of others. A conference center can be a unique blend of "always the same," and "always different." So we may be simultaneously comforted and challenged. The ability of a center to be both a comfort and a challenge, while offering an intensive learning experience, creates a powerful environment for transformation and growth. This opens us up to the unique possibilities of spiritual growth.

Semper Reformanda

While there are certainly other occasions and expressions of the church's life that offer this combination of factors, conference centers are uniquely designed for this experience. The dynamics are intentional, consistent, and reliable. Conference centers are designed specifically to help persons and groups enter intentionally into the "always being reformed" dimension of the Reformed tradition.[1] When we gather explicitly as the Church in settings that are created purposefully for transformation, we intentionally open ourselves up to the reform that God has for our lives and for the church.

A conference center setting differs from a congregational setting in several significant ways. The conference center experience is a concentrated one that rapidly moves participants deeply into a subject or issue. Even though there are common elements between a conference center and a congregational experience, such as worship, fellowship, study, and prayer, those elements in a conference center experience are uniquely focused on the process of purposeful transformation. People attend a conference center to seek a calling for their life, a beckoning to reconciliation, an invitation to a new purpose and identity, or for a fresh vision of the future.

1. https://www.presbyterianmission.org/what-we-believe/ecclesia-reformata/

Identity

A document prepared in June 2019 by the Stony Point Center Advisory Board and the Community of Living Traditions[2] summarizes the history of Stony Point Center as follows:

> For hundreds/thousands of years, the land where SPC is currently located was inhabited by Munsee/Lenape peoples. These included the Ramapough Lenape, Tappan, Rumanchenak, and later the Nyack peoples. Thanks to the nearby narrow fording of the Mohicanituck (Hudson River) at Stony Point itself, many nations met, traded, and lived here in relationship with each other.
>
> Original trails from the Northeast, now highways such as 202, 9W and Rt. 6, came through this area and stretched out across Turtle Island (North America). It was a gathering place of peaceful trade.
>
> Over the last seventy years, this land has played a pivotal role for the Presbyterian Church (USA), shifting its role in relation to the larger church at least four times during that history:
>
> - 1950s: The Gilmor Sloane House served as the unofficial "Camp David" for the growing ecumenical church movement whose leaders were based at 475 Riverside Drive in New York.
> - 1960s–1970s: SPC was the home of a unique, ecumenical collaboration between seven church denominations. Together, they expanded the property and trained a new generation of mission workers who were sent out with an explicit purpose to challenge a century of mission that had, in their judgment, been too tightly aligned with colonization efforts around the world.
> - 1980s–early 1990s: SPC was home to dozens of asylees who were fleeing religious and/or political persecution. Working with Director Jim Palm, they articulated a strong theological foundation for the growing international movement for peace and justice.
> - Late 1990s–early 2000s: SPC prided itself on the welcome it provided to small and immigrant churches of color that sought a retreat home in the NY Metro area.[3]

A Conference Center

Functionally, Stony Point Center is a conference center. It provides accommodations and experiences for groups and individuals who gather intentionally for learning and transformation. In the nonprofit world, a conference center generally means a facility which is

2. SPC Advisory Board, and The Community of Living Traditions. Stony Point Center: Who We Have Been, Who We Are, and Who We Strive to Be. Stony Point Center, June 2019.
3. Ibid., 2.

largely self-contained, and offers meeting, dining, and lodging, so that the experience can be unaffected by external interruptions.

Typically, a conference center delivers experiences which are based in cognitive and didactic learning. Conferences are usually designed to teach skills, impart information, and deepen comprehension of a body of knowledge. As a means to accomplish a larger mission, a nonprofit conference center is a place which uniquely concentrates and focuses the energy of a group or individuals in one area of concern. This intense focus allows people to learn at a level that is deeper and more impactful than it would be in more everyday circumstances.

One of the notable aspects of Stony Point Center is that in many of the stories told of the impact it has had in peoples' lives, many "retreat like" experiences were shared. A retreat experience typically focuses on affective or reflective learning and is often aimed at deepening or restoring relationships. That includes relationships with self, other people, God, and creation.

There are some programmatic differences between retreat and conference programming, which result primarily from the different types of learning that are intended. It is remarkable that Stony Point Center is built and operated primarily as a conference center, and yet seems to be able to regularly provide outcomes that are consistent with a smaller, more intimate site with a retreat focus.

Stony Point Center thus offers both a unique and versatile venue for learning and an environment conducive to fostering and deepening relationships. It will be crucial to retain these characteristics of Stony Point Center as it moves into the future. Both types of learning will be important if Stony Point Center is going to effectively participate in accomplishing the priorities of the Presbyterian Mission Agency.

A Christian Conference Center

Stony Point Center is a ministry of the Presbyterian Church (USA). As such, a fundamental part of its identity is that it is a Christian conference center. But, as with nearly all centers and camps which have been affiliated with a denomination, the meaning of that needs to be explored and made explicit in this current culture.

At a very practical level, it means that Stony Point Center continues as an expression of the Christian church in the Reformed tradition. The theology that grounds it and the practices that shape its operations are reflections of the Scripture of the Old and New Testaments, the historic creeds of the church, and the story of the church through the centuries, as people have sought to be faithful followers of Jesus.

Even as Stony Point Center claims and recognizes its identity as a part of the Christian tradition, it also seeks to be a faithful neighbor in the world. The document prepared by the SPC Advisory Board and the Community of Living Traditions reflects this understanding of what it means to be a Christian center:

> ...a space of welcome for all people to be treated not just as honored guests in a Christian home, but instead as genuine partners in the work of healing the world. Doing so offers the possibility for immersion, education and transformation for members of the Presbyterian Church (USA) who are gathering the skills necessary to create similarly daring efforts in their own churches and communities.[4]

Being a part of the Christian tradition also means that Stony Point Center joins in the work of understanding what it means to be the church in our time and for the future. The Church is called, at this extraordinary time in history, to learn how we can be the church, not from a posture of dominance, but from a position of partnership. In addition to the work that the Church may accomplish in concert with others, it will also be important to do theological inquiry in this context. It is imperative for the Church to rediscover and articulate what it means to be the Church from a stance alongside other faith traditions. As individuals, we are invited to realize how our own faith can be deepened by working with and learning from other faith traditions.[5]

Stony Point brings a distinctive and critical perspective to this work. The work that has been done in and through the Community of Living Traditions, and in "welcoming across boundaries" offers a substantial platform from which to explore both theological and practical implications of this new stance of being the Church in the world.

An Ordinary Place

Another noteworthy feature of Stony Point is that its natural setting is not as dramatic as the setting of many other centers. Often, conference centers are located in places of great natural beauty, such as the high desert or the shore of a beautiful lake. Rather than being a disadvantage, this setting provides a unique gift to the church.

In the pattern of worship for the year, there are two major feast cycles with special times of preparation and celebration. These major feast cycles are the celebration of the Incarnation (Christmas) and the celebration of the Resurrection (Easter). In between these primary celebrations are stretches of time called "Ordinary Time." Ordinary time accounts for most Sundays of the year, usually 33 or 34. Thus, the majority of our time as Christians is not spent in special celebration but is spent in time that helps us to focus on the ordinary.

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4. SPC Advisory Board and The Community of Living Traditions. Stony Point Center: Who We Have Been, Who We Are, and Who We Strive to Be. Stony Point Center, June 2019, 7.
5. Taylor, Barbara Brown. Holy Envy: Finding God in the Faith of Others. HarperOne, 2019.

The ordinariness of the setting of Stony Point Center creates a context of "Ordinary Space," which is analogous to Ordinary Time. Both Ordinary Time and Ordinary Space are essential in the rhythm of our lives of faith. Our faithfulness to God and our commitment to the work are most often expressed in our daily, ordinary lives.

But "ordinary" doesn't just mean mundane or commonplace. Things and circumstances which are ordinary can also help us recall the Order of God which is evident in our lives and throughout creation. The ordinariness of Stony Point's setting points us to God's Order and to the ways in which we are called to live into that Order.

At Stony Point, the church gathers at a place that is both ordinary and holy. It has been made holy by the gifts of God in creation, the many generations of people that have sought to live together in harmony in that place, and the work of countless individuals. Yet, it is ordinary in its setting and in the services that it offers. Neither of these things is remarkable. However, when the holy and the ordinary combine to create a "holy ordinary" place designed for transformation, the result is uniquely effective.

This ordinary setting becomes especially meaningful for the current work of the Presbyterian Mission Agency. Racism, poverty, and congregations that are not vibrant communities of faith and practice are all realities which do not reflect the Order of God. Stony Point Center seeks to express an order that mirrors the reality of the Kingdom of God in our midst. It is a place where individuals and groups are invited to "come closer" to God's Order, where persons of privilege can learn to eschew privilege, and those who have been oppressed and marginalized are invited to places of prominence.

Stony Point is a place where individuals and groups can be reformed by a context that seeks to reflect the Order of God. We are invited, through the ordinary actions of living, eating, and resting together, to glimpse a fresh vision of what it means for each of us and all of us to be made in the image of God.

There is both predictability and surprise in the life of a conference center. The structure of the site, its schedule and routines, and the narrow focus enable individuals and groups to focus on their work. However, the surprises that interrupt both the flow of time and the content being presented remind us that we will never fully experience the Order of God in this life, and thus we remain always open to the movement of the Spirit, guiding us to places we did not know we needed to go.

Purpose

The purpose of an organization is what it does to achieve its impact on the world. It's the measurable, intentional work of an organization in order to make the difference it seeks to make. For Stony Point Center, its purpose may be summarized as hospitality, community, transformation through learning, and being the "edge of the inside."

Hospitality

Hospitality is partly the act of meeting the expressed needs and wants of guests. Hospitality, however, understood from the perspective of the Christian faith, goes much deeper than that. This deeper level of hospitality is certainly not exclusively Christian, as many other traditions have strong traditions of welcoming the stranger. However, this is one way in which Stony Point Center expresses its identity as a Christian center. Its expressions of hospitality stem from God's love for the person who is being served. It demonstrates the qualities of servanthood as demonstrated by Jesus.

The quality of the "radical hospitality" offered at Stony Point is more profound and distinct from the cultural expressions of hospitality, which are rooted in commerce. Hospitality is not equivalent to a site saying "yes" to all the requests of groups and guests. This expectation of hospitality in our age is actually an aberration, because it typically gives preference to those who can afford it, or equates hospitality with indulgence.

Rather, hospitality is a relationship which invites persons to grow in their regard for themselves, for other persons, and for all of Creation. It is a dynamic relationship between guest and host which invites people into a profound level of attentiveness to one another. The attentiveness of the staff for guests increases the attentiveness of guests for one another. Additionally, staff are attentive to one another and guests are invited to become attentive to staff.

Hospitality, at its core, is paying attention to the other, and especially to those who are strangers. This is the welcome that is called for in Matthew 25. It's not just welcoming people we don't know; it's welcoming people who are different from us.

Stony Point Co-Director Rick Ufford-Chase relates this story of hospitality:

> One of the special things that happens at Stony Point Center is the confluence of different kinds of groups that share the space any given week, and the sacred moments that often result. One such encounter took place two summers ago. SPC was offering hospitality to a group of farmworkers who were walking 150 miles from Long Island to Albany to bring attention to the lack of protections afforded farmworkers under state and federal laws (an issue on which they obtained a significant victory this summer with the passage of the Farmworker Fair Labor Practices Act). Because it was June, there was also a small group of Appalachian

> Trail "Through Hikers" on the campus for respite. They had walked 1400 miles from Georgia and had about 800 still to go. As they listened to the stories of the farmworkers over dinner, they realized that several of them were dealing with serious blisters, and they immediately offered a foot care clinic. It was quite moving to watch the hikers bathing and bandaging the feet of the walkers as they struggled to bridge the English/Spanish language divide, and brought to mind images of Jesus washing the feet of his disciples or others who were in need and marginalized in first century Palestine.

Ray Jones, Director of Theology, Formation, and Evangelism of the Presbyterian Mission Agency wrote of a time when he sought renewal at a monastery.[6] In that experience, he was reminded of Frederick Buechner's admonition to pay attention. "One of the clearest messages Buechner has woven into his many books is to pay attention—to your life, to the people with whom you are closest, to the things that happen to you. This, according to Buechner, is the best, and most authentic, way to experience yourself and God."[7]

This culture of attentiveness is inescapable at Stony Point and creates a context in which people consistently experience both God and authentic relationships.

Community

The quality of the community at Stony Point Center is truly exceptional. As with many sources of inspiration, it has the capacity to fill persons with joy, with wonder, and with peace. One of the emerging "best practices" for conference ministries is the perspective of an enduring community. For many years, conference centers were regarded as places where community was temporary, where it lasted as long as a particular group of people were on a site but evaporated when those people left. That perspective for camps and centers is changing to one in which we understand that the community endures, and that people arrive and depart but the community persists.

At retreat centers, people do not attend events as much as they become part of a community which is ongoing. In many ways, it is an ancient model of a community in diaspora. The events which draw people to the site are "in-gatherings," which renew and restore the community, but there is a continuity of community that is sustained. It is this ongoing community to which guests and groups are invited when they arrive on the site.

Stony Point is able to express this new model of what it means to be a conference center with remarkable depth. This is one of the gifts of the resident community, i.e., the

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6. Jones, Ray. "Director's Message: Theology, Formation & Evangelism." Presbyterian Mission Agency, Presbyterian Church (USA), 9 Apr. 2019, www.presbyterianmission.org/ministries/theology-formation-and-evangelism/directors-message/.
7. "Listening to Your Life." Frederick Buechner, The Frederick Buechner Center, www.frederickbuechner.com/listening-to-your-life.

Community of Living Traditions. This group of people is the visible and identifiable expression of the larger Stony Point community.

As with all true community, the community at Stony Point is a redemptive one. We are more able to live as the people of God when we assemble. One of the most important aspects of the Stony Point community is its diversity, not only in terms of race and faith tradition, but also age, education, and culture. In this setting, all of the aspects of our lives by which we are commonly divided or pitted against one another lose their power to separate us.

In a study of how people come to be able to make significant commitments in their lives, the authors observe:

> As we live and work in an increasingly diverse world, it is significant that we found constructive engagements with otherness to be the single most critical element undergirding commitment to the common good in the lives of those we studied. There is a vital need in every sector of the commons to encourage meeting and dialogue across the divides of culture, race and ethnicity, religion, generations, economic class, and political persuasion. While this is particularly important for young people in their formative years, it remains essential for all of us. Superficial encounters with those who are different can often lead to stereotyping and fortressing, but encounters which evoke empathic recognition of a shared humanity and will-to-life foster a generous commitment, not simply to me and mine but to the common good upon which we all depend.[8]

Given the desire and intent of PC(USA) to effectively minister and witness to our diverse world, this experience that Stony Point offers of "constructive engagements with otherness" is vital to the work that PMA seeks to do.

A prayer from New Patterns for Worship (Common Worship: Services and Prayers for the Church of England) offers this plea for community as one way in which we are renewed in our faith:

> Great God, you are one God, and you bring together what is scattered and mend what is broken. Unite us with the scattered peoples of the earth that we may be one family of your children. Bind up all our wounds and heal us in spirit, that we may be renewed as disciples of Jesus Christ, our Master and Saviour.[9]

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8. Daloz, Laurent A., et al. Common Fire: Leading Lives of Commitment in a Complex World. Beacon Press, 1996. Kindle edition, Location: 3,031.
9. New Patterns for Worship (Common Worship: Services and Prayers for the Church of England). Kindle edition, Common Worship, 2012, Location: 11,887-9.

Transformation through Learning

Conference centers are designed, in their sites, their services, and their programs, to offer an experience of transformation which is consistent with Romans 12: "Do not be conformed to this world, but be transformed by the renewing of your minds, so that you may discern what is the will of God—what is good and acceptable and perfect." (Romans 12:2) The transformation that a center offers comes through the renewing of the mind, and makes possible the ability to discern the will of God.

Such transformational learning is more than just a process of sharing information. It is an integrated experience which combines the effective transfer of information as well as encounters that engage the heart and inspire the spirit. Conference centers offer a dynamic set of circumstances that result in significant learning. The purpose of a conference center, and especially Stony Point as it seeks to serve the priorities of PMA, is learning that is authentically transformational.

Conference and retreat centers used to be considered "Isolated Temporary Systems." That was the philosophical framework used to describe the basis for the changes that individuals and groups seek when attending an event at a center. Centers endeavored to offer experiences which were "isolated" from any external influence, "temporary," in that there was a defined beginning and end, and "systems," in that the experiences were an integrated whole.

Increasingly, that framework as the philosophical basis of conference centers is shifting. Conference center experiences are growing less isolated and more permeable. Places are far less isolated that previously, and isolation is not considered as critical to learning as it once was. In fact, intentional engagement with a larger context is becoming more recognized not as intrusive but as critical for learning.

And while the time at the center may be finite, the learning and the difference it makes in a person's life is intended to be ongoing. This is a significant characteristic of conference center experiences. At their best, they are not simply events that present information, even if it is offered in ways that are memorable and enjoyable. Rather, a conference center experience seeks to create an integrated context for learning that enables people to effectively assimilate their newly acquired knowledge into their daily lives.

The "Edge of the Inside"

Father Richard Rohr coined the phrase, "the edge of the inside."[10] It is the place where persons are able to speak to the church from a position of being "on the edge." David Brooks of the New York Times writes:

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10. Rohr, Richard. "The Edge of the Inside." Center for Action and Contemplation, 24 Aug. 2017, https://cac.org/the-edge-of-the-inside-2017-09-12/.

"But now more than ever we need people who have the courage to live on the edge of inside, who love their parties and organizations so much that they can critique them as a brother, operate on them from the inside as a friend and dauntlessly insist that they live up to their truest selves."[11]

This "edge of the inside" place is critical as PC(USA) seeks to move from institution to movement. Stony Point is a place that is both home to those who live on the edge of the inside, and which beckons all of us to be on the edge of the inside, even if only for a temporary time.

Stony Point Center is a place of exploration, a place where we can go safely into uncharted territory. As our understanding of what it means to be the church and what it means for the church to be in mission has changed, Stony Point Center has changed and adapted to both reflect the church and to lead the church forward. Stony Point may do things in which the church does not immediately recognize itself, and not everything it does will be a part of the church's future. It is a "proving ground" (where things are tested or tried out) for the church, especially in areas of focus for PMA. It is a place for people to explore and to experience the essence of being the church in ways that are both familiar and innovative.

The Vision

The vision for any organization is how it intends to live out its purpose. It is aspirational and pulls an organization into a desired future. Vision must be a clear picture of the future and must drive a decisive strategy. The vision is for Stony Point Center to be an integral part and an essential means of how PMA accomplishes its work in the world. Operating as a conference center, offering experiences focused on hospitality, community, transformational learning, and being on the "edge of the inside," the contribution that Stony Point Center can make to the priorities of the Presbyterian Mission Agency is unsurpassed. What follows in this report is how Stony Point may fulfill that vision, based on the theology, identity, and purpose of Stony Point Center.

11. Brooks, David. At the Edge of Inside. The New York Times, 24 June 2016, https://www.nytimes.com/2016/06/24/opinion/at-the-edge-of-inside.html.

Programs & Services

Redefining Program

The program of a conference center refers not only to the events that are planned and executed by the site but includes all of the services and activities through which the mission is realized. Amenities that are a part of the site, such as the labyrinth, meditation spaces, and farm areas are also part of the program, since they contribute to the accomplishment of the mission of the organization in the lives of individuals and groups.

Program is the way in which the mission is translated into concrete experiences in the lives of persons and organizations. "Program" (singular) refers to all the events, services, and site features that are offered in order to accomplish the mission, while "programs" (plural) typically refers to the specific events sponsored by the site.

There is a program spectrum (see supporting materials) that runs from events on the hosted side to events on the sponsored side. Hosted events are typically events for which the site has no direct responsibility for the content and for which it receives reservations from a group. Sponsored events are those for which Stony Point Center receives registrations, usually from individuals, and for which it has control of the content and full responsibility for the marketing.

Hosting Groups

Stony Point Center will continue to realize its mission with and through the many groups it hosts. Hosting should never be regarded as "renting buildings." Hospitality is an act of faith that is extended by the people of God to God's world. It is a key component of how Stony Point Center has extended, and will continue to extend, the mission of PC(USA) in the world. Hosting groups is an expression of a vital practice of faith. Jesus confirmed this when he said, "I was a stranger and you welcomed me." (Matthew 25: 35)

In addition to the practice of hospitality, serving groups at Stony Point Center should significantly increase the network through which PC(USA)

accomplishes its mission. The groups and guests that come to Stony Point are far more varied and diverse than those that would typically connect with PC(USA), coming from a wide variety of perspectives and experiences. It creates a unique opportunity for PC(USA) to get to know its neighbors. As a result, PC(USA) may be able to bridge gaps in understanding that are far more challenging to bridge when groups are on their "home turf." Being in a guest/host dynamic creates the opportunity for a relationship that can extend far beyond the time at Stony Point. In this way, Stony Point expands the opportunities that PC(USA) has to meet and serve others.

This is one reason that we recommend that the PC(USA) identity be more apparent at Stony Point and in many of its materials. Stony Point is an avenue through which more people may have a positive experience of the Church in general and PC(USA) in particular. The identity does not have to be presented in a way that is an affront to anyone or suggests exclusivity. The description that Stony Point is "affirmed by the Presbyterian Church (USA)" is not entirely accurate, given the formal relationship between PC(USA) and Stony Point Center. Ideally, that relationship should be more fully expressed in a manner that invites people to see PC(USA) in a new way.

Guest groups should also increase the pool of potential donors for Stony Point. Again, the wide array of persons that come to Stony Point is a much broader group of people and connections than would be reached through conventional PC(USA) channels. Persons who would not be attracted by more traditional giving appeals may be interested in giving because of the work that Stony Point does.

Sponsored Events

On the opposite end of the spectrum from hosting are sponsored events. These are events for which Stony Point Center develops all the content and does all the marketing. Generally, this involves registrations by individuals or family units. These programs often have a high missional impact, since the content is developed by the site, but can be more expensive to run, given the costs for program development and execution.

This expression of program is one that Stony Point has done only to a limited degree, but is the primary form of program that will support PMA in its priorities. While it can be more expensive than hosted events, it is also the form that more consistently achieves missional outcomes, and to a greater degree.

Sponsored events often take multiple years before they are effective and viable. It's a rare instance for a program to be "successful" in the first year or two from either a missional or fiscal perspective. Program development requires a long-term commitment to programs,

as well as the organizational capacity to sustain a program during its early, less-than-successful years.

Partnerships

Between the two ends of the spectrum are events that are developed in partnership between Stony Point Center and one or more other organizations. Partnerships are a very effective way to offer high-quality events while mitigating the risks. The costs of program development can be shared, and marketing opportunities are distributed among several networks.

As an organization, Stony Point Center appears to be quite responsive to emerging possibilities for new partnerships and new programs. Especially as it seeks to expand program options in the areas of focus for PMA, Stony Point Center may partner with organizations such as colleges, seminaries, associations for peace, groups seeking unity with diversity, multi-racial bodies, and justice seeking alliances.

It is critical that the agreements that undergird partnerships be clear and explicit. As with any form of program development, a commitment to a multi-year agreement is most helpful.

Intentionality

Intentionality is one of the keys to a strong program, especially for centers with significant ministries of hosting. It can be easy for a site to slip into thinking about only the basic services of food and lodging, but effective hosting requires attentiveness to every aspect of the experience. Even the smallest detail can make a significant difference in the experience of a guest or group. Offering a truly great experience to guests depends on being intentional about everything from the quality of the food, to ease of parking, to the outdoor environment. Intentionality also means removing or compensating for anything that might detract from the experience, such as clutter or items in disrepair.

Realizing PC(USA) Priorities

There are numerous ways that Stony Point Center will be able to make a significant contribution to events and content that will support the realization of the PMA priorities. Such an expansion will require additional staffing on site at Stony Point. If the priorities of PMA are to be truly integrated into the programming at Stony Point, then the planning and implementation of those events will need to be a full expression of the ministry of Stony Point. PMA will not be able to take complete advantage of all that Stony Point offers if program conception and planning take place away from the context of the Stony Point community. If planning and preparation is based at PMA offices, then it will not reflect the character and nature of Stony Point; Stony Point will be more like a site that is simply hosting a PMA event.

The strength of this vision is to be able to amalgamate the particular gifts of Stony Point, its culture, its knowledge, and its character with the priorities of PMA and create truly unique experiences. It will be critical for program development to be primarily lodged at Stony Point Center, incorporating significant interactions at other locations. This would include PMA offices in Louisville, but also other locations, such as Presbytery and Synod offices, and gatherings with other organizations.

From a programmatic perspective, the goal would be to have no differentiation between "Stony Point programs" and "PMA programs at Stony Point." Those programs that originate from the larger PMA perspective would probably be planned to primarily serve people and organizations that are more integrated into the life of the PC(USA), but the form and content of all sponsored programs at Stony Point should be consistent.

The combination of the Stony Point hospitality and community is exceptional in many regards and offers that peacefulness and safety that make real growth and transformation possible.

> To feel a sense of belonging is important because it will lead us from conversations about safety and comfort to other conversations, such as our relatedness and willingness to provide hospitality and generosity. Hospitality is the welcoming of strangers, and generosity is an offer with no expectation of return. These are two elements that we want to nurture as we work to create, strengthen, and restore our communities. This will not occur in a culture dominated by isolation, and its correlate, fear. [1]

Because of exceptional hospitality, enhanced learning opportunities, and the invitation to purposeful reflection, people are consistently renewed by their time at Stony Point Center. For people of faith, that renewal is often expressed as a deepened commitment to their own tradition. For those who are Christian, that renewal can play an integral role in their ability to lead faithful and vital congregations, which are then able to address issues of racism and poverty.

Revitalizing Congregations

Stony Point Center can play a pivotal role in the work of PMA as it seeks to revitalize congregations. Stony Point is a setting where it is possible to explore new ways of being the Church in many communities, especially in the aspects of hospitality and worship.

Stony Point's history is a long-standing commitment to the work of mission and missionaries. In earlier times, that work was understood very differently than it is today, but Stony Point has always been on the leading edge of what it means to live out of a missional context.

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1. Block, Peter. Community: the Structure of Belonging. Berrett-Koehler Publishers Inc. a BK Business Book, 2018. Kindle location: 3

Presbyterian Mission Agency Director of Theology, Formation, and Evangelism, Ray Jones, offers the following perspective on the work of providing leadership in today's culture.

> "Even though I received outstanding seminary training, I was trained to be a chaplain for Christians. I was not trained to be a missionary in a rapidly changing culture. I have had to change my style of ministry to be with people in our culture who no longer see the church as offering them anything helpful for their lives. I continue to learn what it means to be a missionary in the best sense of the word." [2]

There are few places better equipped for this work of learning and relearning what it means to be a missionary.

Two of the marks of vital congregations that Stony Point is especially equipped to address are "Outward Incarnational Focus" and "Spirit-Inspired Worship."

Because of the unwavering commitment to and practice of hospitality at Stony Point, events at Stony Point can assist congregations in assessing and growing in their practice of an outward incarnational focus. First, it may be helpful to redefine hospitality in this context.

> "Hospitality does not focus on the goal of being hospitable. It is not about the one offering hospitality. Instead, it is singularly focused on the object of hospitality—the stranger, the guest, the delightful other. One of the inherent problems with programs to develop radical hospitality is the focus on hospitality as a goal. Hospitality requires that our focus is on the other rather than attainment of a concept."[3]

This is precisely the perspective that is necessary for vital congregations. If congregations are going to be able to focus outwardly, they must be able to focus "on the other." Stony Point offers an experience that includes those who are different from most members of congregations, and is able to connect congregations with a variety of settings that allow them to engage with persons who are different.

The second area where Stony Point can excel in supporting vital congregations is in the area of "spirit-inspired worship." The facility of Stony Point does not look like a church. The forms and structures that surround people at Stony Point are very different than the forms and structures that surround them when they gather in more traditional spaces for worship. This unfamiliar space, which does not, at first, look like worship space, is an ideal setting for growing in the practice of worship. At Stony Point, people are not moved

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2. Developing the 7 Marks of Vital Congregations, Vital Congregations Initiative, Presbyterian Initiative Theology Formation & Evangelism 2019, IIIV-5.
3. Pratt, Lonni Collins, and Daniel Homan. Radical Hospitality: Benedicts Way of Love. Paraclete Press, 2011. Location: 334

by being in a familiar setting. They are instead invited to focus on encountering God in new ways, prompted by an unfamiliar setting. And, as more and more faith communities explore what it might mean to be a community without a building, Stony Point provides a microcosm of the world in which those communities can experiment with how they gather as the church in spaces that do not look like churches.

Finally, our liturgical life can be so much fuller when it is in conversation with the worship life of other traditions. Many of our liturgical practices are connected to those of other faith traditions and when we have the opportunity to worship alongside and in the context of these other traditions, ours becomes deeper and more meaningful.

Dismantling Racism

The commitment of PC(USA) to dismantling systemic racism is unmistakably a commitment to the work of reordering institutions and culture. "There is a growing awareness among Presbyterians that racism is a crisis and must be addressed. The PC(USA) is strongly committed to the struggle for racial justice. Racism is not primarily about individual prejudice or an individual's beliefs and attitudes. Rather, racism in the U.S. is a socially constructed system. "[4]

The primary contribution of Stony Point Center to dismantling racism is probably its acumen for understanding and creating systemic change. Given its orientation and skills in affecting systems, it offers a powerful setting for helping people grasp a systems perspective and determine what is required for change. Events at Stony Point may be uniquely able to engage people to look at systems and the ways in which racism is embedded in those systems.

Stony Point is also located in an area that offers a rich and unique environment for events. Its proximity to both major urban areas and rural areas presents matchless opportunities for understanding systemic racism, as well as for encountering situations where effective work is being done to dismantle it.

The Community of Living Traditions, especially, helps to create an environment where guests are able to glimpse a society in which racism is intolerable. It offers a foretaste of a society that is not constructed on the oppression of people.

Eliminating Poverty

The commitment to food justice is one of the most significant characteristics of Stony Point, and one which readily offers exceptional content and experiences. Stony Point could teach, train, and demonstrate to communities of faith how to engage in their own food justice programs.

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4. https://www.presbyterianmission.org/ministries/matthew-25/racism/

The site shows many ways that persons, families, churches, and communities can lessen the impact that their lives have on the well-being of the planet. Raising food in the garden, reducing waste through composting, installing an alternative energy source in the form of a solar array, all provide experiential support for teaching the means that can help eradicate systems that result in increased poverty.

Environmental Justice

While not named at this time as a separate priority of PMA, the work of environmental justice is crucial for what PMA seeks to accomplish. The restoration and stewardship of Creation is fundamental to all three PMA priorities. The work of healing the earth and living out of a renewed relationship with it is essential for revitalizing congregations, dismantling racism, and eliminating poverty. It is simply not possible to do the work of these three priorities while ignoring the work of restoring creation.

> "God has intricately woven our lives together at this time in history so we may be part of the healing work of God's creation. As stewards of God's creation amid a myriad of challenges — devastating fires, floods, droughts and storms — we are to continue to bring glory to God and be a blessing to God's people, particularly people who are hungry, oppressed, imprisoned or poor….through taking action to impact climate change, we have the opportunity to "bless," and to "re-bless" the least of these, today and for generations to come."[5]

Stony Point's unparalleled commitment to the work of restoring creation is a singularly effective context for any event that seeks to address the priorities of PMA. The work of restoring creation is integrated into everything that Stony Point does. It is especially important for Stony Point to model practices and technologies that address this endeavor. An experience at Stony Point can help persons to experiment with practices and technologies that may be unfamiliar and daunting. However, having had a chance to experience a new thing at Stony Point, individuals, congregations, and other organization may be more able to adopt practices and technologies that are invaluable.

Education and Immersion

The forms of events that are sponsored by PMA at Stony Point should be a blend of both cognitive content and the experiential uniqueness of the venue. As a conference center, Stony Point Center strives to provide an effective environment for learning. This is an important area of development as Stony Point Center more fully develops what it offers on the sponsored end of the program spectrum.

People learn in many ways, from experiential to instructional. The modes through which learning can be conveyed are varied, and include classroom style presentations, individual study, small group interaction, and experiential learning. Interior and exterior

5. presbyterianmission.org/story/matthew-25-and-care-of-creation-go-hand-in-hand/

environments, various levels of comfort, and types of equipment all play significant roles in learning. Stony Point Center is especially gifted in its ability to provide opportunities for experiential learning, and can expand on those opportunities, especially as it is able to utilize the larger context of its location, and proximity to rural, urban, and natural areas.

Where Stony Point will excel is in the area of providing experiences that are not so neatly divided into different subjects. Programs may well present content, experiences, and training in ways that reflect more than one PMA priority. An event that is designed to focus on vital congregations will necessarily include training for dismantling racism and eradicating poverty. An event that focuses on environmental action will also help to create vital congregations.

A conference center is typically a place of integration, in that it combines and weaves together what might otherwise be considered subcategories of an area of interest. It helps to create common ground across disciplines, practices, and persons. The work of intersectionality happens naturally at a conference center, and especially at a center like Stony Point, given its commitment to crossing boundaries.

One effective model for a learning event is the cohort model, in which a team, group, or community of people with shared interests and goals progress together through an educational experience. This is a commitment to mutual learning over time, and allows persons and groups to apply new concepts and learn from that application. It is an effective means of peer learning and support.

Another program model involves groups coming together for an event. Groups commit to study and practice before and after the event itself. This model is especially effective for teams from congregations or Presbyteries. While not as focused as a cohort model, this type of program also includes dimensions of peer learning and learning over time.

"Sharing knowledge is not about giving people something or getting something from them. That is only valid for information sharing. Sharing knowledge occurs when people are genuinely interested in helping one another develop new capacities for action; it is about creating learning processes. [Peter Senge]"[6]

Other program models may emerge during the process of program development. The content of an event should help to create the form of the event. Depending upon the specific programmatic goals for an event, there are numerous forms that may be effective in relaying the content. The form of an event should be driven, in part, by the desired outcomes.

The model of a one-time singular study event primarily intended for individuals is both more difficult to market and has more limited outcomes. We would not recommend that Stony Point and PMA engage in a series of single events which are not likely to have lasting benefit to the participants.

6. http://www.gurteen.com/gurteen/gurteen.nsf/id/X00035A9E/

Producing content

It will be important for Stony Point to regularly produce content on both a scholarly and a practical level. Such content can help establish Stony Point's expertise in some areas that are important both for the church and for society in general, i.e., racial justice, reversing forces that result in poverty, helping the church to find new and exciting breakthroughs in the life of faith in community. This content will be one way of sharing the unique perspective of Stony Point with persons who are not likely to attend an on-site event.

One option for producing content would be to create an established Theologian in Residence program. This would create a framework for persons to be in residence at Stony Point for an extended period, in order to produce content for the church. The experience of living at Stony Point in order to complete research and writing would produce very different material than would writing in a more traditional setting. If a liturgical scholar spent several months immersed in the context of the multi-faith community, the result would be liturgical studies that were far more informed by and connected to other faith traditions. It might make possible an approach to liturgy that unites us rather than divides us. If a Christian Educator wrote curriculum from the context of the farm, that curriculum would be far more connected to the land and to its generativity.

The Community of Living Traditions

One of the most distinctive dimensions of Stony Point Center is the Community of Living Traditions. This is a multi-faith community in which people live and work at Stony Point for extended periods of time. CLT frames the community life at the Center. Because of the richness of its interfaith nature and its quality of racial diversity, it provides a living laboratory to find in finding unity in diversity and discovering consensus in the midst of different experiences and ideas.

Currently there is no formal organizational entity called the Community of Living Traditions with which PMA is in partnership. The arrangement that provides stipend, lodging, meals, etc., in exchange for services is an agreement between PMA and individuals.

In this current arrangement, the Community of Living Traditions is an experience offered at and by Stony Point to help fulfill its purpose, and thus is technically a program of the Presbyterian Mission Agency. From an organizational perspective, it is consistent with what many sites offer as a longer-term residential program focused on community living.

As a program of PMA, there is a certain vulnerability for the Community of Living Traditions. Since the only organizational structure that is in place involves individual agreements, the community could be redirected, reshaped, or even disbanded by PMA.

Given the growth and maturation of the Community, from initial concept to a functioning organization with its own distinct mission, goals, and practices, it is probably time for the Community of Living Traditions to become a 501(c)3 organization so that it is more able to be self-determining. This would allow the Community of Living Traditions to enter into a formal partnership with the Presbyterian Mission Agency and individuals would be in covenant with the Community, rather than with PMA.

In this organizational structure, the Community of Living Traditions would be less susceptible to changes in direction in PMA. The formal structure of a partnership would establish the terms of the partnership and the conditions and process under which the partnership might be discontinued.

The value and benefits of the relationship would be clearer for everyone if it were a more formal partnership. There is little doubt that the Community brings significant value to Stony Point and to the Presbyterian Mission Agency. The richness of the traditions, the community that is created and the hospitality that is extended are vital for the work of PMA. The immediate context of an authentic multi-faith community is a rare and unique gift to the Church. That context can be strengthened through an official a more formal partnership between PMA and the Community.

Such a partnership would include explicit expectations for both organizations and the community would be less vulnerable. The communication arrangement between the Presbyterian Mission Agency and the Community of Living Traditions would need to have a regular, defined pattern. Additionally, the Community would be much more likely to be able to raise funds for its own support. Currently there may be donors who do not choose to donate because their gift would be received by PMA, which is a denominational entity.

Becoming a 501(c)3 requires the selection of a founding board, the creation of by-laws to establish fundamental operations, and the development of a financial plan.

Marketing

Marketing Strategy

It is crucial to its success that Stony Point Center develop and follow a comprehensive marketing strategy that is consistent with a nonprofit conference center. Such a strategy includes:

- A marketing case statement, which creates a platform from which to derive consistent messages.
- Goals for all primary indicators of activity such as groups, guests, guest days, and revenue.
- Data analysis to accurately identify trends and sub-trends, and establish a baseline.
- Clearly defined market segments, with specific goals, milestones and metrics.
- Messages designed for a variety of audiences and objectives.
- A plan for distribution, including social media, direct contacts, and other media.
- Feedback loops and a process for evaluating marketing initiatives.

Recent work to increase occupancy has obviously been fruitful, resulting in an overall increase in revenue averaging over 8% / year for the past 10 years. The work of marketing going forward must be aimed at both missional viability and fiscal sustainability and be able to support the development of events that help to accomplish PMA priorities.

Data-Based and Goal-Driven

Marketing must be driven by reliable data and based on goals that accomplish the mission and realize fiscal targets. Goals for sustained growth, along with specific plans to achieve those goals, should be developed in concert with a long term (5 year) financial plan. Revenue goals should be clearly translated into a specific number of guest days at a defined amount of revenue per guest day. Increased participation yields greater missional results in addition to achieving the necessary revenue goals.

Ongoing data analysis helps to identity the most promising and critical initiatives. The analysis of participation data over time reveals sub-trends as well as overall trends. An analysis of data typically reveals subcategories that are growing, stagnant or shrinking. Marketing is intended to strengthen what is growing, reverse what is declining, and increase what is stagnant.

Annual goals should be broken down into benchmarks for each month. Percentages of the total number of guests for monthly benchmarks can be extrapolated from past experience. If, over the last three years, 20% of the guest days were realized in September, then the goal for September would be 20% of the goal for guest days in the year. The success in reaching the goals is tracked on a monthly basis, and when necessary, if projections do not show a likelihood of achieving the goals, new initiatives are employed in order to attain the benchmarks. However, it may also be desirable to change the overall pattern of activity. If a particular month is traditionally lower in attendance, goals might reflect the desire to increase future activity for that month.

Marketing for guest groups has three main objectives: additional groups, larger groups, and groups that stay longer. It is especially effective growth to help groups increase their numbers or to choose a longer stay. This represents an increase in the volume of activity per group and is typically very cost effective.

Data analysis can also help to uncover strengths and identify potential business. In working to fill challenging spaces on the calendar, the analysis of current business in those times can help to target types of groups and create prospect lists. Looking for patterns of who currently uses the site in those targeted times can generate lists of potential new groups that are similar. If a small professional association has a successful conference in a time period where increased guest activity is desired, then a good prospect list for increasing activity might include other small professional associations.

Tracking lost business can be an especially helpful aspect of data tracking. There are many groups that inquire about an event but do not ultimately reserve space. Knowing what the explanations are for those decisions and being able to track the reasons as data is tremendously helpful. Groups may decide not to hold their event. They may be looking for a different style of accommodations or amenities, or Stony Point Center may simply not have room. All such information can be very useful as Stony Point Center hones its marketing and makes strategic decisions about facilities.

A dashboard system with the key indicators enables leaders to judge at a glance whether the marketing efforts are successful in reaching the benchmarks set for each market segment or period of time. Marketing dashboards should include “pipeline” information, such as inquiries and percentages of groups that confirm a reservation. Marketing dashboards often also include trend-based information related to lead times for reservations and shrinkage.

GIS analysis

One of the most useful forms of data analysis is called "location analytics," or Geographical Information Systems (GIS) analysis. This analysis uses location as a critical data point and seeks to derive useful information from the geographical distribution of data.

The map included in the supporting materials shows Stony Point guest groups for the years 2016-2018, plotted by the zip code of the primary contact person. Each dot represents one group reservation. The colored areas are zip codes, color-colored by the population of that zip code.

This is a somewhat surprising distribution of groups. There are two clusters of groups, one of which is New York City, and the other of which is local to Stony Point. We would describe this pattern as "local plus New York City." These concentrations are not surprising, given the population density of NYC and given the fact that centers often serve groups that are quite close.

What is somewhat surprising is that there are relatively few groups outside of these two clusters. Groups are not distributed on a regional basis. There is little participation from areas north, east, or west of Stony Point. The map does not represent individual guests (only the zip code of the contact person is shown) or national groups (a national scale is challenging to graph clearly).

A second step in analysis which would be quite useful is to create a "bubble graph," which would attach a measure of volume to the location of the group. It would graphically indicate the size of the group (in guest days or revenue) as well as the location. With this information, it would be possible to establish a correlation between distance from the site and volume.

It is also possible to plot groups in relationship to any data that is collected by the US Census Bureau. There may be meaningful correlations in terms of household income, race, or education which could be useful in developing a marketing plan.

This represents significant opportunity in marketing. In addition to serving the missional priorities of PMA, Stony Point could develop as a truly regional center, with a much more widespread participation.

Engagement Marketing

Building meaningful relationships and extending effective invitations are the best means for increasing participation at Stony Point Center. This is sometimes called "Engagement Marketing." It is described as follows:

> Let's start with what it isn't: engagement marketing isn't about serving your buyers a particular product, or even serving them a particular experience. It isn't about one-off campaigns (no matter how compelling or involving), and it isn't about customer service (at least it isn't just about customer service). Instead, engagement marketing is about creating meaningful interactions with people, based on who they are and what they do, continuously over time. It's marketing that engages people towards a goal, wherever they are, and it's marketing that is backed by both **creative vision and hard data** [emphasis added].[1]

Marketing is sustained activity geared toward "creating meaningful interactions with people." It is not about promotion or making announcements. Invitations to participate in an event are issued only in the context of a relationship, which has been built up through a series of interactions.

Social media activity can help sustain, as well as pave the way for, relationships that lead to decisions to participate. Loyal supporters of a ministry can be encouraged to generate activity on social media and to utilize their networks of influence to both attract persons and retain connections.

Content Marketing

Content marketing is really an extension of programming. It is a way to meaningfully engage persons. Content marketing typically shares knowledge and expertise, which might include articles or resources on the website or through other distribution channels. It aids in building relationships and can open the door for continued interaction. The "Faith in Farming" podcast is an excellent example of content marketing.

The purpose of content marketing is for an organization to become known as an expert in some field or fields that supports the goals of guests and groups. The Presbyterian Mission Agency has identified certain priorities for the church that are found in Matthew 25, such as the revitalization of the church, addressing structural racism, and ending economic exploitation. Stony Point can share expertise in interpreting these priorities into the ordinary lives of people across boundaries.

The center has also shown a deep understanding of the intersectionality of justice-related issues. It may be especially adept at producing content that enables people to more fully grasp intersectionality and to respond in faith to complex issues and challenges.

Groups and persons may be initially attracted to Stony Point because of material that it produces. They may find it especially helpful or inspiring. If they develop a relationship with Stony Point based on content, then they will be more likely to attend an event there or to encourage others to attend. Content marketing can also be helpful as a way to attract and keep donors engaged.

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1 "The 5 Principles of Engagement Marketing." Marketo.com, https://www.marketo.com/ebooks/elements-of-engagement-marketing/.

Event Marketing

As Stony Point grows in offering events (sponsored programs), the marketing initiatives that accompany the program development must be especially strong when a new program is introduced. It is important not to initiate a program that is unlikely to succeed. Rather, recruit the critical mass of persons for a successful event before going public with the announcement of the program.

Depending upon the style of events that are designed to help meet PMA priorities, the marketing audience may not be individuals, but may be congregations, presbyteries, or other specifically defined groups of people. The marketing initiatives must be tailored to the event and to the audience. Event marketing is not general advertising, but targeted invitations.

Support for Groups

Stony Point is dependent upon the marketing that the guest group leadership does to reach its individual participants. Specific initiatives may be directed toward helping group leaders to market effectively. This can include encouraging the leader to set a goal for participation, composing the message that will attract their group members to the event, and providing materials or posters to support invitations.

Being pro-active with group leaders in the months leading up to their event can help to support them and increase the likelihood that they will meet or exceed their goals for participation. A series of calls at planned intervals before the group arrives will help the group leader to remain focused on recruiting participants and will alert Stony Point Center staff to any challenges that the leader encounters, so that they can work with them to create helpful tactics for success.

Given the number of groups currently served by Stony Point, it may not be possible to reach out to every group leader, in which case, reviewing data regularly to identify key groups will be crucial. Key groups may include those that:

- have a high potential for a large number of participants,
- have experienced decreased participation in the last few years,
- have a significant potential for a high missional impact.

Many centers provide support materials for group leaders such as posters or postcards that can be easily edited to include the group's name. An "event planners guide" website can help group leaders to prepare for their event and to increase participation.

Partnerships

Partnerships are a key dimension of marketing, as they help a site to connect to networks of participants beyond their own established relationships. Partnerships can help Stony Point Center launch programs and establish audiences. Partnerships can continue to bring events with a national scope to Stony Point Center, which will continue to add to SPC's network of people who are likely to be well served by Stony Point.

Listening and Evaluation

Much of marketing is about listening to current and potential participants. Listening may come in the form of surveys, focus groups, or individual conversations.

Several forms of evaluation should be utilized in a comprehensive marketing plan. The first is gathering feedback from groups, guests, and event participants. Feedback not only assists in improving services, but also in identifying anything that may decrease the likelihood of a person or group returning. Ideally, guest surveys should be short, electronic, and accessible from multiple devices.

Increasingly, systems of evaluation seek very specific feedback. One rule of thumb is to not ask about anything the organization is unable or unwilling to address. Respondents in feedback loops must believe that the organization has acted or will act on the feedback it receives. If a site inquires about the comfort of beds but is not in a position to make any changes in bedding, then people will assume that the site is not paying attention to the its feedback. It's important that feedback is actionable. If a site is simply researching an issue but is not prepared to take action, it's better to indicate that on the feedback form.

Another method of getting feedback is to develop a group of persons who are willing to respond regularly to specific questions. People are often willing to participate in an ongoing approach to evaluation, if they know they might receive a small number of surveys during a given period of time. They might agree to respond to 6 short surveys (no more than 3-4 questions) in the next six months. Such an evaluation process is not ongoing, but functions for a brief period of time as an organization seeks specific information.

It's extremely important to collect feedback data over time and to set goals for improvements. If there is a question about the cleanliness of the rooms, and an aggregate score for the last quarter was 4.3/5.0, then the housekeeping department might be challenged to improve the score to a 4.5 in the next quarter.

Feedback can also provide language for how groups of people talk about the value of coming to Stony Point. The way guests describe their experience is likely to resonate with prospective guests.

Another important form of evaluation is the ability to review particular marketing initiatives for their effectiveness. The more specifically exact goals are defined, the better able a site is to review whether or not efforts have been effective. There are numerous analytics related to social media and website activity.

An app for that

One marketing mechanism that is likely to be fruitful for Stony Point is the development of an app that offers useful information to people and helps keeps them connected. There are numerous options for an app, and the goals would have to be carefully defined. However, an app could aid in delivering content, include useful information while on site (a map of the grounds, daily announcements, after hours contacts, etc.), and provide updates that help people to feel that they're a part of the Stony Point community.

All staff are marketing staff

Marketing is not about the needs of the conference center, though marketing initiatives are shaped by the financial and missional goals of the center. Marketing is about effectively sharing the benefits of an experience that helps to meet the goals of the hosted group or individuals. But being able to share effectively starts with listening to guests and potential guests. Marketing is more about listening for the heartfelt aspirations of potential participants than it is about explaining what Stony Point has to offer.

All staff people play a critical role in marketing. The work of listening, engaging, producing content, and inviting persons to participate is not limited to one department or even only to staff. Sometimes the staff persons who have the greatest interaction with guests are not the staff with a marketing assignment in their job description. All staff need to be trained to interact effectively with guests and to gather prospects for future events and groups.

Organizational Capacity

Organizational capacity refers to the systems of structures, processes, and resources that enable an organization to effectively accomplish its purpose. It is the "infrastructure" which allows the organization to complete the tasks necessary to carry out its work. The degree to which an organization is able to accomplish its purpose is directly related to the strength and health of these systems. Core systems such as oversight, financial transactions, compliance with applicable regulatory agencies, and garnering sufficient resources do not directly fulfill the purpose of the organization, but they make it possible. They are essential functions and can either impede or expedite the work of the organization.

The capacity of Stony Point Center is somewhat complex as an organization because it is part of a much larger organization, namely the Presbyterian Mission Agency (PMA). There are both challenges and advantages inherent in this arrangement. Some of the capacity of Stony Point Center is generated by the Presbyterian Mission Agency. PMA staff and board bring resources and expertise to SPC that SPC would not otherwise be able to access. However, this arrangement also creates considerable complexity because of the specialized nature of Stony Point Center, and the differences in operations between Stony Point Center and the Presbyterian Mission Agency. See the discussion below.

While many of the recommendations in this section are not strategic, per se, they are recommendations which will make the strategic changes possible.

Governance and Oversight

Strengthen the oversight of the PMA Board

The primary governance system for Stony Point Center is the Board of the Presbyterian Mission Agency. That is the organization that provides direction, sets policy, and evaluates Stony Point for its effectiveness in relationship to its established purpose. It can be challenging for a board which has overall responsibility for a large and complex enterprise to also provide oversight for

a conference center operation. It is critical for the board to have a framework by which to guide and evaluate Stony Point Center. The board must be enabled to evaluate Stony Point Center against multiple established goals for both mission impact and fiscal sustainability. Goals should be developed on at least a 3-year cycle and include program, financial, and property development goals.

Provide adequate orientation

Orientation is an essential process for any board. The ways in which new members are welcomed and enabled to become effective board members is crucial to the success of any board. While the function of the PMA Board is outside the scope of this study, it is important to note that the board members' orientation to Stony Point Center is critical. Without adequate orientation, members will potentially provide oversight based on prior knowledge of Stony Point, which may not be sufficient for the work of the board.

Minimally, board members should be provided with, and helped to fully understand:

- A statement of the theology, identity and purpose of Stony Point Center (the statement included in this report may be a good foundational document);
- An introduction to the system of metrics that measure the effectiveness of a conference center;
- Financial reports for previous 5 years;
- Development reports for previous 5 years;
- An overview of program initiatives, for at least 2 prior years and 3 future years;
- A map of the grounds;
- A pictorial list and description of the facilities;
- A list of capital improvements, recently completed and planned;
- A staff directory.

Develop a dashboard of mission critical markers

We strongly encourage the PMA Board use a dashboard framework to guide their oversight of Stony Point Center. A dashboard is a concise, graphical summary of primary metrics and goals, and visually depicts the progress an organization is making toward the accomplishment of those goals.

Nonprofits are complex enterprises. They are built around mission and desired outcomes but must be supported by the right revenue and expense models—which together comprise an integrated enterprise model. As an organization's goals, strategy, and operating context shift over time, a dashboard allows a nonprofit to monitor both the effectiveness of this

enterprise or business model, as evidenced by the organization's financial health, and the impact of the programs and services being provided. 1

A dashboard helps to focus the board and staff's attention to areas that may need special consideration. A dashboard can include financial and activity goals, as well as goals in development, site improvements, and program. A really useful dashboard takes some time to develop to ensure that the measures are both critical and reliable, and that the information is able to be easily updated. There are automated dashboard systems which can be quite sophisticated, depending upon available data sources.

Relocate Stony Point within PMA structure

We encourage the Presbyterian Mission Agency to consider relocating Stony Point Center from the office of Theology, Formation, and Evangelism to the office of the Executive Director. Especially as Stony Point Center takes on a new role of becoming a primary avenue through which the Presbyterian Mission Agency accomplishes its work, it may be more able to serve the full spectrum of PMA initiatives from a position in which it relates equally to each ministry area.

If Stony Point Center relates directly to the office of the Executive Director, the missional connection to all of PMA would be unobscured by any structural complexity. While Stony Point is a conference center, and thus part of the camp and conference ministry of Theology, Formation, and Evangelism, it also plays a unique role in the life of the denomination. With its current place in one ministry division, the implication is that it relates primarily to one division and only tangentially to the others. The current vision for ministry aligns Stony Point Center so that it will function more like the areas of PMA that support the work of the entire agency, such as Communications, Mission Engagement & Support, and Policy, Administration & Board Support. These areas, like Stony Point Center, all facilitate the effective functioning of the ministry areas. They make possible the work that the ministry areas seek to accomplish.

Staff structure

This proposed staff structure is designed around the future work of Stony Point Center, which is to support PMA as it endeavors to accomplish its goals, and to attain fiscal viability. Given the strategic initiatives that are being proposed and the growth that is desired, a staff structure that is less "horizontal" and more vertical would likely be helpful. Additionally, a staff structure that supports development of program and business processes will be necessary.

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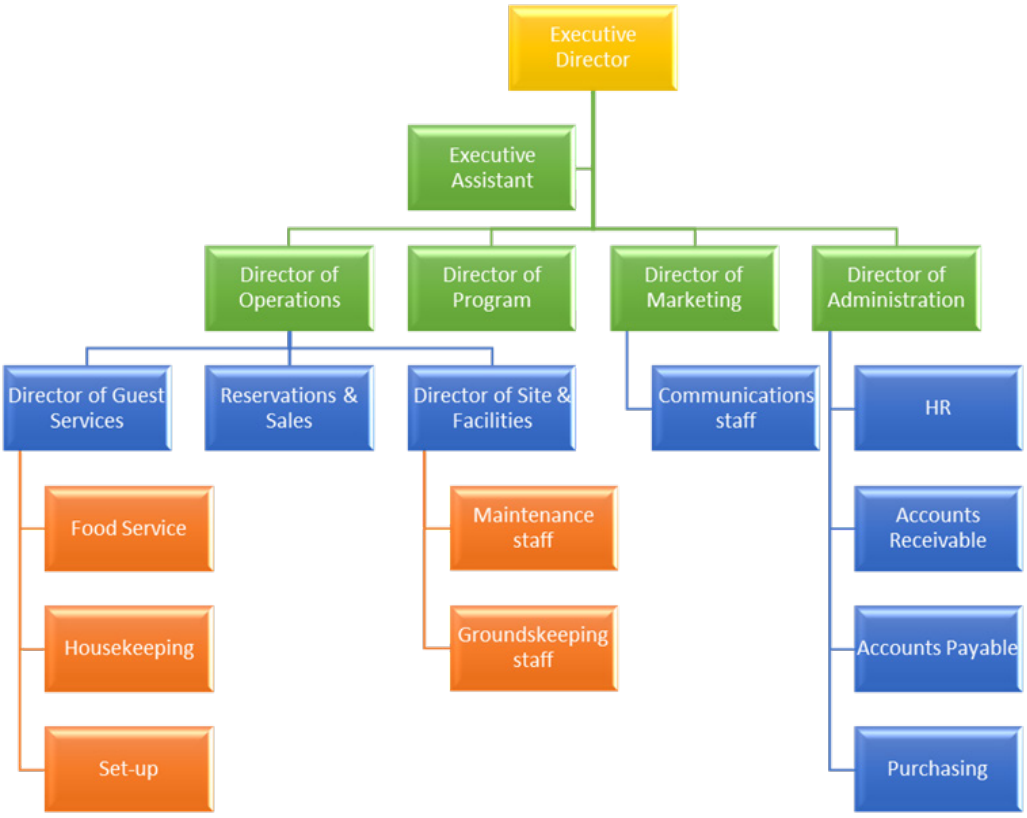
1. https://nonprofitquarterly.org/financial-management-models-of-a-great-nonprofit-dashboard/

Organizational Capacity

The following senior staff positions are recommended:

- Executive Director – overall responsibility for Stony Point Center, including reaching missional and fiscal goals; the primary connection with PMA, and with partner organizations.
- Director of Operations – responsible for all operational aspects of Stony Point, including guest reservations, food service, housekeeping, and site & facilities.
- Director of Program – responsible for all the programmatic aspects of Stony Point, including development of programs that specifically serve the priorities of PMA, and programmatic functions that support hosting groups.
- Director of Marketing – responsible for overall marketing and communications.
- Director of Administration – responsible for data and all administrative processes, including HR, vendor contracts, and financial systems. This department would be responsible for all administrative connections to PMA systems.



The position of Executive Director will be a unique position, in that it will be an Executive Director in relationship to Stony Point and its staff, but not an executive level staff person in relationship to PMA. This requires a unique blend of leadership and communication skills. Technically, this is not an Executive Director in the sense that this individual is ultimately responsible to a board for the life of an organization. However, this position will need to function as an executive in relationship to Stony Point and perform many traditional executive roles, such as the head of staff, the chief development officer, and the one who holds a vision for the organization. Yet each of those is nested inside the larger work of PMA, and so staffing, development, and vision are derived from PMA. The Executive Director must function both as one who is ultimately responsible and as one who is not, and know how to navigate between the two.

It is extremely important for Stony Point Center staff to strengthen professional affiliations in the area of nonprofit conference center and camp and conference center ministries. While Stony Point Center has some unique qualities, its basic operation and many of its challenges are consistent with other centers of a similar size. Active participation in professional associations and attendance at events is fundamental to personal and professional growth. The relationships that are formed, as well as the information gathered, is tremendously beneficial.

Development

Development is one area for Stony Point Center where it must both effectively function as a "stand-alone" organization and as a part of PMA. With regard to donors and donor appeals, it must feel to a donor like they are giving to Stony Point Center. However, the overall strategy and approach must mesh with PMA development work. Particularly as Stony Point Center approaches the need for significant capital and endowment funding, its development work must be included as a part of PMA.

We recommend a Stony Point "development audit" for an overall assessment of the current development practices. It reviews all aspects of a development plan and offers recommendations to strengthen development efforts. It helps to establish a baseline and to set goals for growth.

A full development plan should be worked out that provides for strengthening current donor connections, identifying new donors, and intentionally connecting with potential major donors. A critical aspect of this vision plan will be the ability of Stony Point Center to follow a defined strategy to increase resources for the ministry.

Stony Point must continue to broaden and deepen its base of support. A strong development team will be required to guide and support resource development work.

Goals should be set annually for the number of new supporters, for the percentage of donors who increase their support or become monthly supporters, and for increases in

the average size of gift or number of volunteer hours. Watch carefully for any lapsed supporters and follow up to reengage them. As Stony Point Center continues to increase in its need and ability to engage donors, a different donor database system may be helpful. It may be an advantage to have one that more easily connects to PMA financial systems.

The Association of Fundraising Professionals' "Growth in Giving" donation analysis tool yields excellent information regarding giving patterns and effective approaches to increase giving. This tool helps to identify trends in giving such as new donors, donors who have increased giving, donors who have lapsed, and the gift amounts for donors in those categories. This analysis helps to refine and focus efforts and initiatives to reach development goals.

The following donor metrics are helpful in designed a development plan:

1) overall number of donors;
2) average gift per donor (family),
3) number of new donors,
4) average gift of new donors,
5) number and percent of lapsed donors, and
6) number and percent of donors increasing their gift.

It is important that there be adequate "entry points" for new supporters. Create multiple opportunities to give, not only to general operating support but for specific projects. Special projects can be attractive to new donors and can serve as entry points. For donors, these are often smaller, designated gifts that are used for projects that directly impact the experiences of guests. There may be some expenses included in the operating budget that can be identified as giving opportunities. This approach has the effect of gathering operating support which feels like a designated gift to the donor.

The development plan for annual support must also mesh with any capital campaign or endowment fund efforts. Persons who give to significant fund development efforts have generally been cultivated through systems of annual giving.

The current number of monthly donors seems quite low for an organization of Stony Point's size. A significant increase in the number of monthly donors as well as the amount of gifts that come from monthly donors would be one early goal for a development strategy. Monthly donors are important as they are far less likely to lapse in giving than donors who give annually or sporadically.

The on-line giving platform seems to work well and is easy to find and follow. Other forms of giving, especially to defined projects, will probably also become helpful in the future. If any app is developed for marketing purpose, it should include the ability to give.

Financial systems

The Financial Model

Stanford Social Innovation Review has categorized ten basic funding models for nonprofit organizations. The model that is applicable to a nonprofit conference center is called, "Beneficiary Builder," and is one that is consistent with a nonprofit hospital or university. Most of the operating revenue comes from fees for services (such as medical services at a hospital or classes at a university). The nonprofit also has donations that support the operations. While the funds that come from donations are important to the operating costs, the primary purpose of these donations is to engage donors who will then be able and willing to support other costs, such as capital projects.

The money received for services is called "earned revenue," and the donations are called "unearned revenue." The proportions of earned and unearned revenue typically shift with the size of the organization. Very small centers may have 70% earned revenue and 30% unearned revenue. Larger centers, such as Stony Point, typically strive for around 10% unearned revenue.

A "Contribution Analysis" is a method of financial planning that creates goals for gross revenue and for direct costs related to that revenue. The net after direct costs plus any unearned revenue must exceed the overhead (indirect and fixed) costs of the organization. The model is called a "Contribution Analysis" because it calculates the contribution that each product or service makes to the overhead of the organization.

Such a model makes detailed scenario-planning possible. If the contribution of all products or services plus unearned revenue is insufficient to cover the overhead, then adjustments can be made to any of the component factors until there are adequate resources to cover the overhead. Goals can then be set for each of the factors that constitute revenue and direct expense. It is critical for the component factors that generate the gross revenue to be detailed and explicit, as these form the metrics upon which to base analysis of financial performance and a marketing plan.

Metrics

The Harrell Hospitality Group report talks about a plan and financial information that is consistent with the "industry." However, we would suggest that the industry context for Stony Point is not the hotel/commercial hospitality industry, so that is not the most ideal context from which to draw the structure of data and information. A nonprofit conference/retreat center has a distinct financial model and metrics by which to measure activity and gauge progress.

Room occupancy is one measure of activity, but not the most useful one for a nonprofit conference center. Room occupancy as the primary or sole measure of activity implies that "selling rooms" is the business that the center is in. But a nonprofit conference center like

Stony Point is in the "business" of providing experiences to people, which include lodging and meals. Additionally, the rate structure is per-person (which is the preferred structure), but the only metric being utilized is a per-room metric.

Room occupancy does not support an in-depth look at trends or create useful goals for marketing. Moreover, it is possible for room occupancy to increase, and to still have a stagnant or declining financial system. For example, if 100 guests pay $120 each but stay in only 50 rooms out of 100 available rooms, that's $12,000 and an occupancy rate of 50%. But if 80 guests each want a private room at $145, that's an occupancy rate of 80%, but revenue of only $11,600. If room occupancy is the only measure of activity, it's possible to have stagnation or declines that are hidden.

The basic metrics of a nonprofit conference center are:

- Groups – the number of groups that are served, identifiable by critical marketing segments, defined as the type of participants, such as youth, adult, & intergenerational groups, and the type of organization, such as church, nonprofit, school, and other. These, and several other factors, create very finely-tuned market segments [see data].
- Guests – the number of individuals in a group; this is a critical metric to determine if groups are shrinking, which is one of the biggest sources of loss for a nonprofit center.
- Guest Days – the measure of volume of activity created by a group; it also reflects the length of stay. A guest day is defined as 1 person staying 1 night and eating 3 meals. If a group of 30 people stayed for 2 nights and 6 meals, that group would have total guest days of 60. Guest days are prorated typically according to a formula of 1 night = .5 GDs and 3 meals = .5 GDs. A stay of 2 nights and 5 meals is 1.83 GDs: (2x.5) + (5/6).
- Revenue – the gross revenue received from the group.

Bivariate analysis (analysis using 2 variables) begins to identify trends that can then be used to support financial analysis and refine marketing initiatives. Key measures of activity include:

- Average guests per group – if this is declining, then the overall operation will become less and less cost effective.
- Guest days per guest – if guests are staying for less time then, again, the overall operation becomes less efficient.
- Revenue per group – this is one of the key factors in reaching revenue goals. This information is especially significant when calculated by market segments.
- Revenue per guest day – this is one of the basic factors upon which a budget is built. It is essential to know how many guest days at what revenue level are required to achieve fiscal goals.

Trend Analysis

Trend analysis refers to the activity of tracking data over time and identifying sub-trends of an overall trend. Understanding sub-trends is key to finding ways to influence the overall trend and to identifying specific areas of growth and decline.

For example, assume that gross revenue is increasing at a rate of 5% per year. A particular group segment has gone from $300k to $315k. But the goal may be to increase at a rate of 10% a year. Upon analysis of the sub-trends, it is discovered that the number of groups is increasing and the revenue per guest day is increasing, but the number of guests per group and the guest days per guest are both decreasing. So, more groups are coming, and the rate is higher, but the groups are getting smaller and staying less time.

Groups	50	56	12.00%
Guests per group	30	28	-6.67%
Guest days per guest	2	1.83	-8.69%
Rev per GD	$100	$110	10.00%
Total revenue	$300,000	$315,000	5.00%

In this example, if the decline in the number of guests is reversed, so that there is no decrease in guests, then the revenue will increase by more than 12%.

Groups	50	56	12.00%
Guests per group	30	30	0.00%
Guest days per guest	2	1.83	-8.69%
Rev per GD	$100	$110	10.00%
Total revenue	$300,000	$337,500	12.50%

The impact of such small changes in patterns of activity can be significant. Marketing initiatives are developed by first understanding any patterns related to a decreasing number of guests and then developing tactics to help groups reverse their decline.

This level of detailed analysis is essential for Stony Point to reach its fiscal goals. Developing an effective marketing plan depends on correctly analyzing this data and designing initiatives that impact the key areas. Marketing strategies both support strengthening trends and reverse declining trends. The greater the specificity of the trend, the more effective the initiatives will be. The data that is required for this type and level of analysis is not available through the data system as it is currently configured.

Data and Administration

It is essential to establish a data system that supports in-depth analysis of the guest activity in order to generate specific marketing initiatives. It is critical that Stony Point Center be

able to track activity using the guest day metric. Particularly now, when continuing financial growth and establishing financial sustainability is a critical goal, this system of analysis and projection would be indispensable.

The financial plan is constructed on the basis of cost per guest day and revenue per guest day. The ability to accurately calculate cost and revenue per guest day is essential to designing a financial system that is sustainable. It is important to note that this is not the same information that insurance companies often request called a "camper day," which counts the number of persons present on a site for any portion of a day.

The current practice of counting room nights (occupancy by room) has allowed Stony Point Center to have a basic measure by which it has markedly increased its level of guest activity, and that has been very beneficial. However, it is not the data system that will allow Stony Point Center to truly reach financial sustainability. Especially as Stony Point Center grows in the direction of becoming a conference center that is more integral in accomplishing the work of PMA, it will need a data system that is more consistent with the work that it seeks to do.

Because the software system in use is designed for the hotel industry, it does not automatically produce the data that is needed for the future. It will be critical for the software to be modified to be able to provide the requisite data. Without instituting any additional manual tracking, it is crucial that SPC be able to track groups, guests, guest days, and revenue for both past activity and projected activity. The software must be adapted to produce the necessary data.

In the course of this study, significant effort was expended to translate existing data into guest day data. The results are reasonable approximations and provide a basis for the conclusions in this report. However, the data system will need to be revised in order to fine-tune financial and marketing plans.

As the data system for Stony Point is revised and fine-tuned, several factors are critical:

7) the ability to segment data in ways that are consistent with missional and fiscal objectives. Organization and group types should reflect necessary market segments.

8) the creation of a system of projected activity that is consistent with the system of metrics. A system which projects only gross revenue does not support adjustments to marketing or management tactics.

9) consistency in data entry. Even minor inconsistencies in the way that group names are entered, or in how guest packages are described, compromises the ability to analyze data. Data must be reviewed and cleaned regularly to remove any inconsistencies.

Interface with PMA systems

The connection between the administrative systems from any conference center to a larger administrative system is nearly always challenging. They are different organizations with different funding models and distinct business processes. The information systems and organizational activities will not always easily mesh between Stony Point and PMA. The fundamental reason to work together in such a complicated relationship is the conviction that Stony Point helps to fulfill the mission of PMA in significant ways, and that Stony Point is more able to impact the world as a part of the larger mission of PMA.

Continued attention to different organizational needs will be vital as Stony Point grows and becomes more closely aligned with the priorities of PMA.

Goals and desired outcomes for any undertaking should be mutually understood. Especially when working on projects with significant missional or financial implications, such as new program initiatives or construction projects, it will be essential for staff to work together as members of one team. It may be helpful to engage in training that focuses on working together as a team with key staff members from both PMA and SPC.[2]

Insofar as possible, expectations with regard to processes and procedures should be made explicit. Processes which potentially have significant legal or fiscal implications, in particular, should be clarified as much as possible at the outset.

Any information that can be transferred via automatic electronic interface is preferred. Manually transferring information is always time consuming and subject to human error.

Ultimately, there is no technical solution that can resolve all possible conflicts. Exceptional communication skills and excellent processes will be key to resolving differences and conflicts as they arise.

2. We highly recommend Patrick Lencioni's "The Five Dysfunctions of a Team," as an excellent resource for forming work teams around a project or process.

Site & Facilities

The Setting

The setting of Stony Point Center is attractive and offers a certain engaging charm. Because the immediate natural setting is not spectacular or dramatic, it shifts attention and focus to the human community that gathers. Without romanticizing the quaint and quiet beauty of the facility, it is not an exaggeration to say that its simplicity and modest allure creates an environment which allows guests to focus on their goals during their time at Stony Point. The humility of the property as a place apart is emphasized by its proximity on the south to one of the most dramatic urban locations in the country, and the spectacular natural setting to the north and east of the Hudson Gorge.

The Current Facilities

The facilities of Stony Point Center range from historic to contemporary. Some of the buildings are relatively plain, while others are unique and ornate. Some have been repurposed numerous times, while some serve their original purpose. Some structures have undergone considerable adaptations so that they can serve their current purpose. As with any property that has undergone numerous changes over time, the various purposes and styles of the eras are reflected in the buildings. Elements of the tradition, as well as the vision for the future of the ministry, should be reflected in any new buildings and upgrades.

It is apparent that many improvements have been made in recent years, but much more that can be done to continue to upgrade and improve the facility for efficiency, comfort, and effectiveness.

The Harrell Hospitality Group report includes a thorough list of facility improvements and offers many good recommendations for improvements and upgrades. Those that are more operational should be considered as funding becomes available. With regard to the recommendations that are more strategic (for example, structural improvements to Evergreen), we recommend that those be re-evaluated in light of this overall facility plan.

As with any long list of desirable facility improvements, general guidelines for prioritizing would be:

- Address any safety concerns;
- Deal with issues in which the value of an asset is potentially compromised;
- Resolve matters that detract from guest comfort or the ability of guests to focus on their experiences;
- Invest in projects that have a relatively short return on investment, either through additional revenue or from cost containment;
- Improve guest and staff experiences.

However, it should be remembered that the goal is not to be a hotel or resort with a consumer focus. The qualities of a conference center should provide simple, restful comfort that supports reflection, growth in community, and meaningful interactions among guests.

Specific Strategic Projects

One of the issues with the Stony Point Center site is that it lacks a cohesive feel and sense of design. The buildings reflect various eras of purpose and construction. When constructed in 1856, the Gilmor-Sloane House was a private family dwelling, but was later expanded. This building housed church workers and missionaries, first as guests of the family and then as public accommodation. Later, the lodging and dining buildings were constructed to provide for the training of missionaries. With their utter simplicity, including shared bathrooms on the hall, these buildings have been adapted for conference center use with a surprising degree of success.

Acting as good stewards of the existing facilities at Stony Point and building upon the current aesthetic, we believe it is possible to invest in the campus with several goals in mind: first, create a unified appearance to the site, encompassing both structures and outside space. This will actually help guests to feel both comfortable and welcome, allowing that space for reflection, growth and nurturing inclusive community. Secondly, use the theme of the stones that is already incorporated into the roadside wall, the Meditation building, the Stone House, the Hermitage, and on several other buildings to provide continuity and to support not only the name of the site, but the theological implications as well. Finally, provide a variety of spaces (indoor and outdoor) for guests to experience Creation as a part of the commitment to radical hospitality that differs from other meeting, lodging and dining experiences.

Landscaping

The site overall lends itself well to that unique blend of conference and retreat ministry. Located away from major thoroughfares, it has a peaceful atmosphere, conducive to

learning, thoughtfulness, and conversation. At Stony Point, guests may draw away from the hustle of daily life, whether in an urban or suburban setting, and revel in the details of Creation throughout the center.

In order to sustain this type of guest experience, it is necessary to develop an overall landscaping plan that is both intentional and consistent. Beginning with the entrance, it is recommended to incorporate stones, either pillars of stone or cairns at the point where guests first encounter Stony Point. The stone would continue on the lower exterior wall finish of the three lodges; the pillars and posts of Evergreen (and later the new Cairncroft) and as accents where possible throughout the site.

The core of the site begs for a "village green" with pedestrian walkways and without vehicular traffic. The green can include conversation areas with benches, Adirondack chairs, six-sided swings, hammocks, etc. In every way this space should be safe from all traffic, with the exception of site service vehicles. Lighting and signage will need to be considered carefully, as this will set the tone for many guests' first entry to the community, beyond the welcome center and reception area. Incorporating pieces of the mission, history and/or other quotations may provide subtle teachable moments and reminders of how this space is set apart.

The garden spaces reflects both the quietness of the place and, at the same time, reminds one of the nurturing and the growth that is sought at Stony Point. Expanding upon the Japanese Garden, re-developing the garden area near the Sloane House with informal plantings will encourage encounters with the tiniest of creatures and create a sense of peace as well. Butterflies, bees, hummingbirds and other pollinators are important to the fertility of the land and are necessary for farming. Pollinator gardens increase the presence of these creatures and would add beauty to the site.

A low ropes course may be very useful, especially as Stony Point develops its sponsored events. Such courses are aimed at nurturing teamwork, cooperation, and community.

For families, a sculpted, natural playscape of stone and wood could provide an activity area for children and a source of beauty for everyone, and would be a nice departure from the typical metal and plastic play features. Native plants can also be interspersed with these play features. This play space should be located where parents could easily watch children from their seats on the dining room patio or from the porches of the renovated lodges.

Continue Green Initiatives

Consider working with a company that specializes in eco-friendly technologies that 1) have a minimal impact on the environment, 2) use renewable resources, and 3) utilize

natural sources of energy. One such firm is the Southface Institute of Atlanta, GA. (https://www.southface.org/) Developing a working relationship with such a firm would also create opportunities for congregations to access information and technologies for their properties. These initiatives also support the justice portion of the intentions of Stony Point: care for creation should be included not only in built structures, but in the outside spaces and gardens.

Renovate Lodges

While Stony Point Center has truly done very well for a site that does not offer private bathrooms, it will likely be increasingly difficult to serve effectively with shared bathrooms on the hallway. Guests expect greater degrees of privacy today. Therefore, it is highly recommended to renovate Beech, Magnolia, and Walnut lodges to provide private "en suite" bathrooms for each bedroom. The center structure with bathroom facilities should be removed, and a center hallway created. En suite bathrooms can be constructed in the space that is currently the hallway between the bedrooms and bathrooms.

Additionally, the structures themselves are very basic and lack any aesthetic appeal. The visual appeal of the facilities is a critical factor in conveying that sense of place which is integral to the overall experience of Stony Point guests.

Recommendations for improvements include: cover the existing concrete block structures with exterior cladding, and upgrade the interior surfaces in ways that both enhance the attractiveness of the buildings and improve the insulation. Add glass doors, possibly with sidelights to both front and rear, and front porches to these buildings to make them more inviting. Lodge renovations should also include providing excellent mattresses (such as Tempurpedic) and showers (consider adding water softeners, if necessary).

The projected Return on Investment for this project is quite good. There are two additional sources of revenue for lodges with improved appeal, comfort, and private bathrooms. The first is that the rates can be increased. A 15% increase for a 2 night / double occupancy stay would be $18, based on the current rate of $120. The second increase in revenue would come from the ability to increase the occupancy of the building, because of the desirability of private bathrooms.

The average current guest nights per lodge building is 3,280, based upon extrapolated data. That can be broken down into component factors of beds, occupancy rate for beds, average nights per week, and weeks per year. Additional revenue at $18 per guest night, based on 3,280 guest nights is $59,040. A second source of additional revenue should be increased occupancy of the building. At an 8% increase (262) additional guest nights, at the rate of $138 (2N/DO), that generates additional gross revenue of $36,211. That creates total additional revenue of $95,251. The additional guest nights will incur direct costs, estimated at 50% ($18,106). The estimated increase in revenue is $77,146. For purposes of offering a conservative estimate, a "confidence factor" of 85% results in a projected increase

in revenue of $65,574 in Year One. Revenue increases in succeeding years through rate increases and an improved confidence factor.

The cost of these renovations and upgrades is estimated at $354k per building. This includes $240k for bathroom renovations, $60k for siding and associated repairs, $20k for a front porch, $10k for doors, and $24k for furnishings.

While we do not advocate paying for these renovations from the operating revenue that is generated, it is a good practice to compare the cost of renovations to the anticipated revenue. Given the assumptions described above, the lodges should be able to generate the cost of these improvements in less than 5 years. (See the Supporting Materials for calculations.) For all 3 lodges combined, the investment will likely be about $1 million. This will result, however, in 72 beds (36 bedrooms) with private bath facilities, comfortable amenities, and much improved appeal.

Further, we recommend that Maple be improved initially with new furniture and more updated surfaces. Ultimately, after Evergreen is replaced, Maple should also be upgraded to private bathrooms.

Cairncroft

It is recommended to replace Evergreen with a new facility for welcome, administration, dining, and meeting. This new facility should be named "Cairncroft," to reflect "cairn" and croft." This is an historical name that was applied by the Gilmor sisters for a period of time to the Gilmor-Sloane House, and connects the long tradition of Stony Point Center to its new vision.

A cairn is a marker, typically above the timber line on a trail to the summit of a mountain. Usually it's a pile of stones that mark the trail, which may be obscured by clouds, making visibility poor. Cairns are often placed by travelers for those who come after.

One way to understand the role that Stony Point Center plays in the life of the church is that it is offering experiences that will enable persons to "place the markers" for what it means to be the church, especially for those who come after and for those times when it might be easy to lose one's way.

Croft is a Scottish word for a small farm, often rented or a tenant farm, and sometimes having common pasturage with other small farms. It reflects not only the historical significance of this land as a farm but also the integral place of the farming operation in the work of Stony Point Center, and the theological importance of being a good neighbor.

While Evergreen has been a serviceable building, it is quite limited by its layout. It reflects an earlier time and purpose for the center, when administrative needs were far less and education methods were simpler. Offices are very cramped, and meeting spaces are not

suited for the learning experiences that are critical for the future. While this study did not include technical engineering studies, we observed efflorescence and possible structural shifting in the basement. It seems likely that the costs to address layout, structure, and environmental issues would be significant, and that new construction is most likely warranted. Recent investments in Evergreen should be considered money well spent. Replacing Evergreen is a project that will take 6-8 years to realize, and the facility must be more functional in the near term, as Stony Point and PMA start to realize their vision.

However, new construction would allow an ideal floor plan, as well as utilize the most environmentally responsible techniques in construction. It would provide the opportunity to create excellent educational space to support PMA events, to have adequate administrative space, and to significantly increase the quality of the welcome and hospitality space.

The drawing included is a concept drawing and is intended to describe the primary features and spaces of the facility.

Overall Considerations

Overall, the construction of any new facility and any major renovation should utilize the most environmentally responsible materials and systems feasible. This includes the use of renewable materials that have been harvested in a sustainable way, as well as features that reduce energy consumption and provide a healthy environment.

For Cairncroft, the goals are to minimize impact as well as to model choices that are available for individuals and churches.

We would especially encourage the consideration of:

- sun tunnels to increase natural light into the building and decrease energy use;
- composting toilets or recycling gray water for toilets;
- internet enabled ("smart") utility management;
- rainwater management.

An experience at Stony Point Center is an excellent opportunity for persons to experience new technology in ways that allow them to become familiar with it, and to become more inclined to consider it for their homes, churches, and other structures. The building should function as a teaching space and demonstrate features that invite persons to become better stewards of Creation.

Welcome and Hospitality

As both the initial and principal facility, Cairncroft must extend the highest level of hospitality and welcome. The entryway should be impressive, and commensurate with the quality of experience that is offered. The initial interior space should be comfortable and

designed for staff to be able to readily serve guests. Bathrooms with private doors will serve all persons, regardless of gender. The inclusion of ablution stations and a nursing area will help to express hospitality to all.

Meeting Spaces

This concept includes meeting spaces to accommodate groups of up to 330 people in theatre style seating or 250 at round tables, along with a variety of smaller meeting spaces to serve multiple groups. "Smart" rooms are needed with excellent wi-fi, audio-visual, and smartboard capabilities. Ample natural lighting will help to create inviting spaces but must be able to be blocked for effective presentation space. Furniture must be comfortable for extended use. Spaces should adapt easily to a variety of uses from very formal meetings to comfortable gatherings.

Dining Room

The dining room should easily accommodate 250 persons, along with adequate space for entry, food and beverage service, and clean-up. Round tables encourage support ease of conversation but require more space than rectangular tables. This space should be designed and laid out to meet the needs of adults, and not feel like a youth cafeteria or camp dining hall. The dining room should facilitate interactions among guests and staff, and have obvious traffic patterns. The dish return should be highly functional and pleasant. Include a place for public communications, and shield service and busing areas from the guests. It is recommended to include a sales shop and coffee shop conveniently near the dining area.

Administration

We recommend that this wing be relocated from its current position in the front of the building to the wing on the left. This will provide an administrative entrance, as well as adequate space for all administrative functions, including office space for current and increased staff. Offices for Executive and Senior Staff, Reservations, and Business functions should be adequate in size and adequate for the functions of the staff members.

The hospitality that Stony Point Center seeks to extend to its guests should also be reflected in the care of its employees. We would strongly encourage an "employee

hospitality" space, which would provide private space for employee breaks where they are also able to store personal belongings. This area should also include workspace for projects, storage, and appropriate space for electronic equipment.

Construction

The timing of the construction will need to be a major consideration in its design. It will probably not be possible to take the current facility off-line for an extended period. The final design of the building will likely need to allow for its construction in phases. It may be helpful to temporarily relocate the offices during construction so that the remaining existing and new spaces can be juggled to provide temporary dining and meeting spaces.

Solar power

Installing solar power will reduce operating costs for Stony Point Center, as well as model sound environmental practices for churches and other organizations. Depending upon available arrangements with the local power company, storage may also be a fiscally smart investment, and may preclude the purchase and use of a generator.

Install a commercial laundry

The current practice of using and frequently replacing used residential washing machines is not cost-effective or environmentally responsible. Commercial machines would be far more time and energy efficient. They also use less water, and therefore provide a more environmentally responsible option. An "eco-laundry" would be consistent with the values that attract so many people to Stony Point Center and may be an appealing project for a donor.

https://www.onecommunityglobal.org/eco-laundry/#data

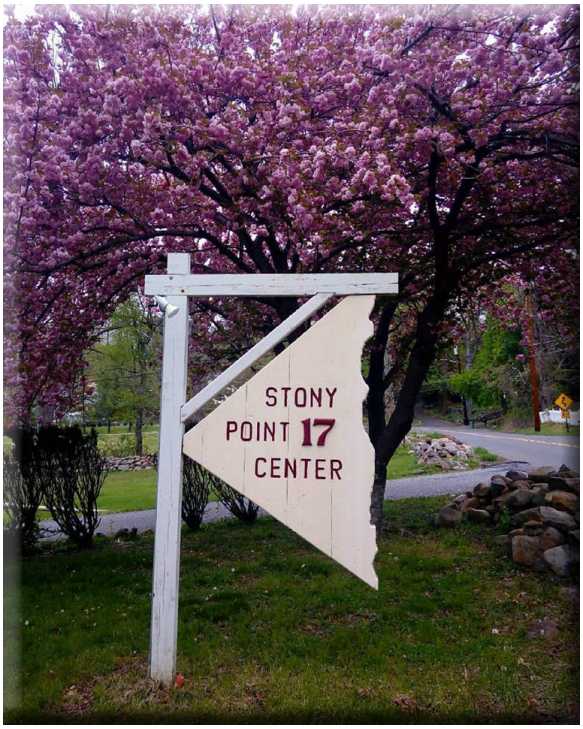
There is probably no ideal location for a laundry, and it will be worth exploring how several existing spaces might be utilized. The former nursery school, the art space, and Maple may all have some possible options for a laundry. The location will need to take into account space and utility requirements.

Research options for an environmentally responsible transportation fleet

As Stony Point Center grows in its capacity to offer events that will probably include excursions to nearby urban or natural areas, the need for environmentally responsible and cost-effective transportation will become even more important. While electric vans with enough capacity to serve this need are not currently available, they will probably be in production soon. Stony Point should position itself to be able to acquire and operate its own transportation.

Develop a Life Cycle (Major) Maintenance schedule

Stony Point Center and the Presbyterian Mission Agency have invested considerable time and resources to catch up on many years of deferred maintenance. Concurrent with this critical work is the work of establishing a Life Cycle, i.e., Major Maintenance Plan for the future. Available with this report is a tool that creates a plan and projects future costs for the regular replacement and upgrade of all aspects of the site, including furniture, kitchen equipment, maintenance tools, surfaces, vehicles, roofing, siding, windows, doors, etc.



Analysis

The guest revenue for Stony Point has, overall, been steadily increasing from 2008 to 2018. The average increase per year is 8.66%. However, the increase for the first five years was 5.05% and the increase for the past five years is 12.26%. This is clearly an increasing pattern of revenue.

Direct costs, as represented by line items for guest services and food services have actually varied somewhat significantly over the 10 year period. Overall, the pattern of direct costs is decreasing, which suggests an increasingly efficient operation. The average cost, in relation to guest revenue is 57.63%, which is on the high side for a larger operation and one which is almost exclusively hosted activity. The range of costs is somewhat significant as well, ranging from 43.07% to 72.14%. The average for the first five years (2008 – 2012) is 62.26% and the average for the last six years (2013 – 2018) is 53.77%. This represents an improving efficiency.

From 2008 to 2018, guest revenue increased 104.40%, while overhead increased 114.32%. This is not necessarily an indication of a problem and may just reflect increasing staff to an appropriate size and staffing for growth.

These numbers overall are positive and indicate a strengthening financial pattern, which can be further strengthened by closer attention to component factors.

There will always be variations in any financial pattern. Very few financial measures will increase or decrease in straight lines. One of the critical aspects of oversight is to watch trends over time and to gauge whether the organization is making progress toward goals over time.

Date related to guest activity is limited, and the observations are based on data that has been extrapolated from reports provided by staff. The specific component factors in the Financial Pro Forma are extrapolated from totals and reports of guest activity. These represent reasonable goals, but should be refined as data is available.

Recommendations

This is a "contribution analysis" format, a detailed gross revenue plan with goals for direct costs as a percentage of revenue. This calculates the net of each revenue source, and demonstrates its ability to contribute to the overhead of the organization. The overhead consists of indirect and fixed expenses which typically do not vary with gross revenue.

Direct costs are those expenses which vary in direct, or nearly direct proportion, to the gross earned revenue. Food service and housekeeping are examples of those type of expenses. Fixed and indirect expenses are those expenses which do not vary in relationship to revenue. Many salaries, insurance, and building maintenance expenses are indirect. Utilities are a mixed expense which will have both an indirect and direct component.

Revenue goals should be specific and expressed in terms of their component factors. Revenue and activity should be tracked by group segment and by building.

A financial dashboard with multiple metrics relating to both revenue and expense will provide insight into which goals are on target and which are not. Even if total revenue is at or above projections, there may be other factors which are below their goals or in decline. If the overall projection is being tracked by only one factor, if that one factor slips, the decline can be significant. More detailed metrics represent a more robust system through which to track guest and financial activity. This can help to identity any concerns as they emerge, and can lead to intervention when necessary.

Developing sponsored programs is expensive. The ideal approach would be to seek capacity funding which would carry the costs for start-up staffing and program development on a declining basis. Start with a pilot project with a small number of sponsored events, in order to perfect the systems which are necessary for sponsored programs. If capacity funding is not available, then donations to the operating budget would need to be increased to cover program start up costs.

Practicing active cost containment is essential. The financial plan should include explicit goals for direct costs (the cost to provide the service for which people are paying). These should be expressed as a percentage of gross revenue.

One excellent opportunity for cost containment is a group purchasing service such as Trinity/HPSI (https://www.trinity-usa.net). While Stony Point is currently enrolled in the Trinity plan, actual purchasing through Trinity is limited to Staples and American Hotel Register. There are many opportunities to purchase goods through Trinity which can result in significant savings.

With the installation of necessary data systems, we recommend goals for sustained revenue increases on the order of 10-12% annually. With the addition of marketing staff, facility renovations, and new programs, this is an attainable goal.

Direct costs for hosted groups should not exceed 50-55%, and may be able to be lower than that with active cost management.

Expenses for marketing should be not less than 4% of the goal for gross revenue, and development costs should be about 8% of the goal for annual funds. Other development efforts should carry their own costs.

Revenue and expenses for "Shop at the Point" should be isolated as a retail operation to insure its operating margin is appropriate.

If the Community of Living Traditions becomes a 501(c)3, it will have its own financial system. While the details of the financial aspects of a partnership with Stony Point would have to be worked out, at some point, the Community should be able cover any direct expenses that Stony Point incurs. Costs such as stipends, health insurance, and funds to support activism would be supported by a CLT budget. Stony Point would incur direct costs related to room and board but also receive the value of hours that are worked by the Community. As the partnership is defined, the financial arrangements should be explicit.

If the operation of Stony Point is responsible for the cost of facility and equipment depreciation, a schedule of that should be projected well in advance for financial planning. Since it is a non-cash transaction, typically it is shown "below the line" so that actual operating revenue and expense is clearly understood.

Major Maintenance Funding

One of the defining characteristics of a nonprofit conference center is that typically life-cycle (major) maintenance (such as roofs, HVAC units, water heaters) expense and capital improvements are not paid for operating revenue. Funds for replacements, upgrades, renovation, and significant maintenance projects generally are funded from outside the operating budget. In an ideal situation, those funds come from interest on an endowment.

A plan should be developed to build the endowment so that it is sufficient to produce the necessary funds for major maintenance. A strategy for developing a detailed major maintenance plan is included with this project, but a rule of thumb is that about 2% of the replacement value of the facilities is a good goal for improvement and major maintenance funds. For Stony Point Center, with a projected replacement value of $20m, a working goal for major maintenance funds would be $400k. If an endowment produces 6% each year, then a protected principal of $6-7m would be required. Most gifts to an endowment come from planning giving.

Implementation

This is a long range plan that will take 10-12 years to fully realize. This implementation framework is provided as a means of showing project prioritization and sequencing.

Baseline (2020)

Program

- Design a pilot program to specifically further PMA priorities.
- Begin the process of incorporation for the Community of Living Traditions.

Marketing

- Create and implement a marketing plan based on missional and fiscal goals presented here.
- Develop a comprehensive strategy for marketing.
- Utilizing data analysis, pinpoint the most promising areas and spheres within which to launch marketing initiatives.

Organizational Capacity

- Revise the staff structure for the center. Create job descriptions and the process to transition to new positions.
- Define the necessary metrics and set up the data system.
- Adopt dashboard system based on the metrics presented in this report.
- Consider making changes in the PMA structure to more effectively align the center with the parent body.
- Create a full donor development plan designed to help meet operational goals and to grow the donor base.

Site & Facilities

- Adopt a color pallet for the site.
- Develop a comprehensive landscape design.

- Finalize the design and get bids on lodge renovation.
- Complete necessary repairs and upgrades to the Gilmor Sloane House and any other critical site improvements.

Phase One (2021-2023)

Program

- Expand sponsored programs to more fully support PMA priorities.
- Develop avenues to produce content for distribution.

Marketing

- Provide help to group leaders as they market to their group members.
- Evaluate and revise marketing strategy; adopt 3 year goals.

Organizational Capacity

- Design giving initiatives for a Major Maintenance endowment.
- Establish formal partnership with the Community of Living Traditions.

Site & Facilities

- Install primary features of landscape design; eliminate vehicular traffic in the "village green" space.
- Plan for the installation of solar power.
- Arrange for the installation of a commercial laundry.
- Renovate and upgrade the Lodges.

Phase Two (2024-2026)

Program

- Evaluate program efforts in light of current and any future PMA priorities.

Marketing

- Continue to develop marketing initiatives for sustained fiscal viability.

Organizational Capacity

- Design and implement a fund raising strategy for Cairncroft.

Site & Facilities

- Install natural playscape in village green.
- Complete technical studies necessary for major construction.
- Design Cairncroft.

Phase Three (2027-2029)

Program

- Continue to evaluate programs for missional viability and fiscal sustainability.

Marketing

- Begin marketing plan related to activity goals for 2030-2033.

Organizational Capacity

- Continue to evaluate and improve internal systems for efficiency and effectiveness.

Site & Facilities

- Construct Cairncroft, a new facility for meeting, dining, and administration.
- Upgrade Maple to private bathrooms.

Supporting Materials

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Camp / Retreat / Conference ..... page 69

Program Spectrum ..... page 70

GIS map ..... page 71

Spreadsheet of group zip codes ..... page 72

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Estimated Capital Improvements Costs ..... page 75

Works Cited

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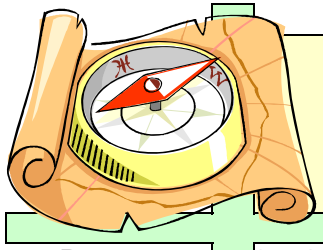

	Camp	Retreat	Conference
Program	learning is experiential	learning is affective, reflective	learning is primarily didactic
	often brings together unknown individuals	generally brings together known individuals	often brings together unknown individuals
	primary program content happens outdoors; relief from program happens indoors	primary program content happens indoors; relief from program happens outdoors, e.g. walk outside during a break	
	group size variable	generally small group, less than 50	larger group; more than 50
	often a diverse group of participants	often consistent age group, character, or background	
	can include **individual choice or small group choices**	one group leader; **few**, if any, **individual program choices**	**multiple program leaders**; **individual program choices**, e.g. workshops
Facilities	classically a "**compound**" style with one function per building	often "**contained**" facilities, generally multiple functions per building	often a "**complex**" of facilities, tying together principal functions
	generally **less** comfortable than routine surroundings, e.g. sharing space, walking outside to bathroom	generally **more** comfortable than routine surroundings, e.g. someone else prepares meals and cleans	
	generally rustic	can be rustic or refined	often refined, urbane

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Programs have at least three different styles: Camp, Retreat and Conference. Each one has a unique learning style with different levels of individual choice, and different settings. Each requires its own type of facilities, amenities and services.

Program Spectrum

Hosted Programs

RESERVATIONS

Little Control

Risk of Quality

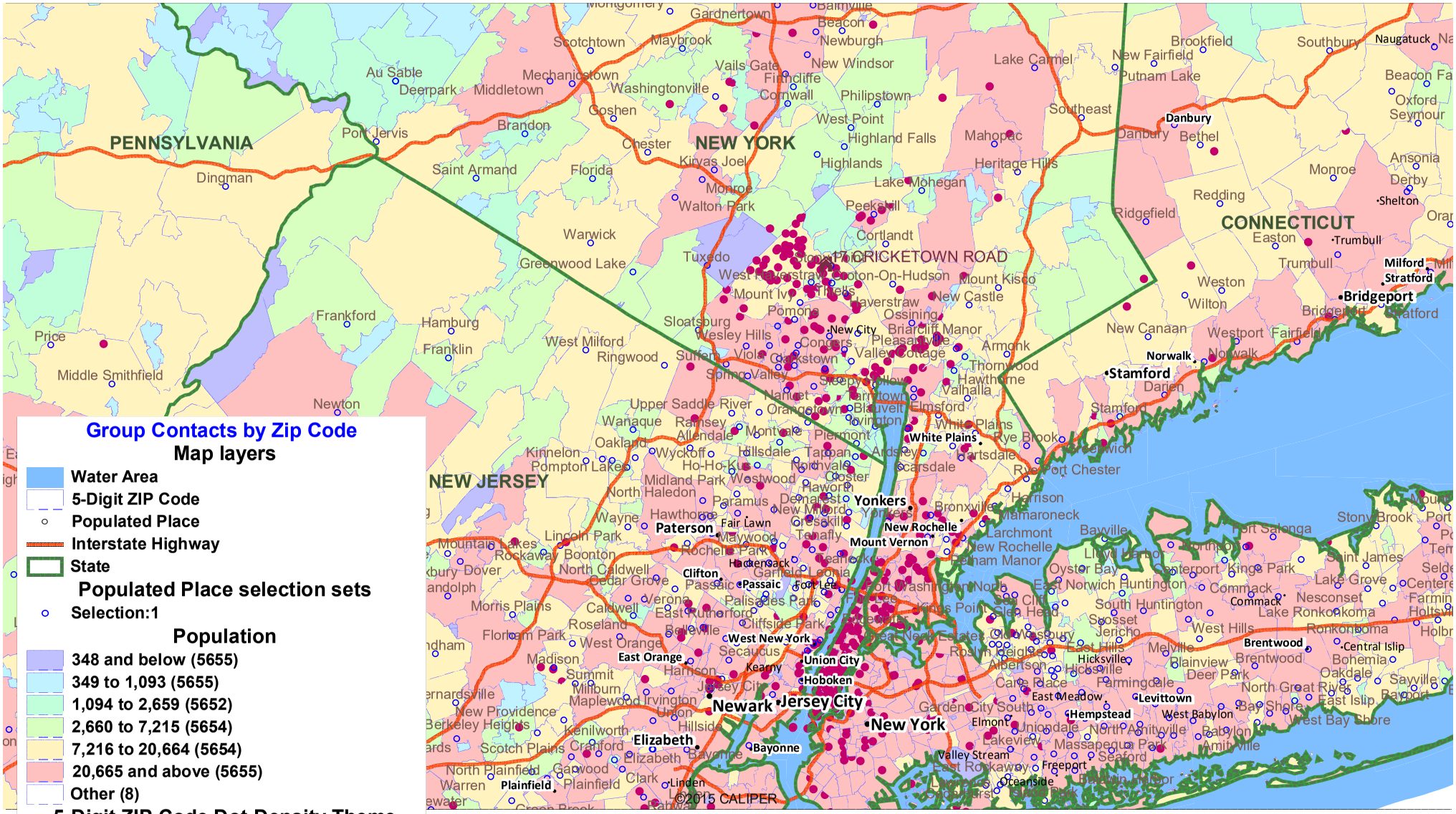
Sponsored Programs

REGISTRATIONS

Total Control

Risk of Participation

Stony Point Center groups, 2016-2018



Count of Groups by Contact Person Zip code

Row Labels	Count of SPC Primary contact zip codes
NY	**465**
New York	160
Stony Point	41
Bronx	37
Brooklyn	27
Briarcliff Manor	16
New City	12
Nyack	9
East Syracuse	8
Spring Valley	7
Haverstraw	7
White Plains	7
Peekskill	5
Poughkeepsie	5
Irvington	4
Richmond Hill	4
Suffern	4
Garnerville	4
West Nyack	4
Bronxville	3
Thiells	3
Tarrytown	3
Binghamton	3
Washingtonville	3
Pearl River	3
Rochester	3
New Rochelle	3
Yonkers	3
New Windsor	2
Corona	2
Pleasantville	2
Jackson Heights	2
Blauvelt	2
Jamaica	2
Ossining	2
Larchmont	2
Pomona	2
Manhasset	2
Syracuse	2
Mount Vernon	2
Newburgh	2
Rockaway Park	1
Hawthorne	1
Staten Island	1

Contribution Based Planning

	Total	percent	3 Lodges (pvt bathrooms)	percent	Maple	percent	Gilmor Sloane	percent	Allison House	percent	Sponsored Events	percent	Individuals
Revenue per guest day			$ 138		$ 120		$ 150		$ 110		$ 180		$ 60
Weeks			48		48		48		48				200
Events											4		
Guest days per week or event (length)			3.58		3.58		2.00		2.00		2.33		1.00
Participants			62		58		18		11		36		2
Gross Earned Revenue	**$ 3,122,794**		**$ 1,475,196**		**$ 1,187,758**		**$ 259,200**		**$ 116,160**		**$ 60,480**		**$ 24,000**
Cost of Services and Programs													
Food Service staff	$ 374,735	12%	177,023	12%	142,531	12%	31,104	12%	13,939	12%	7,258	12%	2,880
Food	$ 374,735	12%	177,023	12%	142,531	12%	31,104	12%	13,939	12%	7,258	12%	2,880
Housekeeping staff	$ 312,279	10%	147,520	10%	118,776	10%	25,920	10%	11,616	10%	6,048	10%	2,400
Housekeeping & janitorial supplies	$ 249,823	8%	118,016	8%	95,021	8%	20,736	8%	9,293	8%	4,838	8%	1,920
Program staff	$ 97,917	3%	44,256	3%	35,633	3%	7,776	3%	3,485	10%	6,048	3%	720
Program activities & fees	$ 64,270	2%	29,504	2%	23,755	2%	5,184	2%	2,323	5%	3,024	2%	480
Program supplies	$ 33,887	1%	14,752	1%	11,878	1%	2,592	1%	1,162	5%	3,024	2%	480
utilities - direct	$ 91,149	3%	44,256	3%	35,633	3%	7,776	3%	3,485	3%	1,814	3%	720
Subtotal direct expense	**$ 1,601,332**	**51%**	**$ 752,350**	**51%**	**$ 605,757**	**51%**	**$ 132,192**	**51%**	**$ 59,242**	**65%**	**$ 39,312**	**52%**	**$ 12,480**
contribution to overhead	**$ 1,521,462**		**$ 722,846**		**$ 582,001**		**$ 127,008**		**$ 56,918**		**$ 21,168**		**$ 11,520**
Unearned Revenue													
Undesignated gifts from individuals	$ 312,279	10%											
Shop at the Point	$ 45,000												
Total Income	**$ 1,878,741**												
Overhead													
Administration	$ 1,000,000												
Marketing	$ 124,912	4%											
Development	24,982	8%											
Shop at the Point	25,000												
Buildngs and Grounds	$ 550,000												
Plant Fund	$ 150,000												
	$ 3,847												

Lodge Renovation for Stony Point Center
Capital budgeting—return-on-investment (ROI) pro forma

spreadsheet format by Run River Enterprises
Tully, NY

Summary
Lodge Renovation
Renovations for ensuite bathrooms; new exterior siding, porch, and doors new furniture and interior surfaces

Occupancy of building	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Increase in rates for private bathroom											
Beds		24	24	24	24	24	24	24	24	24	24
occupancy rate by bed		80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
average nights per week		3.56	3.56	3.56	3.56	3.56	3.56	3.56	3.56	3.56	3.56
weeks		48	48	48	48	48	48	48	48	48	48
Current guest days		**3,280**	**3,280**	**3,280**	**3,280**	**3,280**	**3,280**	**3,280**	**3,280**	**3,280**	**3,280**
Additional revenue per guest day; inc 2% year		$ 18	$ 18	$ 19	$ 19	$ 19	$ 20	$ 20	$ 21	$ 21	$ 22
Additional guest nights											
Increased occupancy		8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
Additional Guest Days		**262.40**	**262.40**	**262.40**	**262.40**	**262.40**	**262.40**	**262.40**	**262.40**	**262.40**	**262.40**
Rate per GD; inc. 2% year		$ 138	$ 141	$ 144	$ 146	$ 149	$ 152	$ 155	$ 159	$ 162	$ 165

Cash flow and ROI statement											
BENEFIT DRIVERS	**YEAR**										
	0	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
Additional Guest revenue		**$95,251**	**$97,155**	**$99,099**	**$101,081**	**$103,102**	**$105,164**	**$107,267**	**$109,413**	**$111,601**	**$113,833**
Direct costs for additional guest nights		$18,106	$18,468	$18,837	$19,214	$19,598	$19,990	$20,390	$20,797	$21,213	$21,638
Total annual benefits		*$77,146*	*$78,688*	*$80,262*	*$81,867*	*$83,504*	*$85,174*	*$86,878*	*$88,615*	*$90,388*	*$92,195*
Confidence factor		**85%**	**85%**	**90%**	**90%**	**95%**	**95%**	**95%**	**95%**	**95%**	**95%**
Total benefits realized		*$65,574*	*$66,885*	*$72,235*	*$73,680*	*$79,329*	*$80,916*	*$82,534*	*$84,185*	*$85,868*	*$87,586*

Costs	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Renovation costs	$ 354,000										
Total	*$ 354,000*	*$ -*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*

Benefits	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Annual benefit flow	*($354,000)*	*$65,574*	*$66,885*	*$72,235*	*$73,680*	*$79,329*	*$80,916*	*$82,534*	*$84,185*	*$85,868*	*$87,586*
Cumulative benefit flow		*$65,574*	*$132,458*	*$204,694*	*$278,374*	*$357,703*	*$438,619*	*$521,153*	*$605,337*	*$691,206*	*$778,791*
Cumulative benefit flow against investment	*($354,000)*	*($288,426)*	*($221,542)*	*($149,306)*	*($75,626)*	*$3,703*	*$84,619*	*$167,153*	*$251,337*	*$337,206*	*$424,791*

Renovation Costs (estimated)

bathroom renovation	$ 20,000	12	per room
Siding	$ 16	3,840	per square foot
porch	$ 20,000	1	

Estimated Capital Improvements Costs

Project	Phase	Estimated cost	Notes
This group of projects represents projects for which funding has already been identified.			
Fire Hydrant	Completed	$ 7,800	
Conference A Sound System	Completed	$ 12,000	
Kennedy II Roof	Completed	$ 18,000	
Maple - 400 Wing, Standing Seam Metal Roof	Completed	$ 77,000	
Beech, Walnut, Magnolia Energy Efficient Windows	Completed	$ 30,000	
DeCamp A & B Roof	Completed	$ 92,000	
Evergreen Standing Seam Metal Roof	In Process	$ 233,200	
Hood Fire Suppression System (over range and convection oven	Completed	$ 65,000	
Convection oven and griddle	Completed	$ 10,000	
GSH Emergency HVAC upgrades	Completed	$ 20,750	
Evergreen Heat Upgrades (emergency replacement in January)	Completed	$ 80,000	
Evergreen sewer line replacement	Completed	$ 19,500	
Evergreen - complete Heat and AC upgrades	Completed	$ 80,000	
Evergreen - front portico	In Process	$ 37,750	
Electric Mower	Completed	$ 20,500	
Maple - remaining roofs	In Process	$ 240,000	
GSH roof, repairs, finish HVAC		$ 173,250	
Insulation for lodge roofs		$ 64,000	
Subtotal		**$ 1,280,750**	
These projects represent projects previsouly identified by SPC staff and recommended by Run River, but for which funding has not been identified.			
Solar investment for 80% energy independence	One	$530,000	
Backup batteries/ generator	One	$225,000	
Replace HVAC in Walnut and Magnolia with individual room controls	One	$100,000	
DeCamp A & B energy efficient windows	One	$30,000	
Kennedy I & III and Stone House roofs	One	$90,000	
Outdoor lighting for safety, pathways and parking lot	One	$25,000	
Door swipe key card system	One	$80,000	
Maple bedroom & bathroom upgrades	One	$200,000	
GSH repairs and renovations	One	$120,000	
Subtotal		**$ 1,400,000**	
These projects represent projects which are new as a result of this study.			
Commercial laundry	One	$ 60,000	based on 2 each 50lb washers and dryers; installation costs dependent upon location
Landscaping and improvement of outdoor spaces	One	$ 100,000	
Renovation of Beech, Magnolia, Walnut	One	$ 1,000,000	private bathrooms, exterior cladding, doors, front poraches, interior upgrades
Subtotal		**$ 1,160,000**	
Natural playscape	Two	$ 100,000	
Technical studies in preparation for construction	Two	$ 200,000	evaluate water, sewer, and electrical systems
Design costs for Cairncroft facility	Two	$ 490,000	initial expenses related to Caircroft design; estimated at 7% of building costs
Subtotal		**$ 790,000**	
New construction of Cairncroft facility	Three	$ 6,510,000	total estimated costs at $300-$350/ft.^{2} for 20,000-22,000 sq ft structure design costs noted above
Subtotal		**$ 6,510,000**	

Notes: these estimates do not include any potential infrastructure upgrades that could be required, especially for major construction projects, such as Cairncroft. We recommend technicial studies of the systems well in advance of the design phase of the facility.