

## 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