

**Nicholasville Mission Plan**

**Presented to the Presbytery of  
Transylvania**

**February 2020**

**Developed in partnership with:**



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# NICHOLASVILLE MISSION PLAN OVERVIEW

Developed for the Presbytery of Transylvania  
December 2020

Phila Group was hired in spring of 2019 to work with a Vision Team to pursue a potential new worshipping community mission in Nicholasville KY, as a commitment to the former PCUSA congregation in Nicholasville and with the hopes of a viable mission plan that could be pursued by Transylvania Presbytery.

**Nicholasville Vision Team:** Susan Bradish, Sylvia Carter, James Dougans, Beth Garrod-Logsdon, Rachel Mathews, and Philip Lotspeich

*Required Action by the Presbytery (in bold)*

After 9 months of prayer walking, conversations with residents and local leaders, Bible study, and group discernment, the Nicholasville Discernment Team is excited to make this report:

- The Nicholasville Vision Team seeks to move forward with a new Nicholasville mission, with a primary focus on families affected by the drug addiction epidemic. The drug epidemic and its ripple effects captured the passion of the discernment team and is a significant vision for the mission.
  - **To move forward, we ask the Presbytery to authorize the Nicholasville Vision Team, under the authority of the Coordinating Commission and with the guidance of the Church Development and Revitalization Ministry, to use the funds from the closing of the Nicholasville church to begin executing the plan as outlined in the following report.**
- The Nicholasville Vision Team will hire a Mission Developer/Evangelist to lead up the mission. This Mission Developer/Evangelist has already been identified and has communicated commitment to leading this mission.
- The Nicholasville Vision Team will pursue a business that both provides an entryway for people to be engaged by the mission and provides a future income stream to the mission. The first year of the mission would include the exploration of business possibilities and the development of a business plan.

## **Rational and Recommendations (not for Presbytery action) from our Consultants:**

### **Why a new worshiping community?**

There are many churches that are serving church seekers and traditional church-goers. There are not significant options for people who struggle with the prevailing holiness Christian theology/narrative, for those who experience evangelical zeal negatively, or for those who have sensed rejection from these prevailing experiences of the Christian faith. We see that there is opportunity for a different expression of church that seeks to connect with people who are not likely to attend or seek out a program-centered attractational church or a traditional Sunday morning worship service in any of the existing churches.

### **Why Nicholasville?**

- Jesus calls the Church to go out and make disciples.
- There is currently no PCUSA witness in Nicholasville, KY.
- Transylvania Presbytery seeks to be faithful to its commitment to the former PCUSA congregation in Nicholasville to use financial resources from the closure for a new worshiping community initiative, with Nicholasville being the preferred location for that initiative.
- Nicholasville is a growing area, and most of the new ministry focus right now serves its new residents. Yet, Nicholasville has an under-served population that is not responding to suburban mega-churches, existing traditional churches, or evangelical church plants.

### **Why a mission/business hybrid?**

The Vision Team recognizes that the people who this mission is meant to serve are not likely to be able to financially support a sustainable mission long term. Because the mission is meant to engage with people who are resistant to church or disinterested in existing churches, a business could be the very best way to connect in a non-threatening, natural setting: a setting that doesn't feel at all like church and has the best opportunity for people to explore the possibility of faith community at their own pace.

### **What could this mission/business hybrid look like?**

Picture a small fitness center. With small classes that span multiple ages and invest in the lives of the participants. This is not the kind of gym where one would pop in, plug in headphones, and complete an individual workout. Rather, this would be a fitness center where the instructor would greet you by name when you come in. The class meets regularly, and you get to know and enjoy the others in the group. During the workout, the instructor is both challenging and encouraging...and at the end of the class, you feel as if you've accomplished something significant. After the class, only a few people in the group disperse. The rest hang out, grab a snack, and chat together with the instructor (who also happens to be the Mission Developer.) Through these conversations, opportunities to care for and serve one another emerge. Through these conversations, opportunities to bless the Nicholasville

community emerge. A 12 Step group starts meeting in the gym. A group from the fitness class volunteers to serve at the homeless shelter. Another group gets excited about volunteering at the local community Fun Run fundraiser. Saturday and Sunday evenings, when there's no place fun to go that doesn't involve drugs or alcohol, the fitness center becomes a substance-free hangout to watch the game and join the corn-hole tournament. As community is forming, and people are sharing their life and victories and struggles, spiritual conversation naturally emerges. The mission developer begins to offer an opt-in opportunity: Thursday Night Spiritual Workout, which begins to introduce prayer, faith conversation, Scripture, and worship into the life of the community. Thursday Night Spiritual Workout becomes one of several Spiritual Workout offerings. Over time, a pattern emerges that all the participants of the Spiritual Workout groups come together once a month for a community meal and a time of worship, infused with the heart of the Reformed faith and an opportunity to encounter a God of grace. The new worshipping community is taking root and beginning to take shape.

The mission plan that ultimately emerges may not look exactly like the scenario that has been suggested. It may not even be a fitness center at all. But the principles would remain the same. Whether it is a partnership with a rehabilitation housing entity or an indoor play center for kids or a hair salon or a game cafe, the principles would be the same. The business would be the on-ramp and mission center for the new worshipping initiative, with the business component serving to support the mission financially over the long haul.

### **5 Year Projected Timeline**

- **Year 1**-- The primary focus in the first year will be developing relationships, information gathering, and considering business plan options.
- **Year 2**-- The focus in year two will be on growing the mission and making decisions regarding the business plan. Should a business plan be recommended and approved, the Mission Developer would go full time 2 months before the opening of the business.
- **Year 3**-- The focus in year three is implementing the mission and business plans. Evaluation is regular and course corrections are made as quickly as possible. The new worshipping community is developing communal rhythms of life, service, and discipleship together.
- **Years 4 and 5**--The focus in years four and five are on mission and business growth with the goal of a sustainable mission at the end of year five.

### **Funding Plan**

This mission would be funded through a combination of Presbytery new worshipping community dedicated funds (\$250,000), new worshipping community grants through the PCUSA, mission funding from churches in the Presbytery (\$50,000 over 5 years), and business generated income.



**NICHOLASVILLE MISSION PLAN**  
**Developed for the Presbytery of Transylvania**  
**Submitted by Phila Group**  
**December 2019**

**Background Information:**

The PCUSA Church in Nicholasville KY closed in 2017. At that time, Transylvania Presbytery committed the resources of that closed congregation towards a new mission. The Presbytery promised to look at the Nicholasville area as a first priority for a new worshipping community if it were to be discerned that a strong mission opportunity existed. Transylvania Presbytery recruited a Vision Team to work with Phila Group and go through a discernment process. The goal was to determine whether a viable mission opportunity exists in Nicholasville, while at the same time training presbytery members in the discernment process which could be replicated in other potential mission areas. This document reflects the discernment work of that team, the particulars of the mission context, and the recommendations of what the Vision Team believes to be the most viable mission options.

**The Nicholasville Context:**

Nicholasville, KY has been a growing community over the last 20 years, and is becoming more and more of a commuter region for nearby Lexington. The community grew by approximately 30% between 2000 and 2010, and by 2018 had grown by another nearly 10%. Projections are for continued compounding growth of 8-10% in the next decade. The current median age in Nicholasville is 35.7. While preschool and school age projections remain fairly static for the next decade, all other age groups are projected to increase incrementally, with the largest segment of the population in the 35-54 age group. The greatest percentage growth expected over the next decade is in the 65 and over age group, which is projected to increase by 3.53 percent.

The median household income of Nicholasville is \$47,669. The newer suburban growth of Nicholasville is shifting the economic trends, and evidencing a 10.27 percent increase in household income in the last 8 years, with another projected increase of 9% over the next decade. Currently, 45.5% of households earn \$50,000 or more, while 54.5% earn less than \$50,000. Current data reflects a 22.4% poverty rate.

The largest industries in the Nicholasville area are healthcare and social services, retail, and manufacturing. However, as Nicholasville becomes an increasingly attractive and affordable bedroom community for Lexington, there is a growing commuter population choosing to settle in Nicholasville and make a daily commute into Lexington, with an average commute time of 26 minutes. Nicholasville also serves as the nearest population center for Wilmore, home of Asbury College. College students spend time in the cafes, restaurants, and shops in Nicholasville, and some employees of Asbury College live in the Nicholasville area.

There is evidence of housing development and retail amenities to serve this growing segment of middle to upper-middle income residents in the growth areas of Nicholasville. However, this new growth is converging with the long time residents of Nicholasville, many of whom have lower incomes and education levels than the incoming residents. Site visits in the downtown area evidence a surplus of un-leased retail space, with businesses struggling to survive there. Some new emphasis on this area has resulted in a new arts park, and we are at this point unclear whether the downtown area is on the cusp of renewal or will continue to struggle to attract and keep tenants.

Meanwhile, a strong municipal investment in Nicholasville has resulted in a state of the art library facility, which boasts many community meeting spaces in addition to a creators space, computer lab, art gallery, teen room, and countless classes and activities. There is a large, newly renovated city park that supports youth sports and recreation. The downtown Main Street area focuses community support for the needs of lower income Nicholasville residents, including a homeless shelter, YMCA programs, the health department, and the Jessamine County Food Pantry.

Nicholasville does not reflect significant racial/ethnic diversity. Our study area is close to 89% white, with a small community of Black/African American residents (4%), Hispanic/Latino (3.5%), Pac Is/Am Ind/Other (2%) and Asian (less than 1%). This is not projected to shift at all in the next decade.

Nicholasville has no shortage of Christian Churches. A survey of 31 local churches evidenced that 65 worship services are offered each week. If every one of these churches were at capacity plus 10 people standing, there would still be 48% of the population not in worship. We know that most (or none) of these current congregations are not at capacity plus 10. Even if the local mega church Southland Christian Church were included in our capacity study, there is still a good percentage of the community that is not connecting to any current congregations.

Anecdotally, we are discovering that Christian language and presence is quite familiar in this region. There are many churches that are serving church seekers and traditional church-goers. There are not significant options for people who struggle with the prevailing holiness Christian theology/narrative, for those who experience evangelical zeal negatively, or for those who have sensed rejection from these

prevailing experiences of the Christian faith. We see that there is opportunity for a church that seeks to connect with people who are not likely to attend or seek out a program-centered attractional church or a traditional Sunday morning worship service in any of the existing churches.

## **THE PROCESS OF DISCERNMENT**

### **The Nicholasville Vision Team**

The Nicholasville Vision Team was convened by the Presbytery of Transylvania and began its work together with the Phila Group in May 2019. The team consisted of these members: Beth Garrod-Logsdon, Rachel Mathews, Sylvia Carter, Susan Bradish, Jim Dougans, Philip Lotspeich and Phila Group consultants Brian Clark, Shannon Kiser, Gary Mears, and Dan Carlton. Over a period of 8 months and 6 face-to-face meetings, the Team has worked to discern a potential mission in Nicholasville. Meeting in local nonprofits and community rooms, walking the community, connecting with local leaders, working networks and existing connections, and following the Spirit of God, the Team has identified a theological identity for the mission, a vision for the mission, a potential mission plan, and a missionary leader for the mission.

### **Our Identity in Christ (the “Why” of this potential mission)**

#### ***Developed through conversation and Bible Study as a Vision Team***

We believe that Jesus is a friend, a teacher and a healer. In a dis-integrated world, Jesus is the home that we long for, and the “something more” that makes the experience of this life deeper. Jesus invites us into a way of life that joins us with the heart of God and love of neighbor. Jesus points us to the new heaven and new earth, and invites us to participate in that future even now.

We believe that the Church is a community of faith living out the priorities of Jesus to love unconditionally, serve generously, and participate in the flourishing of people and communities. It is meant to be a safe place to experience love and acceptance, shared fellowship, and shared liberation. We are all part of the great epic Jesus story, in which love received and love shared is primary value.

We believe that witness is not a presentation or a sales pitch, or a prayer to be rattled off, but a Jesus to be discovered. It is relational and not transactional. It's a long game, investing for the long haul in relationships. It is more than just feeding the hungry, but loving the hungry in the feeding. It is keeping eyes open and being present. It is an invitation to community, to life, and to the kingdom of God that people may not yet have experienced, offering a glimpse of God that is meaningful and relatable, while at the same time trusting in the power of the Holy Spirit to open eyes and open hearts.

**The Vision (the “Who” God is putting on our hearts):**  
***Developed through conversation and reflection as a Vision Team***

One of the most significant issues in Jessamine County, as well as the broader state of Kentucky, is drug addiction. The drug epidemic has gripped the area and impacted a significant percentage of the families in the region. Not only are addicts themselves finding it difficult to find or accept treatment and find freedom from addiction, the ripple effects of their addiction is impacting children, extended families, and the community. The significance of the problem is overwhelming, and you can see evidence throughout Jessamine County that some organizations are trying to address the problem. But the circle of impact is so great that there is visceral need for mission in and among those who are impacted by addiction.

The Vision Team looked at the potential for mission with single mothers, new residents, and rooted Nicholasville families. In the end, they kept coming back to families and children impacted by addiction, seeking ways to empower these families and children to experience hope and encouragement and the abundant life that Jesus longs for the world to take hold of. We believe that a new worshiping community that connects with these families in non-traditional gatherings and entry points has the potential to foster vital connections to community. And we believe that safe, caring, supportive community can best connect these families with the transforming life of Jesus.

The people this mission is meant to engage are not interested in program centered churches, traditional churches, or “hipster” churches. These individuals would not respond well to heavy handed evangelism nor the prevailing conservative theology that marks the Bible Belt. These individuals perceive that they would not feel valued or fit in at most traditional churches. These individuals would most likely not attend a “worship launch” or a church event, as they see no value in church, but would welcome the opportunity to connect with others through the doorways that a marketplace or third space might provide.

**Which comes first: the Mission Plan or the Missionary Leader?**

Through prayer, conversations, community exegesis, and demographic study, the Vision Team clarified the Vision for this mission. There were then two ways to move toward a plan to engage that mission:

1. Pursue a missionary leader who would bring particular interests, skills, gifts, passion, experience, and networks which would shape the particularities of the mission

OR

2. Develop specific mission plans informed by the needs and opportunities for the mission, develop a job description designed to support the plan, and pursue a missionary leader to implement the plan



Because there is no “right” or “better” way to pursue the planning for the mission, the Vision Team worked to pursue both options simultaneously and were attentive to what doors God might open for the mission.

A preliminary job description was developed and circulated among local seminaries, Presbyterian seminaries with church planting emphases, and local networks and relationships. (*See Appendix 1*). The Missionary Leader requirements referenced in that job description were:

- a lover of Jesus who is passionate about embodying the Kingdom of God and the character of Christ in the everyday spaces and places of life.
- a disciple whose heart breaks over the far reaching effects of addiction and the many ripple effects and lives and families impacted by addiction
- a ministry leader who sees the church not as an institution to be managed, but a Christ centered community to live out rhythms of living, loving, serving, and worshiping together.
- an entrepreneur who sees not just the business potential but mission potential in marketplace ministry, and wants to roll up his or her sleeves to give it a go.
- willing to find connection and oversight through the PCUSA

Meanwhile, the team had conversations about potential mission/business/partnership hybrids that could make sense for the mission. Members of the Vision Team met with other local ministries, drug rehab professionals, recovery centers, nonprofits, real estate professionals, school leaders, and community leaders.

While some potential partnerships and business opportunities were being explored, the potential missionary leader came onto the scene more rapidly than had been anticipated. Seeking to be attentive to the nudging of the Spirit, the team felt it was important to pay attention to the provisions God might have for this mission. The team had one initial meeting with this candidate, the presbytery executive had a follow up meeting and reference conversations regarding this candidate, and the team interviewed the candidate for a mission developer position. After discussion about this candidate, **the Vision Team unanimously recommended Jeff Shaver as the Mission Developer for the Nicholasville Mission.** The expectation is for Jeff to begin work as an intern while finishing out CPE requirements, with a start date to be determined that is mutually supportive of the mission and of Jeff’s timeline. A Letter of Intent was drawn up and shared with Jeff Shaver, and he responded affirmatively.

With a Mission Developer in the queue, the mission plan is still in formational stages. The Mission Developer will begin initial brainstorming with the Vision Team, then get to work forming relationships, pursuing partnerships, considering business options, and implementing mission experiments in the Nicholasville community, and a more specific mission plan will emerge out of that work.

*See the Transylvania Presbytery Mission Developer Job Description—Appendix 2.*

**The Mission Plan: What could this new worshipping community look like?**  
***An emerging vision for the mission developed in conversation and reflection as a Vision Team***

The Vision Team recognizes that the people whom this mission is meant to serve are not likely to be able to financially support a sustainable mission long term. In addition, the Presbytery of Transylvania is not positioned for this new worshipping community to be a long term budgeted mission beyond the 5 year initial investment. For this reason, the mission plan being developed should have some business or partnership component. We believe there is a business or partnership that best positions the mission for not only its financial needs, but also provides the very door through which people will connect with the new worshipping community.

Because the mission is meant to engage with people who are resistant to church or disinterested in existing churches, a business could be the very best way to connect in a non-threatening, natural setting: a setting that doesn't feel at all like church and has the best opportunity for people to explore the possibility of faith community at their own pace.

Looking at the interests, abilities, and dreams of the Mission Developer Jeff Shaver, a fitness ministry/business hybrid resonates on a number of levels.

What could this look like? Picture a small fitness center. With small classes that span multiple ages and invest in the lives of the participants. This is not the kind of gym where one would pop in, plug in headphones, and complete an individual workout. Rather, this would be a fitness center where the instructor would greet you by name when you come in. The class meets regularly, and you get to know and enjoy the others in the group. During the workout, the instructor is both challenging and encouraging...and at the end of the class, you feel as if you've accomplished something significant. After the class, only a few people in the group disperse. The rest hang out, grab a snack, and chat together with the instructor (who also happens to be the Mission Developer.) Through these conversations, opportunities to care for and serve one another emerge. Through these conversations, opportunities to bless the Nicholasville community emerge. A 12 Step group starts meeting in the gym. A group from the fitness class volunteers to serve at the homeless shelter. Another group gets excited about volunteering at the local community Fun Run fundraiser. Saturday and Sunday evenings, when there's no place fun to go that doesn't involve drugs or alcohol, the fitness center becomes a substance-free hangout to watch the game and join the corn-hole tournament. As community is forming, and people are sharing their life and victories and struggles, spiritual conversation naturally emerges. The mission developer begins to offer an opt-in opportunity: Thursday Night Spiritual Workout, which begins to introduce prayer, faith conversation, Scripture, and worship into the life of the community. Thursday

Night Spiritual Workout becomes one of several Spiritual Workout offerings. Over time, a pattern emerges that all the participants of the Spiritual Workout groups come together once a month for a community meal and time of worship, infused with the heart of the Reformed faith and an opportunity to encounter a God of grace. The new worshipping community is taking root and beginning to take shape.

Why fitness? The people of the vision are both recovering addicts and family/friends who have been impacted by addiction. Fitness can be a positive outlet for unhealthy behaviors, frustration, and resentment. When so many aspects of addiction feel out of control, taking control of one's body is a positive step towards self-worth and positive change. Fitness is an incremental challenge that can build a sense of accomplishment that is tangible. Fitness is something that people of all ages can enter into and enjoy. And fitness promotes a natural sense of community: we're all in this together! For these reasons, fitness classes could offer the first steps into a more positive self image and a community of caring.

We see the downtown Nicholasville area as a place that could benefit from this kind of business, and a place the Vision Team would like to embed a mission. However, parking is a very real issue that would have to be addressed before any kind of Main Street presence could be advised.

We envision several options to pursue this business-based mission plan:

1. A fitness center already exists that would be excited about partnering to foster this new worshipping community. Perhaps a Christian fitness center owner would resonate with the vision, and would be excited to house and encourage this mission. The mission developer would have the opportunity to design and lead fitness classes with these plans in mind. The facility would be made available for gatherings and events related to the new worshipping community. Perhaps the owner would even work with the mission developer to engage the larger business community in raising money for scholarships for recovering addicts who would like to attend fitness classes.
2. A business partner emerges who is excited about the vision for this mission. He/she is an investor who is interested in this start up venture, and is able to invest in starting the business. He/she has experience in the business world, and intends to run the business side of the mission, enabling the Mission Developer to focus on leading fitness classes, forming relationships, and fostering the mission.
3. The Mission Developer would start the mission. Working with business savvy volunteers, the Mission Developer would design a business plan that limits financial risk and at the same time creates an on-ramp for the mission. The start up funds from the mission budget would support the start up costs and the leasing/build out costs of a simple space out of which a small fitness center could be based. The fitness center would need to offer something unique in the Nicholasville community rather than compete with the existing models of the local gyms and fitness centers, and a marketing plan would need to foster this unique reputation. A 2 year runway of resourcing would

give the business an opportunity to develop a customer base without the expectation/need for profitability until the 24 month mark.

The mission plan that ultimately emerges may not look exactly like the scenario that has been suggested. It may not even be a fitness center at all. But the principles would remain the same. Whether it is a partnership with a rehabilitation housing entity or an indoor play center for kids or a hair salon or a game cafe, the principles would be the same. The business would be the on-ramp and mission center for the new worshiping initiative, with the business component serving to support the mission financially over the long haul.

## **PHILA GROUP RECOMMENDATIONS FOR IMPLEMENTING THE NEW WORSHIPING COMMUNITY VISION**

### **Timeline and Goals for the New Worshiping Community Initiative**

#### Year One

The primary focus in the first year will be developing relationships, information gathering, and considering business plan options. The Phila Group recommends consideration of multiple possibilities, including a start up business, a partnership with an existing business, or a hybrid. Preliminary conversations have pointed to the possibility of a fitness related business that provides opportunities for community and connection. Some market research would need to occur to discern if this is a viable business, and if it would best be accomplished through a start up business or is best accomplished in partnership with existing fitness businesses. The only reason to go forward with a business venture is if: 1)it is a viable business plan that has a strong chance for financial success and 2)it is key to the mission of engaging unconnected people

#### Goals in Year 1:

- 2-3 experiments in developing the mission
- Core group of the mission forming
  - 4 months—2 identified
  - 8 months—4 identified
  - 12 months—4-8 identified
- Question answered: What business is needed, if any? If a business plan is needed, the market research and business plan is in process of being developed. If partnership is needed, the partner/s identified and negotiations are underway.

#### Year Two

The focus in year two will be on growing the mission and making decisions regarding the business plan. Should a business plan be recommended and approved, the Mission Developer would go full time 2 months before the opening of the business.

Goals in Year 2:

- 2 established expressions of the mission — evidence that a faith community is beginning to emerge and is intentionally working to engage people with the love of God as expressed in Jesus Christ
- 5 transformation stories to point to (either personal or community)
- Business decision made
  - Independent business plan approved by savvy business people
  - Partnership plan with an existing business or nonprofit partner
  - Facility plan for the mission/business/partnership

Year Three

The focus in year three is implementing the mission and business plans. Evaluation is regular and course corrections are made as quickly as possible. The new worshipping community is developing communal rhythms of life, service, and discipleship together.

Goals in Year 3:

- 50 people gathered
- More than just small groups happening
- Business up and running if that's part of the plan

Years Four and Five

The focus in years four and five are on mission and business growth with the goal of a sustainable mission at the end of year five

**Potential Five Year Budget Projections for the Nicholasville Mission**

**5 Year Income**

Transylvania Presbytery	\$ 250,000
Seed Grant PCUSA	\$ 7,000
Development Grant	\$ 25,000
Growth Grant	\$ 25,000
Support from Churches	\$ 50,000
Business Generated Income	\$ 208,000
Evangelist medical grants	\$ -
<b>TOTAL</b>	<b>\$ 615,000</b>

### 5 Year Expenses

<b>Expenses year 1</b>		
Salary	\$ 30,000	
Benefits and expense account	--	
Missional facility (6 months)	\$ 6,000	
Mission program and support	\$ 15,000	
Ministry staff	--	
Business start up	\$120,000	*not tapped until business plan is developed, probably pushed back to year 2. Business startup would need to cover additional salaries and expenses for 2 years
Salary Supplement (year 1 and 2 of the business)	\$30,000	*salary supplement kicks in as mission developer takes on business in addition to mission
<b>TOTAL</b>	<b>\$ 201,000</b>	
<b>Expenses year 2</b>		
Salary	\$ 45,900	
Benefits and expense account	--	
Missional facility	\$ 12,000	
Mission program and support	\$ 15,000	
Ministry staff	--	
<b>TOTAL</b>	<b>\$ 72,900</b>	
<b>Expenses year 3</b>		
Salary	\$ 47,277	
Benefits and expense account	--	
Missional facility	\$ 12,360	
Mission program and support	\$ 15,000	
Ministry staff	--	
<b>TOTAL</b>	<b>\$74,637</b>	
<b>Expenses year 4</b>		
Salary	\$ 48,695.31	
Benefits and expense account	\$ 5,785	
Missional facility	\$12,730.80	

Mission program and support	\$ 15,000	
<b>TOTAL</b>	<b>\$82,211.11</b>	
<b>Expenses year 5</b>		
Salary	\$ 50,156.17	
Benefits and expense account	\$ 12,097.67	
Missional facility	\$ 13,122.72	
Mission program and support	\$ 15,000	
Ministry staff	--	
<b>TOTAL</b>	<b>\$90,366.56</b>	
<b>FIVE YEAR TOTAL</b>	<b>\$ 521,114.67</b>	
<b>NET</b>	<b>\$ 93,885.33</b>	
<b>YEAR 6 OFFERING/SUPPORT REQUIRED</b>	<b>\$ 17,366.56</b>	*designed to be a modest need for financial support based on the target group this mission is meant to engage
Business Generated Income year 1	--	
Business Generated Income year 2	\$ 25,000	* income = amount left after additional salaries, additional rentals, and all business expenses
Business Generated Income year 3	\$ 49,000	
Business Generated Income year 4	\$ 61,000	
Business Generated Income year 5	\$ 73,000	
		* income of \$96,000 makes the mission self-supporting

### Recommended Structure for Support and Accountability

Phila Group recommends clearly defined structures of reporting and accountability to create the best culture for a thriving mission.

1. The Mission Developer is hired as Evangelist/Organizing Pastor, job code 301. This position is an employee of Transylvania Presbytery qualified for the evangelism support efforts of the Presbyterian Church (USA) as described below:  
*Many communities served by organizing pastors and evangelists (church job code 301) face economic challenges. It may not be feasible to provide comprehensive benefits for their ministers through the Benefits Plan of the*

*Presbyterian Church (USA). To support the PC(USA)'s evangelism efforts, the Board is offering presbyteries that employ these ministers a limited number of grants to fund the cost of enrolling them in Pastor's Participation. Pastor's Participation includes family medical, pension, Retirement Savings Plan of the Presbyterian Church (USA), and death and disability coverage. The cost to the presbytery for this coverage is free for the first three years, with a reduction through year five.*

*Who's eligible?*

*For a presbytery to be eligible for the grant, the minister must*

- i. be employed by the presbytery in job code 301 for no less than 20 hours per week*
- ii. have an effective salary that is less than the congregational ministers' media (\$60,800 for 2020)*
- iii. not currently be enrolled in Pastor's Participation and not have been enrolled for Pastor's Participation in this employment relationship, or with this employer, for at least two years before enrollment in this grant program; and*
- iv. not have initiated a retirement benefit with the Board of Pensions*

2. Supervision, accountability and support is provided by the Presbytery Executive, the Vision Team, and eventually a local leadership that if a chartered church is formed will become the Session.

The Mission Developer, as an employee of the Transylvania Presbytery will be directly supervised by the Presbytery Executive. The Mission Developer will meet monthly with the Presbytery Executive to:

- Review goals and progress toward goals
- Share ideas and dreams
- Receive encouragement
- Evaluate the mission every 6 months

The Vision Team, with possible additions, will continue to meet monthly with the Mission Developer. The Vision Team will be made up of at least 3-5 members of the Presbytery. The Vision Team may become an administrative commission of the Presbytery with oversight of the mission when that becomes appropriate. Until then, it will operate under the authority of the Coordinating Commission. The Vision Team will provide:

- Prayer
- Encouragement
- Review goal setting
- Oversee finances
- Discern and approve major mission initiatives
- Participate in vision setting
- Assist in the mission when appropriate and able



- Recruit 3-10 churches to support the mission (a total of \$50,000 over 5 years)

At Month 18 of the mission, the Vision Team will meet to discern, evaluate, and communicate to Presbytery the viability of the mission and its future. At that time, the Vision Team will also evaluate if they need to continue their current role and make that recommendation to the Presbytery. The Vision Team should boldly support the mission to continue to move forward if progress is being made, but have the courage to “shake off the dust” if the mission has not moved forward in the initial steps of engaging the community.

The Mission Developer is to establish a Leadership Team (different from the Vision Team) that will over time replace the Vision Team. If and when the mission charters as a Church, the leadership team will be nominated as the Session. The goal is for the emerging community to assume leadership as quickly as possible.

To that end, Phila recommends:

- Adding a member to the Vision Team every 6 months a person engaged in the forming mission
- If by month 18 the Vision Team determines viability of the mission, turn over
  - a. The leadership to members engaged in the mission (Vision Team turns over oversight to local leadership team)
  - b. The selection of leaders to those engaged in the mission
  - c. The financial decisions to those engaged in the mission

3. Consider a Church partnership with Wilmore Presbyterian Church as a near neighbor, sharing in the work of the mission as appropriate.

- The Wilmore Session will commit to regularly pray for the Nicholasville mission
- Wilmore Church will provide some modest financial support
- The Pastor of Wilmore Presbyterian Church will become a member of the Vision Team
- The Pastor of Wilmore Presbyterian Church will meet twice a month with the Mission Developer, one one-on-one meeting and one Vision Team meeting
- The Mission Developer will periodically lead worship at Wilmore Presbyterian Church
- The Mission Developer will meet at least twice a year with the Wilmore session for an update on the mission
- The local proximity of the mission will provide opportunities for the Wilmore congregation to support some of the volunteer needs of the mission

4. The Mission Developer will have a coach approved by the Vision Team. The coach will be part of the mission budget.

## **Considerations for a Business and Facility**

The initial business plan is designed for a modest lease to provide the needed space for both the business and the mission. Because a business or real estate element adds to the outlay of the mission, it must be thoughtfully considered. A mission developer may have ideas and an entrepreneurial spirit, but he/she needs to be surrounded with people who have expertise or skills that can support the development of a solid business and financial plan. We are convinced there are people resources in some of the churches in Transylvania Presbytery who can provide knowledgeable input and advice in the development of business plans and negotiation skills in regards to real estate and facility needs.

For the purposes of this report, based on the preliminary interest in a fitness related business, we could imagine a fitness business based on small classes which would require a smaller level of staffing. Small fitness classes in Nicholasville currently go for \$10 an hour. An income of \$96,000 a year from the business would create a self-sufficient mission. \$96,000/year would require 185 class hours a week (4 classes a day with 9 people in each class, 5 days per week). This assumes the lead missionary is the class instructor. If instructors are hired more classes would be needed to reach financial goals.

### Non-Negotiables for the Business Side of this Mission

- Has to make sense for the mission
- A full business plan would need to be developed. The Vision Team should review and approve the plan.
- The Vision Team should consult a CPA and an attorney as part of the startup costs to create the “right” entity for the business. Should it be part of a newly formed church with her own tax ID or a separate LLC or some other entity? Consideration of tax implications, payroll, and best accounting practices should determine how this business is established.
- It is possible that buying a facility is a better business move than leasing. For that to be true:
  - a. Building must be an investment, expected to hold or increase value over 10 years
  - b. If lease income is needed, leases should be locked in before purchase. Leases should consider all costs and future costs
  - c. Purchase should only happen if a business plan for leasing and expenses is developed that will not impact funds needed for business plan, mission program/support funds, or the lead mission developer salary.
- Facility rental or facility purchase is not only for the business, but is also the gathering place for the new worshipping community
- The \$120,000 designated for start up costs includes advertising, equipment, renovations, training, etc.

## **Evaluating the Mission: Developing a System of Missional Metrics**

Attentiveness to evaluating the mission AND the business will be critical for the effectiveness and focus of the initiative. Because most of our existing church evaluative tools focus merely on attendance, Phila Group suggests a set of evaluative tools and conversations that attend to the priorities and behaviors of the mission developer. There are no guarantees that a mission will be “successful,” but regular evaluation and thoughtful priorities and practices will give this mission the best chance for success.

Below are some questions to guide the Vision Team and the presbytery executive in their monthly conversations with the Mission Developer:

1. How do you see God at work in the mission and the community/culture around you?
2. What spiritual disciplines are you actively practicing? How do you nourish your relationship with God?
3. What are the hurts and joys of your community?
4. What facets of the good news of the gospel might resonate with the people you are currently engaging or hope to engage? How is the new worshipping community embodying good news?
5. Describe your current practices of developing and building relationships. How are you intentional about connecting with new people? How are you intentional about invitation? How are you intentional about follow up?
6. How are you developing leaders/team?
7. How are you balancing attentiveness to the mission and to the business?
8. What are your priorities in the mission right now? Why? Does your time, energy, and focus line up with these priorities?
9. What are the goals for the business right now? Does your time, energy, and focus line up with these goals?
10. What evidence can you point to that participants are growing as disciples, a sense of Christian community is forming, lives are being transformed?
11. What are you learning from your attempts and your successes? Your strengths and your weaknesses? Your joys and your challenges? How are these learnings helping to shape the next steps of the mission?
12. How is the mission tracking with the timeline of development and sustainability? Are there any adjustments you need to make? Is there any progress we should celebrate?

### Goal Setting by the Mission Developer

The mission developer is required to identify and submit goals for the mission every six months. Ideally, these would be SMART goals (Specific, Measurable, Achievable, Relevant, and Time-Bound). These goals will be part of the monthly conversations

with the Presbytery Executive and Vision Team and will guide the priorities and energies of the mission developer.

### Metrics for Evaluation

To get a fuller picture of missional impact, we need to measure more than just attendance at gatherings. Below are data points that might be useful metrics for this mission. The mission developer may choose to identify some of these for the 6 month SMART goals appropriate to that phase of the mission and delineate some specific goals he/she is working towards.

In the early stages of mission development:

- List of contacts that have been engaged in significant conversation
- How many follow-up conversations with contacts
- How many prayer walks in the community and/or how many times you've spent in deep prayer for the mission? How many others are praying for this mission?
- List of conversations with partners/stakeholders
- How many social media touch-points with the community
- How many people personally invited to an event/gathering
- How many people attended event/gathering
- People of peace identified

As the business is developing:

- Financial plan, weekly financial data, and monthly financial report
- Build-out budget plan and oversight of costs
- Staffing plans and financial impact projections
- Certification and permit requirements tracked and completed
- Marketing plan created and implemented
- How are you training the staff for the business AND the mission?
- Whose expertise have you sought out to strengthen or implement the business plan?

When community begins to form:

- How many people regularly attend events/gatherings
- How many people in our "orbit" (intersection points with people who are not regular attenders to a worship gathering)
- How many leaders have we lifted up/equipped
- What stories can we point to of our reputation in the larger community? How have people been talking about us?
- What stories can we point to of an emerging group identity? How do we see people talking about or embodying the core values of the mission?
- How many points of sale have we had?
- How many classes or events have we run?
- How many spiritual conversations have we had with people?
- How many people are giving to support the mission?
- How many people are inviting friends?

## **Final Thoughts**

Phila Group was encouraged and inspired by the wisdom and the giftedness of the Vision Team and the participation and investment of your Presbytery Executive. We believe that Jeff Shaver is a vocational fit to lead this venture. The Presbytery of Transylvania has been faithful to its commitment to the former Nicholasville congregation to explore a new mission as an ongoing legacy of that congregation. We are excited that, through this mission, there can be a continuing Presbyterian witness in Nicholasville.

We would be remiss not to lift up one more challenge for you to consider. There are countless mission opportunities in your presbytery. What the Vision Team discovered is...when we open ourselves to the possibilities and follow the Spirit, we are often surprised by what God puts right in front of us. Phila Group did not bring anything but a willingness to dig into the discernment process with our brothers and sisters in Transylvania Presbytery. All of the pieces that have come together for the Nicholasville Mission were gifts from God and emerged from the resources and connections that already existed in Transylvania Presbytery. We trust that God can and will do this again should you choose to continue to explore other new worshiping community opportunities. We hope you will give God the chance to surprise you once again.

## APPENDIX 1

### SEEKING AN ENTREPRENEURIAL MINISTRY LEADER FOR A NEW MISSION IN NICHOLASVILLE, KENTUCKY

Looking for...

- a lover of Jesus who is passionate about embodying the kingdom of God and the character of Christ in the everyday spaces and places of life.
- a disciple whose heart breaks over the far reaching effects of addiction and the many ripple effects and lives and families impacted by addiction
- a ministry leader who sees the church not as an institution to be managed, but a Christ centered community to live out rhythms of living, loving, serving, and worshiping together.
- an entrepreneur who sees not just the business potential but mission potential in marketplace ministry, and wants to roll up his or her sleeves to give it a go.
- a dreamer who would be excited about joining an emerging conversation and dreaming up a mission that looks a lot different than the churches which already exist in Nicholasville.

The Presbytery of Transylvania (Presbyterian Church USA) has gathered a Vision Team who have spent the last 6 months praying, listening, and dreaming about the potential for a new mission in Nicholasville KY. Just as the Apostle Paul had a vision for the Macedonian, this team has begun to glimpse an emerging vision for this mission:

People impacted by addiction (which as the people of peace and Spirit nudging unfold, could take a more particular focus, such as: single parents, families struggling with a loved one dealing with addiction, frontline social workers/educators/etc working with addicts, or ???)

This people group:

- Is not interested in program centered churches, traditional churches, or “hipster” churches
- Shies away from heavy handed evangelism or the prevailing conservative theology in the Bible belt that has pushed them away from Jesus rather than toward Jesus
- Perceives that they would not feel valued or fit in at most traditional churches
- Would not likely attend a “worship launch” or a church event, but would welcome the opportunity to connect with others through the doorways that a marketplace opportunity might provide

The Presbytery has financial resources to put to this project.

The Presbytery has a commitment to a new kind of mission.

The Presbytery believes that a business/ministry hybrid is likely the most viable mission strategy.

The Presbytery has a team of people who would support this mission, though none of them are the missionary leader for this project.

The Presbytery, led by an experienced church planter and ministry entrepreneur, would provide oversight and support.

We believe that God is already raising up a person with a heart and a passion and a calling that will help the next steps of this mission plan become even more clear. We believe that person might just be a student or emerging leader who would be excited to be in a conversation *now* that could lead to their ministry position within the next 6-18 months. And that YOU might be that person.

IF YOU ARE INTERESTED, we would love to connect for a conversation to hear your passions, interest, and ideas.

Please contact Shannon Kiser at [shannon.kiser@freshexpressionsus.org](mailto:shannon.kiser@freshexpressionsus.org) if you would like to schedule a conversation.

## APPENDIX 2

### Transylvania Presbytery Nicholasville Mission

#### Position: Mission Developer/Evangelist

**Hours Required:** 30 hours per week

The position can increase to full time if and when a viable business plan is developed. 2 months prior to a business launch, this position could be funded at a full time level through the business start up funds allocated for this mission.

**Starting Salary:** \$30,000

The Mission Developer will be the point leader for a new worshipping community initiative in Nicholasville, KY. On the mission side of the position, he/she will develop relationships with residents and community leaders, volunteer in local service initiatives to bless the community and make connections with people, offer events/service/gatherings/connecting points to build a sense of community and momentum in the mission, and cultivate discipling and worship opportunities as the mission matures. On the business side of the position, he/she will explore partnerships and/or business opportunities that make sense for the mission and could foster sustainability for the mission. The Mission Developer would recruit a business savvy team to develop well thought-out, researched, and strategic plans regarding any potential business initiative or partnership.

#### Responsibilities

- Contact work with residents and community leaders
- Outreach and volunteering in the local community
- Develop and implement entry points into emerging faith community
- Develop a core group
- Foster small groups/faith conversation as the mission grows
- Implement worship gatherings when it makes sense for the mission
- Cultivate and develop leaders
- Research and propose a business/partnership option for the mission
- Develop a business plan if that is to be a component of the mission
- Oversee the budget
- Meet regularly with supervisor and Vision Team
- Communicate regularly with Transylvania Presbytery about the mission

**Location:** Nicholasville, KY

**Vacation:** 2 weeks vacation



**Benefits:** The Presbytery will apply for a grant in the Pastor's Participation program with the Board of Pensions, which would include medical, pension program, death and disability coverage, and access to the Retirement Savings plan. Through this program, the Board of Pensions would cover the benefits at 100%, with an incremental decrease for years 4 and 5. If the grant is not approved, there are currently no resources allocated in the budget for benefits.

**Employer:** Transylvania Presbytery

The Mission Developer will be supervised by the Presbytery Executive and will meet monthly with a Vision Team.