

**Long Range Planning Task Group  
Transylvania Presbytery**

Final Report

**January 27, 2015**



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## **Why was the Long Range Planning Task Group formed?**

The Long Range Planning Task Group was formed in December 2012 as a recommendation of the Task Group on Giving's 2012 Report. The rationale for a Long Range Plan was based on the research-based dictum: 'people give to that which furthers their values.' In the absence of a clear, universally understood mission in Transylvania, the Task Group on Giving recommended that a long range plan be established, not only to enhance stewardship, but to unify the presbytery as an effective council of the Church of Jesus Christ that furthers the Christian values of its members.

## **What is the purpose of the Long Range Planning Task Group?**

The purpose of the Long Range Planning Task Group as articulated in the previously cited report is as follows: "The Long Range Planning Task Group will present to the Coordinating Commission a report of recommended mission goals and strategies that will focus the presbytery's work on: 1) providing the mandated and expected benefits to member congregations and 2) promoting connection between congregations for shared mission and ministry. The Task Group will develop these goals and strategies while considering organizational structures and fiscal responsibilities."

The Task Group was to present objectives for the Presbytery that are "unifying for the whole Presbytery, that is, they should both invoke the passions of the whole presbytery and benefit the whole presbytery."

## **Who served the Long Range Planning Task Group?**

Allen Brimer, Chair (Teaching Elder, Somerset), Karen Hartsfield (Teaching Elder, Lexington), Shannon Johnson (Ruling Elder, Wilmore), Howard Mason (Consultant, New Possibilities Associates, Louisville), Sara Osborne (Member, Lexington), Richard Smith (Ex-Officio, General Presbyter), Jerry Utt (Teaching Elder, Whitesburg), John White (Teaching Elder, Lexington).

## **How did the Long Range Planning Task Group determine the needs of the Presbytery?**

We began our work with a history of Transylvania Presbytery. We determined early on that having an expert in effective long range planning to direct our discernment would be helpful. It was at this point that we contracted with Howard Mason of New Possibilities Associates in Louisville. Howard's direction helped the Task Group define the questions that the Presbytery needed to answer and showed us that long range plans with directives that only address the issues of the present time are not effective long term plans. Howard helped us to see that the creation of strategic 'platforms' upon which our shared future may emerge (rather than be prescribed) both eludes the trap of planning for today, when tomorrow will in fact be different than today, and allows the future to emerge through the passions of the members as guided by the Holy Spirit.

"To change the world you have to be BOTH really committed to the change AND you have to listen to how the world wants to change." ~Adam Kahane

It was under Howard's guidance that we conducted eleven World Café meetings around the Presbytery. There were many themes that emerged from each of these meetings whether they were held in Carlisle, Prestonsburg, Lexington, or Danville. Three questions were asked at these meetings:

1. What is the church of your dreams?

2. What resources do you currently have?
3. What steps can you take right now?

Some of the themes that emerged from these meetings include:

- A need to feel *connected* to other Presbyterians
- We are service-minded
- More fellowship time and activities with each other
- The Presbytery needs a strong, spiritual message that is relatable to today
- Celebration of our diversity
- That Burnamwood is a vital mission of the Presbytery
- That Burnamwood is a drain on the Presbytery's resources
- A need to take advantage of God's resolve to do something, if not through us, in spite of us
- We worship and serve God. Christ motivates our services to neighbors.
- Relationships, Relationships, Relationships with God, with each other, with our communities

This first set of World Café meetings was followed up with two Open Space gatherings. Participants continued to share ideas including: why it's important for us to maintain our "Presbyterianism;" Transylvania Presbytery's position to address social, economic, and political issues in Central and Eastern Kentucky; the influence that our history has on directing our future; etc.

## **What trends emerged from the data collected?**

As listed above, many trends, themes and additional questions developed throughout the process. An overarching theme heard again and again was the idea that we need to continue to value and develop our connections with one another and our communities. We also clearly heard that our small congregations want support, encouragement, and a sense that they are not alone. We heard that Presbytery meetings are not a priority because of their content or lack thereof. In that same vein, we heard that recent efforts to improve Presbytery meetings are appreciated. We heard that there is a need to resolve the geographical challenges that prohibit members from participating in the life of the presbytery.

We hope the members of the Presbytery will find that we have met those goals. Our recommendations strive to create platforms upon which Transylvania Presbytery can with God's help provide that the Word of God may be truly preached and heard; provide that the Sacraments may be rightly administered and received; and nurture the covenant community of disciples of Christ (*Book of Order*, G-3.0301 a-c) to the best of its ability for its member churches while encouraging growth as our shared future emerges.

## What are the Long Range Planning Task Group's recommendations?

The guiding principle of these recommendations is that God's future in the Holy Spirit is always emerging and that the future will not be like today. The following strategies strive to create a platform upon which that future may emerge gracefully, through deep, meaningful relationships and intentional conversation with one another in the power of the Holy Spirit. As it is stated in the Book of Order, "As the Church seeks reform and fresh direction, it looks to Jesus Christ who goes ahead of us and calls us to follow him... The Church seeks "not [to] be conformed to this world, but [to] be transformed by the renewing of [our] minds, so that [we] may discern what is the will of God – what is good and acceptable and perfect" (Rom 12:2).<sup>1</sup> We believe that the approach we have adopted makes a more viable and faithful way forward than prescribed mandates that may be relevant today but irrelevant tomorrow.

### **Strategy #1: Form and nurture "neighborhoods" of congregations based on shared passion and missional affinity.**

The Task Group learned that historically there have been several presbyteries at a time within the current geographic footprint of Transylvania Presbytery, each comprised of far fewer congregations than the current Transylvania Presbytery. The Task Group also learned that the population bubble of the baby boom that led to the formation of the current Transylvania Presbytery by combining those historic presbyteries has long since deflated with the Church now reflecting pre-WWII population ratios. Finally, the Task Group has heard time and again that teaching elders and congregations do not feel connected to one another across the presbytery.

With these things in mind, a compelling vision for our presbytery's future emerged in the form of self-identifying "neighborhoods" of churches that would serve as the platform to develop deeper relationships, foster mission, enhance fellowship, and provide mutual support. The ministry activities of the presbytery, therefore, will be self-defined, collaborative, regionally relevant and targeted to address the needs of those particular people.

We have already discovered a variety of neighborhoods that have formed in our presbytery for common passions and purpose. We want to encourage the continued formation of churches, pastors, and lay people around shared passions and missional affinity!

We suggest:

- a. That the Presbytery of Transylvania adopt the formation of self-defined neighborhoods based on shared passion and missional affinity as one of its primary missions.
- b. That the newly hired Designated Transitional Presbyter (supported by the Coordinating Commission) initiate early in her or his tenure gatherings to encourage the formation of neighborhoods and the identifying of conveners for those neighborhoods.<sup>2</sup>
- c. That the formation of neighborhoods be encouraged and facilitated regularly at presbytery gatherings and events and that neighborhoods be encouraged to extend generous and gracious invitations.
- d. That the work of the Christian Formation, Stewardship, and Mission Ministries be transitioned to the neighborhood structure by the Coordinating Commission.

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<sup>1</sup> *Book of Order*, F-1.0401.

<sup>2</sup> In an effort to help these neighborhoods succeed, we recommend that at their initial meeting each neighborhood select a convener(s) to ensure the next meeting gathers. We also recommend that neighborhoods set goal(s), identify next meeting dates, etc.

## **Strategy #2: Encourage the strengthening of small congregations**

One of the liveliest platforms for vibrant ministry in Transylvania Presbytery is small churches. A high percentage of the congregations in Transylvania have fewer than 50 in worship on average. There has been a clear call for the development of leadership (both clergy and lay) for those congregations that provides continuity of leadership focused on building relationships, trust, community, and care-giving. After lengthy discussion, we recognize that we cannot foresee the ways and means of providing leadership in these congregations. It is our hope that by the power of the Holy Spirit through the formation of neighborhoods ideas and solutions will strengthen the ministry of these congregations.

We suggest:

- a. That the presbytery place special emphasis on the formation of neighborhoods and the provision of financial resources to support and encourage small congregations.
- b. That the Presbytery's support staff develop and maintain a database of 'resident experts' in a variety of specific ministry areas (small church ministry, Christian education, stewardship, new member integration, evangelism, etc.) that will agree to serve as the presbytery's go-to-mentors for congregations, especially small congregations.

## **Strategy #3: Restructure Presbytery meetings for increasing effectiveness**

The Presbytery meeting is a primary mechanism for communication and connection but does not consistently attract participation by many members.

We suggest:

- a. The Presbytery hold its meetings at Camp Burnamwood, which is centrally located in the presbytery, in order to be closer for everyone. This would also function to raise awareness of Burnamwood's needs as well as encourage our collective ownership of and the will to improve the camp and its facilities.
- b. the Presbytery approach necessary business in a time-effective manner, using good process, limiting business to an appropriately minimal amount of time, during which items needing action are presented, discussed, and put up for a vote. (More in-depth discussion around sensitive and time-consuming issues could be encouraged to happen within the Neighborhoods prior to business meetings, with trained facilitators available in a timely manner.) Candidates for Ordination shall ordinarily preach for the Examinations Ministry or other representative body (at published times so that any member may attend).
- c. That the sharing of information, ideas and updates shall be emphasized as the 'neighborhood' organization model is implemented. The Presbytery should explore ways to build relationships across neighborhoods at presbytery gatherings, enhancing these through intentional conversations and activities. An appropriate medium for that sharing will need to be developed.
- d. The day and/or time of meetings be chosen to allow fuller participation, being sensitive in particular to those leaders (particularly laity) with employment outside the church.
- e. Recognizing that the breaking of bread enhances the fellowship of the people of God, that the Presbytery continue to celebrate the Eucharist at every meeting and share a meal and a time for fellowship and conversation.
- f. The current custom of worshipping together should continue with a focus on Spirit-filled, Christ-centered worship. This might be achieved by bringing in noted speakers once or twice per year who can lead us in worship and provide leadership development through workshops and seminars. In conjunction with this approach, the presbytery should continue its recent practice of providing timely teaching, workshops of interest from within the presbytery as well.

## **Strategy #4: Establish Technology Stations throughout the Presbytery to enable relationships and broaden participation.**

Geography and travel times are major challenges for the members of Transylvania Presbytery. If we can reduce the burden of driving times, perhaps more elders and pastors would be willing to be involved in the shared work of the Presbytery. The modern world has provided us increasingly new ways of connecting and relating to each other, and indeed with the entire world. We envision increased technological resources that could be utilized to broaden connections. We would encourage the continued development of our current electronic presence and practices and encourage the development of new practices, such as sharing worship services (YouTube or other ways), using web platforms for commission meetings and discussions, providing daily devotionals, and streaming workshops and speakers. We further see an increased technological connection as one important way to keep our churches relevant and vital to younger generations.

We suggest the Coordinating Commission establish a Technology Task Group:

- a. to research and identify appropriate technology to accommodate Transylvania's needs and suggest costs (budget) for equipment and maintenance.
- b. to identify the locations where "technology stations" could be housed and utilized, where pastors and presbytery leaders could assemble for tele-conferencing, meetings, and discussions.
- c. to be responsible for the installation and maintenance of each station.

## **Strategy #5: Support Camp Burnamwood's Mission**

Camp Burnamwood has long been a significant ministry of the presbytery. Throughout our discussions, we have heard from members who believe that Burnamwood is raising and training the next generation of ministers and lay leaders from the Presbytery and is essential to our work. We have also heard from members who believe that Burnamwood is a drain on resources and/or is not relevant to their church. After our review of the long range strategies of the Burnamwood Commission (Appendix A), we see that outreach to all the churches in Transylvania is a renewed priority. In April 2014, the Burnamwood Commission hired a new Executive Director, Rick Frederick. A church provided a three year grant to underwrite a portion of Rick's salary. The hope is that Rick will be able to increase revenues during that period to not only cover his salary but provide continued growth in Burnamwood-generated revenues.

We suggest:

- a. That the three year plan of the Burnamwood Commission, in partnership with the Executive Director (see Appendix A), be endorsed and supported by the Presbytery with prayer, time, talent, and treasure.
- b. That benchmarks for success be established by the Burnamwood Commission for the Executive Director based on the goals adopted, including benchmarks that encourage continued and improving financial solvency.

## **Strategy #6: Continuously communicate the Presbytery's mission and successes with its members.**



The 2012 Task Group on Giving recommended in its final report that “the presbytery systematically make it the highest priority to communicate the success of these strategies clearly and repeatedly to 100% of its membership at all times.”

We suggest:

- a. That the Presbytery engage a communications strategist to help the members of the Presbytery know our story and tell our story well by crafting both written/electronic and oral communications strategies that can be used to interpret the strategic successes of Transylvania Presbytery to our membership and the world.
- b. That the Presbytery’s website and social media be updated in appearance, structure, and content to reflect the Presbytery’s new future of shared passions and missional affinities.
- c. That all who are ambassadors of the presbytery be trained to utilize the written/electronic and oral communications strategies in order to ensure that the mission of the presbytery is interpreted consistently and successfully.
- d. That the Administration Commission distribute the Treasurer’s Report to the presbytery membership at least quarterly for fiscal awareness and review.

## **Strategy #7: Reshape staff roles and responsibilities to align with recommendations and strategies**

The role of Presbytery leadership is to create the conditions for new, powerful things to happen. It is clear to the Task Group that there will be a need for professional, paid leadership charged with ensuring that this plan is carried out --an engine to drive the train, so to speak. The Presbytery has reached its current place due in large part to strong, central leadership, but as the Presbytery looks to the future, our needs require executive leadership that is more decentralized and staff support that is more specialized.

We suggest:

That the Presbytery hire a Designated Transitional Presbyter for three years whose role will be to ensure the implementation of the goals in this report and who will be evaluated annually on the successful implementation of these strategies based on benchmarks established by the Coordination Commission.

## Summary Statement

Transylvania Presbytery is ready. The members of the Presbytery have told the Long Range Planning Task Group that we long to be connected to one another meaningfully and want to enjoy a vibrant life of mission together in the name of Jesus Christ. The Task Group listened carefully and prayerfully. In this report, we offer to the Presbytery recommendations that we believe will draw its members together to develop deeper relationships, foster mission, enhance fellowship, and provide mutual support. These recommendations seek to create strategic ‘platforms’ upon which our shared future may emerge. We have avoided trying to over-prescribe concrete goals or strategies that may be relevant today but irrelevant tomorrow for tomorrow will not be like today. Our approach seeks to induce members to identify their shared passions and to seek missional affinity with one another, thus allowing our missional efforts to be self-defined, collaborative, regionally relevant and targeted to address the needs of our particular people. We have come to believe that this is the way that the world is being shaped through technology and social media. We also believe that this is a faithful approach to planning as it allows God’s future to emerge through the Spirit-led passions of God’s people whatever conditions the future may bring.

In using this approach, we did not simply want to reorganize and streamline the same old system. We wanted to create a new way of being along with a new sense of hope for those serving in the Church of Jesus Christ. This time, while filled with uncertainty and instability, presents an unprecedented opportunity for creating new vision, taking risks, embracing change and restoring hope. It is the *Church reformed and always being reformed*.

## Motion to the Presbytery

“That the Presbytery direct the Coordinating Commission to immediately proceed with all actions necessary to implement the strategies set forth in the report of the Long Range Planning Task Group.”

In Christ’s name, we respectfully submit this report, its findings and recommendations to the Presbytery of Transylvania on January 27, 2015 for its prayerful consideration, adoption, and implementation.

Rev. Allen Brimer, Chair  
Rev. Karen Hartsfield  
Shannon Johnson  
Howard Mason, Consultant

Sara Osborne  
Rev. Richard Smith, Ex-Officio  
Rev. Jerry Utt  
Rev. John White

# APPENDICES

## Appendix A

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### Camp Burnamwood Three Year Plan

#### **IMMEDIATE GOALS (6 MONTHS)**

##### **Ministerial**

1. Develop liturgy (brief commissioning) for use in local church services before youth leave for camp
2. Ember Ritual
3. Improve Burnamwood Appalachian Ministry (BAM) organization
  - a. Develop guidelines
  - b. Establish deadlines
4. Create BAM Committee
5. Visit nearby camps/retreat centers with similar programming for generating new ideas
6. Day Camps trial runs with 2-3 churches
7. Hire Day Camp Director who will also be an assistant director for Summer Camp
8. Camp Chaplain & Camp Nurse Staffing Program

##### **Communication-Finance**

9. Develop contact lists (child, youth, adults)
10. Integrate communication requirements into job description
  - a. Executive Director: quarterly “excited” report – stories, updates, consistent periodic messages from Executive Director
  - b. Summer Camp Directors: 2 Facebook snapshots per week; 2 twitter feeds per week; 2 Instagrams per week; 10-20sec video shorts for the above noted social media sources
  - c. CIT’s: photo reporter (need digital camera or smart phone), shared photo files
11. Survey Monkey: shift camp week to best accommodate campers

##### **Physical**

12. Major Repairs
  - a. Kitchen Hood Fire Suppression system (\$3,000 - \$5,000)
13. New Projects
  - a. Add 3 water fountains

#### **SHORT TERM GOALS (12-18 MOS.)**

##### **Ministerial**

14. Develop a program (strategy) of outreach to increase church participation
  - a. Prayer Partners (intercessory prayer)

- b. Craft Supplies
  - c. Encourage camper participation in church worship testimonials, mission minutes, etc.)
- 15. Form a committee made of Youth Directors for programming input
- 16. Ambassador Program
  - a. Identify one person per church as Burnamwood Camp & Conference Center (BC&CC) contact
  - b. Ambassadors meet at camp with Executive Director annually
  - c. Provide discounts to churches that send ambassadors
- 17. Pastoral Retreat
  - a. Work with site management to develop an inviting location for pastors
  - b. Bring in engaging speaker/leader
- 18. Burnamwood Sunday
  - a. Develop full liturgy for Burnamwood Sunday Service
  - b. Send delegates from the Burnamwood Commission to congregations
- 19. Increase BAM relational outreach with communities & clients
- 20. Develop (or redevelop) a detailed BAM website
- 21. BAM Spring Break
  - a. Based at Burnamwood
  - b. Work on camp grounds and facilities
- 22. Evaluate Day Camp program
- 23. Develop Day Camp program
- 24. Look into developing a confirmation retreat at Burnamwood

### **Communication-Finance**

- 25. Assess Thriva Registration software (financial plan)
- 26. Endowment Plan

### **Physical**

- 27. Improve Existing Conditions
  - a. Painting
  - b. Cleaning
  - c. Maintenance
  - d. Beds/mattresses upgrades – Mount & then Woods
  - e. Lighting (T8 conversions) – Burnam Lodge & then Unit
  - f. Repair floor of Caretakers Home (2013 approved for \$1,000)
  - g. Repair benches behind Burnam Lodge
  - h. Repair retaining wall at Main Pavilion
  - i. Utility Closet in Wood Lodge Basement
  - j. 8 electric heaters for 4 remaining unheated cabins
- 28. Major Repairs
  - a. Sewage Plant Sludge Return Pipe (\$750)
  - b. Dining Hall Soffit Wood Damage (\$2,00)
  - c. Kitchen Air Conditioning Replacement
- 29. New Projects
  - a. New Dining Hall chairs
- 30. Site Maintenance and Operations Plan

- a. Develop written plan
  - b. Implement PM Schedule
  - c. Coordinate with churches for Adopt-A-Cabin
  - d. Outsource housekeeping commensurate with rentals increases
  - e. Coordinate with churches to clean lodges
  - f. Coordinate with churches and/or BAM for trail maintenance
  - g. Selective harvesting of forestry assets
  - h. Policy for dishes for food services
  - i. Sell firewood to local community
31. Detailed Financial Planning
- a. Determine costs over revenue parameters
  - b. Establish breakeven level of BC&CC occupancy
  - c. Budget based on established financial benchmarks

## **LONG TERM GOALS (2 YEARS)**

### **Ministerial**

32. Identify staffing to serve BAM programs year-round

### **Communication-Finance**

33. Create branding: use logo, recognizable photo, phrase (#Welcome Home, #Burning Ember, #Burnamwood) for social media
34. Assess weekly schedule based on Survey Monkey to accommodate campers and their families
35. New registration system based on software and program evaluation

### **Physical**

36. Major Repairs
- a. Main water leak detection (\$700)
  - b. Spillway Piping on 2 Dams (\$20,000)
  - c. Roofing Upgrades – cabins, Unit Lodge, Main Pavilions, Office
  - d. Main sewage line replacement (\$42,000)
37. New Projects
- a. Accessible Path – dining hall to pavilion to Mount Lodge
  - b. ADA Upgrades to Mount Lodge, including ramps
  - c. ADA access to tornado shelter
  - d. Golf Cart for ADA Mobility
  - e. Infirmary: repurpose space in Burnam (or Mount) Lodge with healthcare worker apartment
  - f. Furnish rooms as apartment for retreats at Woods Lodge – convert closet space to ½ baths
  - g. Entrance Road improvements coordinated with Estill County
  - h. Woods Lodge drive improvement
  - i. Pool Access drive improvement
  - j. Internet hub base at Burnamwood to serve local community

# Appendix B

## Pertinent Recommendations from the Task Group on Giving, 2012

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After prayer, discussion, and revision, the Task Group on Giving makes the following recommendations:

### MISSION

It is recommended that the Presbytery...

- Instruct the Coordinating Council to appoint a Long Range Planning Task Group by December 31, 2012. The Task Group shall complete its work by the final Presbytery meeting of 2013 for passage and implementation beginning January 1, 2014. It is appropriate that a younger generation of members be adequately represented on the Task Group. The planning process should render objectives that:
  - Are clear, measurable, challenging, and achievable
  - Take into account the numerous efforts and best practices of the greater church (see **CONNECTIONALISM** section below)
  - Are unifying for the whole Presbytery, that is, they should both invoke the passions of the whole presbytery and benefit the whole presbytery

### CONNECTIONALISM

The following points should be developed first for the short-range priority, and then revised for the recommended five-year plan. It is thus recommended that the presbytery...

- Develop an **in-person** communications strategy for educating and inspiring congregations about the mission of the presbytery. This strategy should include:
  - Talking points for visits with congregations that articulate Per-Capita giving and Unified Mission giving in terms of:
    - the state of the presbytery and its strategy for growth
    - the benefits of the presbytery's work for each church
    - how the presbytery's use of money is creating concrete outcomes
    - current successes
    - an invitation to support these successes and strategies financially
    - encouragement to collaborate with other congregations for shared mission efforts and promotion of the "clearing house" resource

- Coordinate between staff, COM liaisons, and session moderators to visit every congregation frequently (at least twice annually, preferably more) to deliver the presbytery's talking points
  - Messaging of the talking points should be tailored to each congregation
  - Strategically reach out to congregations at budget time to educate congregations about per capita giving and encourage churches to make per capita giving a missional priority
  - Visitors should collect and confirm or update all contact data for the churches
  - Relationships with wounded congregations should be healed and renewed
  - Provide training for those who communicate the Presbytery's mission
- Develop a **written and electronic** communications strategy for educating and inspiring congregations about the mission of the presbytery. This strategy should include:
  - Using the talking points listed above, re-calibrate the presbytery's newsletter, print materials, website, and social media to emphasize missional projects, objectives, and outcomes
  - Develop a schedule of written and spoken appeals with dates and subjects that maximizes both congregational education and financial support to the presbytery
  - Strategic letters (based on the talking points above) to pastors and clerks to be read at session meetings and congregational meetings that emphasize presbytery goals and successes with appreciation for that congregation's financial support

## Appendix C

### Guidance for the Search Committee for a New Executive

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The new Executive should have a deep commitment to following Jesus Christ, and the authenticity of this person's relationship with Jesus should be readily perceived. The incoming Executive should have strong, interpersonal, pastoral care skills with strong listening, patience, understanding, and clear communication. Perhaps Interim Pastor training might be a plus. This person should function primarily as a teaching pastor and secondarily as an administrator; an on-site, in-person, and active bridge-builder. This person should be comfortable in a wide range of socio-economic cultures and a unifying presence amidst theological diversity. Necessarily, this person should have a proven "track record," the widespread trust and commendation of a variety of individuals in the churches and church bodies where he or she previously served. Finally, this person should show clear signs of intuitively understanding the intent and vision of this long range plan and its implications. This individual should be prodded to explain the plan as he or she understands it and to share imaginations for what the presbytery will look like if the plan is carried out in one, two, three, and five years.

# Appendix D

## World Café Format and Findings

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### The World Café meetings asked three questions:

1. Picture the church community of your dreams What draws you there? Whom do you serve? What do you do? What are you becoming?
2. What parts of the church of your dreams does your church community already have?
3. What are the most important things your church community can do now to create the church of your dreams?

### Compilation of Answers to Questions

#### Question # 1: Picture the church community of your dreams. What draws you there?

##### Whom do you serve?

##### What do you do? What are you becoming?

- o Aware of and meeting the needs of the neighborhood
- o Be engaging/welcoming to visitors (x4)
- o Maintain a membership at a healthy level to function (x1)
- o Be able to attract and retain people
- o Get feedback from Presbytery about programming and opportunities
- o Regrouping and reassessing
- o Welcoming: people feel comfortable, included, multigenerational; sense of community (x7)
- o Small does not impotent: celebrating the gathered gifts (x2)
- o Authenticity: safe space, accepting, genuine, of size to context, of relationships (x5)
- o Conflict: absence of (x2)
- o Committed: participating, loving God, spreading God's word, and commitment from members (x3)
- o Care giving: providing for each other in critical moments (x2)
- o Relevance: applying faith and scriptures to contemporary issues
- o Friendly people, caring, face-to-face connections, genuine, generous (x 5)
- o Feeling that church is not stagnant
- o Activities: kids/adults, engaging youth, increased involvement (x10)
- o Sunday school, Christian Ed. (x3)
- o Open communication
- o Camp-like: experiencing community that many have found at Camp Burnamwood ("s'mores communion")
- o Facilities: well-maintained (x2)
- o Risk-taking: thinking outside the box, curious (x3)
- o Mission: more than just money, doing, local & international, driven, increased resources (x 8)
- o Giving: of self and talents
- o Spiritually disciplined
- o Thorough initiation into the congregation
- o Interactive: worship
- o Spiritual message has to be good: spiritual growth, relatable to today, from Pastor, church has pulse (x6)
- o Spreading the word of Christ: through activities, Jesus is seen, excited about God, alive within the church, Christ centered, glad & joyful attendance, gospel centered (x7)
- o Using technology: with current websites, social networks (x5)
- o Place to challenge us with growth: intellectually stimulated (x4)
- o Music: diversified, familiar, energy, choir with a director (x6)
- o Opportunities for evangelism (x2)
- o Weekly communion
- o School of/for prayer
- o Sunday evening worship
- o Energy-synergy
- o Embrace tradition



- o Higher tolerance for second career pastors and training
- o Diversity: of all kinds, age (x9)
- o Accepting of change (x2)
- o Noise and movement in worship
- o To know our calling
- o Pastors: with not for congregation, energy, familiarity with pastor, a permanent pastor (x7)
- o Strong Elders as Spiritual Leaders-both Ruling and Teaching (x2)
- o Discipleship development is strong (x2)
- o Members are willing and able to pray aloud
- o Safe to dream: free of judgment, no labels, no denominational labels (x3)
- o Outward looking more than inward looking (x3)
- o Participation-all
- o Worship is worshipful, not entertaining
- o Trust
- o Maintain identity as Presbyterians (x2)
- o Preserving the order of service
- o Maintaining good records so as to keep up with needs of the congregation

**Question #2: What parts of the church community of your dreams does your church already have?**

- o Bring out the gifts of people (x4)
- o Visit of members by members (x2)
- o Helping members get involved (x4)
- o Worship & leadership (x2)
- o Mission relationships-outreach to community (x3)
- o Special Sunday themes
- o Warmth/hospitality (x4)
- o Service-a sense of calling (x2)
- o Maintain identity/ identify as Presbyterians (x4)
- o Preserving the order of service
- o Hidden gifts
- o Intellectual tradition with emphasis on education-a thinking faith (x2)
- o Theological flexibility
- o Diversity in thought (x2)
- o Prayer
- o Love
- o The Holy Spirit
- o God's resolve to do something, if not through us, in spite of us-Jesus Christ, the Gospel (x4)
- o The ability to disagree-helpful polity, tolerance, open-mindedness (x6)
- o Strong relationships- people (x7)
- o Good facilities (x2)
- o Music (x7)
- o Presbytery leadership and staff (x2)
- o Collective financial resources
- o Camp Burnamwood (x2)
- o Influence and authority
- o Variety of interests and passions-opportunities (x2)
- o Witness to our community-special programs (x6)
- o Open dialogue- listen (x2)
- o Tradition and heritage that is important and dependable
- o Mission in the local congregation, but not good on the Presbytery level (x2)
- o Intellectual curiosity- educated members (x2)
- o Living it out (x2)
- o Charitable people (x4)
- o Connected to the community- people and building, elevator to meet needs, hugs (x3)
- o Good food- dinners, breakfast groups, pot-lucks, ice cream socials (x5)
- o Technology
- o Motivation (x2)
- o Invite children to activities
- o Follow-up contact with newcomers
- o Help transport students
- o Circles-monthly

### **Question #3: What are the most important things your church community can do now to create the church of your dreams?**

- o Communication- between churches, within own church to disseminate information, network (x8)
- o Coordinate programs and share mission programs-community outreach (x3)
- o Have Presbytery rent a house at Montreat music or youth conference for people from smaller churches to be included
- o Cooperation-congregations combine for youth events, "what can we do to support you?" (x6)
- o Share information on funds and/or grants available and other resources (x3)
- o Help congregations find pastors
- o Presbytery promote teamwork-assisting elders in congregations without leadership (x2)
- o Mission
- o Evangelism-intentional relationships and approaches, invite others to share the faith (x5)
- o Resourcing- offer spiritual gifts programs (x3)
- o Non-judgmental-take things in stride/as they come (x2)
- o Theology on Tap/Bar Hymn Sing
- o Update technology-websites, social media (x3)
- o Pastor/Elder swaps
- o Let go of baggage
- o Evaluate present practices-create new ones (x2)
- o Enlarging the dream-creating/reforming the vision (x2)
- o Burnamwood (x4)
- o BAM
- o Buckhorn
- o Funds-creative ways to encourage giving, allow designation of pledges for certain programs, especially with small churches (x3)
- o Accompany someone from when they first visit the church to the point where they become members-shadow/mentor program, more intentional follow-up with visitors (x4)
- o Aim for ALL of congregation doing ALL of the ministry
- o Worship of God should be apparent to people coming to the church (x2)
- o Pray-back to basics (x2)
- o Encourage testimony
- o Share success
- o Mentors for every pastor- Barnabas/Timothy (x4)
- o Set ONE goal for ONE year and then evaluate success
- o Meet and talk more
- o Make geography less of an impediment
- o Grieve the death of the past-host a wake/a Good Friday Funeral service for the church of the past
- o Take initiative (x2)
- o More fellowship time (x2)
- o Space in churches for Presbytery office
- o Quit defending the Presbytery because the Presbytery is the obstacle

# Long Range Planning Task Group

*Transylvania Presbytery*

## World Cafe Schedule

### **Carlisle – Sara and Mike**

**November 3, 3pm**

Maysville  
Cynthiana  
Flemingsburg  
Paris  
Millersburg

### **Winchester – Karen and David**

**October 24, 7pm**

Mt. Sterling  
Stanton  
Richmond  
Morehead

### **Danville – Sara and Shannon**

**October 23, 6pm**

Nicholasville  
Harrodsburg  
Lancaster  
Stanford  
Berea  
Wilmore

### **Corbin – Allen and Tim Noel**

**November 10, 3pm**

Somerset, First & Pisgah  
London  
Pineville  
Middlesboro  
Manchester

### **Hazard – Jerry and Ronnie**

**TBA**

Harlan  
Whitesburg

### **Prestonsburg – Jerry and Ronnie**

**TBA**

Salyersville  
Pikeville  
Canada  
Phelps / Stop Over

### **Lexington, Beaumont – Karen and Mike**

**November 5, 7pm**

Lawrenceburg  
Georgetown  
Versailles  
Pisgah  
Hunter  
Meadowthorpe  
Korean

### **Lexington, Second – John and Jack**

**October 27, 2pm**

First Lexington  
Maxwell Street  
Chapel Hill  
Eastminster  
Walnut Hill

### **Booneville – Allen and John**

**November 10, 6pm**

Cow Creek  
Beattyville  
Jackson  
Buckhorn  
Indian Creek

### **Ashland, Bellefonte – Jack and David**

**November 3, 2pm**

5 churches of the Ashland area

### **Presbytery Meeting – Allen and Shannon**

**October 25, 4pm**

# Appendix E

## Open Space Meetings

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Open Space Technology is a organizational system that allows large groups of people with a shared interest self-organize for numerous, multi-faceted conversations about their shared interest. In Transylvania’s case, the shared interest is the future health and well-being of Transylvania Presbytery. The Open Space allows anyone to host any conversation they wish relative to a key question. Given the feedback we received from the World Café gatherings, the key question that emerged for us to answer together as a Presbytery was:

“What would it look like if Presbytery mattered? To you, your church, the world, God?”

We held three Open Space conversations throughout the Presbytery to ask this essential question. Meetings were held:

- March 22, 2014 at Buckhorn
- April 12, 2014 at Winchester
- May 10, 2014 at the Presbytery Meeting hosted at Natural Bridge State Park

The findings from these conversations provided the building blocks for our recommendations.

# Appendix F

## Timeline for the Long Range Planning Task Group

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- September 11, 2012 Presbytery receives the report from the Task Group on Giving
- December 1, 2012 Presbytery votes to form Long Range Planning Task Group
- December 13, 2012 Original Task Group meets for the first time
- March 1, 2013 Most members of the Task Group have resigned for professional and personal reasons and the Task Group finds new members.
- March 22, 2013 New team meets with Bill McAtee for Presbytery history lesson and decides it wants a third-party consultant to guide our process.
- April 8, 2013 Howard Mason of New Possibilities Associates in Louisville is interviewed.
- Mary 13, 2013 Howard Mason is hired and briefed on the Presbytery’s history and the team’s goals.
- May 24 – Sept 12 Howard trains the Task Group in monthly meetings.
- Oct 23 – Nov 10 Task Group hosts eleven World Café meetings
- December 6, 2013 Task Group debriefs World Café findings
- February 6, 2014 Task Group plans Open Space gatherings and articulates the key question.
- March 22 – May 10 Task Group hosts three Open Space gatherings
- May 27, 2014 Task Group debriefs Open Space findings
- July 9, 2014 Task Group plans the last phases of work and begins to see a picture emerging
- August 5, 2014 Task Group looks at first drafts
- August 19, 2014 Task Group revises first drafts
- September 2, 2014 Task Group works through further revisions and is set for focus groups

- September 22, 2014 Task Group gathers to edit draft for the Coordinating Commission based on focus group feedback
- September 25, 2014 A Draft of the Final Report is presented to the Coordinating Commission who asks questions and offers feedback.
- October 30, 2014 Task Group meets with presbytery staff for feedback and input
- December 18, 2014 Task Group gathers for the final time to revise final draft for the Presbytery
- January 8, 2015 Final Draft is sent to the Coordinating Commission for approval
- January 27, 2015 The Final Report of the Long Range Planning Task Force is presented to the Presbytery for discussion and final approval.

## Appendix G

### Other Suggested Ideas

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- 1001 New Worshipping Communities divided by 172 presbyteries = 5.81 new worshipping communities per presbytery by 2020. Start 6 new worshipping communities in Transylvania.
- Train every church to accompany its first time visitors to fully committed discipleship.
- Train congregations to host the difficult public conversations in their communities/regions in a manner that is warm, safe, and non-partisan.