

**KIRKMONT CENTER
PLAN FOR SELF-SUSTAINABILITY**

June 11, 2009

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INTRODUCTION

The transformation of Kirkmont Center has been undertaken by the Presbytery of the Miami Valley both as a way of preserving the center for future generations as well as expanding the reach of this historic and vital ministry. When complete, the transformation of Kirkmont Center will be able to provide an environment open to all that is the fulfillment of the center's historic core values:

- *All God's children need to be given the opportunity to rest and renew in a safe, peaceful environment*
- *We are all called to be good stewards of God's creation, and to share ideas, information, and resources with others.*
- *We are all called to be part of a transforming community of faith rooted in the grace of God through Jesus Christ by the power of the Holy Spirit.*

In a world of changing culture and values, we recognize the difficulty in maintaining church based centers of renewal and rest – yet we also understand the inestimable value that places like Kirkmont can indeed have to bring peace, respite, and restoration to all of God's community, not just to Presbyterians. And as Presbyterians, we reaffirm our historic stance of sacred calling to secular ministries – witness the dozens of affiliated colleges, hospitals, and residences, all doing great service in education, inquiry, research, and care. The Kirkmont Center transformation is in accordance with these traditions. This transformation is designed to allow growth over time, yet from its inception will also provide for financial self-sustainability as it moves toward three larger long range goals.

- We will be able to upgrade our facilities to provide fuller and more complete opportunities for rest and renewal, security and safety. In a time when in far too many places, the very notion of a church camp is seen as quaint and passé, we testify to our understanding of just how life-changing, particularly for young people, this experience can be.
- We will be able to expand our current science program to reach out to the larger community, through working with local school systems, colleges, universities, and research facilities. This effort will allow not only for a commitment to science education, but equally important, it will witness our commitment, as heirs to the Biblical mandate that we must care for God's creation.
- We will be able, with our expanded facilities, to provide a center for discussion, strategy, planning and dialog, among persons in every sector of the community, both public and private. What will set this apart from being "just another conference center" is our knowledge that this is indeed a good thing, because God calls us to minister to the whole world.

Please join us as we begin this quest, carrying out a sacred trust to use our gifts wisely, and share what God has given us.

CURRENT ECONOMIC REALITY

In the Report of the Design Team of the Miami Presbytery, adopted at its March 10, 2007 meeting, Kirkmont Center was called to "develop a plan for self sustainability by January 2009." Since the departure of the Reverend Ed DeLair in September 2008, under the leadership of its Transitional Director, the Reverend David Fleming, Kirkmont Center has undergone significant financial and operational analysis and scrutiny. Simultaneously, there has been substantial work done by an *ad hoc* Kirkmont Steering Group, identifying potential expansion of the science and environmental programs of the center for use by

non-church organizations, particularly in light of the State of Ohio's endeavor to bring national leadership to the state's initiatives in Science Technology Engineering and Mathematics (STEM).

For 2009, the traditional uses of the center (camping and retreats) remain strong. In addition, there has been both significant activity and potential for STEM programs as well.

However, the difficulty is that Kirkmont is an aging facility with no reserves for capital improvement. There are no budgeted funds for maintenance beyond only "routine" expectations. This of course has meant that fixed costs of year round operation have continued to rise as greater and greater portions of what could be considered "operating expenses" have had to be diverted to keeping things in repair. This is exacerbated by the considerable "under-use" of most of the facilities during the week days (with the exception of course, of the peak summer camping season).

Given this reality, there will continue to be shortfalls of perhaps as much as \$30,000.00 in the overall operation of the center for 2009, even after factoring in the presbytery's budgeted \$50,000.00 mission support.

SHORT TERM STRATEGY

The peak use for Kirkmont is the seven month period from April through October. This period accounts for the entire summer camping season, which is the major Christian component of the ministry, most of the presbytery congregational related retreats, and the time frame identified by those outside organizations related to STEM funding.

Added to this would be the year round operation of Croft, primarily for weekend use, which is how it currently is used during the winter months. This will allow most of the presbytery related winter retreat activities, such as confirmation class gatherings, to continue with little interruption save for perhaps some weekend schedule coordination.

There will be some potential loss in not operating Goodrich and Dunaway for the five months from November through March, the largest of which comes from

winter use by a public high school, however, any projected losses do not come close to accounting for the accrual of savings from “mothballing” the facilities.

Projected revenues for the *seven-month plus Croft operation*, including the \$50,000.00 mission support from the Presbytery of the Miami Valley are \$375,000.00. In addition to the aforementioned mission support from the presbytery, current projections for summer camp revenues are \$190,000.00. This is based on both current reservations and historical data, and seems very reasonable. Expenses for the same operation are \$374,489.90. Included within those expenses are a ten percent (10%) operational contingency as well as a \$15,000.00 line item for a “Maintenance and Capital Fund.”

(Kirkmont Center, Inc. Financial Projections 2010 are appended.)

CONCEPT

The property will continued to be wholly owned by the presbytery, but leased to a separate corporate entity, *Kirkmont Center, Inc.* This new entity, guided by its own Board of Directors, the majority of whose members will be elected by the Presbytery of the Miami Valley, will oversee all operations, including the Christian camp and retreat programs.

CORPORATION

Kirkmont Center, Inc. is incorporated under the laws of the State of Ohio, and will apply for status as an exempt organization under Section 501(c)(3) of the Internal Revenue Code, as amended, or under any corresponding provisions of any subsequent federal tax laws, covering the distributions to organizations qualified as tax exempt organizations under the Internal Revenue Code.

GOVERNANCE

Kirkmont Center, Inc. will be governed by a Board of Trustees consisting of the following persons:

- Five (5) members elected by the Presbytery of the Miami Valley. These persons must be either Minister members of the presbytery, Elder members of the presbytery, or a member of any congregation within the presbytery. Members elected by the presbytery shall serve for up to two (2) terms of up to three years, with no more than six (6) consecutive years of service. At least two (2) and no more than three (3) members of the Board of Trustees, *elected by the presbytery* shall be Ministers of Word and Sacrament.
- Four (4) At-Large members elected by the Board of Trustees of *Kirkmont Center, Inc.* The persons shall serve for up to two (2) terms of up to three (3) years, with no more than six (6) consecutive years of service. *At the outset of operations, At-Large members shall be elected by the Board of Trustees of the Presbytery of the Miami Valley.*
- The Executive Presbyter of the Presbytery of the Miami Valley shall be an ex-officio member of the Board of Trustees without vote.
- A member of the Council of the Presbytery of the Miami Valley, elected by the council, shall be an ex-officio member of the Board of Trustees without vote. The elected Council representative shall be elected annually and may serve for up to three (3) consecutive years.

(Bylaws of the Board of the Trustees of Kirkmont Center, Inc. are appended.)

PROPERTY

Kirkmont Center, Inc. will operate the property known as Kirkmont Camp and Conference Center, located at 6946 County Road 10 in Zanesfield OH on a renewable lease agreement with the Presbytery of the Miami Valley, which shall

retain ownership including all improvements. The monetary terms of the lease shall be the sum of One Dollar (\$1.00) per year.

Kirkmont Center, Inc. will be responsible for assuming the costs of all maintenance and capital improvement costs for the property during the term of the lease. Any proposed capital improvement or expense *for which there will be an encumbrance of the property* shall be approved by the Presbytery of the Miami Valley.

OPERATIONS

There are two aspects to the work of *Kirkmont Center, Inc.* First is the continuation of the camp, conference and retreat activities as related to the ministry of the Presbytery of the Miami Valley and its member congregations. This work will be directed by the Camp & Retreat Director.

The second aspect of the work is the development of an educational program and curriculum to be designed and committed to creating and sustaining student interest and ability in science, technology, engineering and math. This work will be directed by the Science Education Director who shall be engaged by the Board of Trustees of *Kirkmont Center, Inc.*

All financial operations, including the setting of budgets for all aspects of the work of *Kirkmont Center, Inc.* will be the province of the Board of Trustees of *Kirkmont Center, Inc.*

EXECUTIVE DIRECTOR

The Executive Director will be selected and engaged by the Board of Trustees of *Kirkmont Center, Inc.* The Executive Director will be accountable to the Board of Trustees.

CAMP & RETREAT DIRECTOR

The Camp & Retreat Director will be engaged by the Board of Trustees and accountable to the Executive Director. In addition to specific duties determined by the Board of Trustees and the Executive Director, the Camp & Retreat Director will oversee and coordinate the Christian camping and retreat program of Kirkmont Center.

SCIENCE EDUCATION DIRECTOR

The Science Education Director will be engaged by the Board of Trustees and accountable to the Executive Director. In addition to specific duties determined by the Board of Trustees and the Executive Director, the Science Education Director will oversee and operate all aspects of the science and environmental education program of Kirkmont Center.

SUPPORT PERSONNEL STRATEGY

One of the immediate difficulties with moving to essentially a “seven month” camp concerns personnel issues. In order to provide continuity with respect to ongoing technical and maintenance issues, there will be a full time, year round position of maintenance coordinator. This should enable proper and quick response for needs arising during the months during which the camp is essentially “mothballed.”

Personnel analyses over the past year have revealed potential for administrative staffing adjustments. Rather than simply take a linear financial approach reflecting a direct reduction in expense in proportion to personnel reduction, additional funds have been budgeted in order to both allow for unforeseen contingencies as well as provide some financial incentive for persons to remain in place at reduced hours of service.

FACILITIES AND CAPITAL STRATEGIES

When the Kirkmont Steering Group began its efforts to utilize the unique geographical and environmental “riches” of Kirkmont Camp and Conference Center (for instance, on site is one of the few authentic fens in the State of Ohio, providing a remarkable opportunity for environmental and science education), it became apparent that there was potential for significant infusion of funds from other than church-related sources as a means of upgrading and expanding current facilities. To date, there have been on-going conversations with charitable foundations, trusts, and individuals actively interested in expanding the State of Ohio’s commitment to STEM. These conversations have moved past simply conceptual discussions to begin to determine facility needs as the science and environmental education program has begun to flourish.

These ongoing conversations are also discussing the creation of a science and environmental center, which would serve as a gathering space, classrooms, laboratories, not only for environmental education of children but also for the continuing education of teachers as well – which is also one of the goals outlined in the STEM program.

Because Kirkmont is an aging facility, and one for which there has never been a comprehensive effort for either a capital or maintenance improvement strategy; a higher percentage of general operational costs, fees for summer camps for instance, must be diverted to simply “keeping things running.” This is not a phenomenon unique to Kirkmont. Church camps across the country, and especially across the denomination, have been beset by similar woes, often to the point where their continued operation becomes so cost prohibitive that they are forced to close.

As mentioned earlier, the revenue from the summer camp program is essentially self-sufficient, but it is the continued underutilization of the buildings the rest of the year which provides the greatest negative effect on the center. Often underutilized Roman Catholic seminaries, monasteries and convents have been renovated to become quite lucrative as centers for gatherings and retreats, both sacred and secular. This is certainly possible with Kirkmont, particularly given its proximity to Columbus.

There have been successful models for such use in Presbyterian camps as well. In Corbett OR, *Menucha*, a Presbyterian camp wholly owned by First Presbyterian Church of Portland, is used by churches throughout the presbytery as well as by outside secular organizations. Their operating budget is about \$1.3 million. While their facilities have been upgraded and are modern and lovely, their setting is no more beautiful than Kirkmont's. One way to begin the realization of such a model is to upgrade Croft, which is not only the newest building but the one with the best economic potential for improvement.

Perhaps the most pressing longer-term need is the upgrade of Goodrich Lodge, the center's largest facility. Currently, Goodrich meets the needs for the summer camp program – but it is clearly in need of major refurbishment if it is to become a more desirable location for other events.

Another aspect of a capital improvement program is the construction of centralized offices, to be housed in either a refurbished Goodrich Lodge or another building, perhaps in the aforementioned Science Center. Such construction could free the building in which offices are currently housed to be returned to use as an on-site residence, which might be a desirable future asset for a full time caretaker or property manager.

The transformation of Kirkmont Camp and Conference Center, into *Kirkmont Center, Inc.* will allow these decisions to be made by a new Board of Trustees that will also be free to continue to work to expand and enhance Kirkmont beyond the needs and use of the Presbytery of the Miami Valley, including the development of both capital and operational revenue streams.

Irrespective of the potential future expansion for Kirkmont Camp and Conference Center, its continued use as part of the ministry of the Presbytery of the Miami Valley would remain paramount as long as this is desired by the congregations within the presbytery. To that end, the new structuring outlined in this report will continue to serve the presbytery's interests in the following ways:

- A majority of the Board of Trustees of *Kirkmont Center, Inc.* will be elected by the Presbytery of the Miami Valley

- The Executive Presbytery of the Presbytery of the Miami Valley will serve as an *ex officio* member without vote of the Board of Trustees of *Kirkmont Center, Inc.*
- An elected representative from the Council of the Presbytery of the Miami Valley will serve as an *ex officio* member without vote of the Board of Trustees of *Kirkmont Center, Inc.*
- The property will continue to be owned in its entirety by the Presbytery of the Miami Valley.
- Capital improvements or expenditures encumbering the property could only be made with the consent and approval of the Presbytery of the Miami Valley.

APPENDICES

Appendix 1:

KIRKMONT CENTER FINANCIAL PROJECTIONS FOR 2010

EXPENSES

| <u>ITEM</u> | <u>QTY</u> | <u>UNIT</u> | <u>UNIT COST</u> | <u>EXTENDED</u> |
|-------------------------------------------|------------|-------------|------------------|---------------------|
| Executive Director ¹ | 520 | HR | \$ 30.00 | \$ 15,600.00 |
| Camp & Retreat Director ² | 400 | HR | 40.00 | 16,000.00 |
| Science Education Director ³ | | LS | | 20,000.00 |
| Maintenance Director | 12 | MO | 3,683.00 | 44,196.00 |
| Cook/Housekeeper ⁴ | 7 | MO | 3,000.00 | 21,000.00 |
| Assistant Cooks (Total Cost) ⁴ | | LS | | 3,000.00 |
| Office Staff I ⁵ | 7 | MO | 3,683.00 | 25,781.00 |
| Office Staff II ⁵ | 4 | MO | 3,683.00 | 14,732.00 |
| Summer Program Coordinator ⁶ | 3 | MO | 1,200.00 | 3,600.00 |
| Summer Staff (12) ⁶ | 2 | MO | 12,000.00 | 24,000.00 |
| Naturalist Staff (Total Cost) | | LS | | 15,000.00 |
| Total Personnel Expenses | | | | \$202,909.00 |
| Insurance – Property & Liability | 1 | YR | 18,500.00 | 18,500.00 |
| Insurance – Vehicles | 1 | YR | 1,000.00 | 1,000.00 |
| Permits – Annual | | LS | | 800.00 |
| Pool, Summer Camp, Store Expenses | | LS | | 21,000.00 |
| Vehicle Expense | 7 | MO | 1,000.00 | 7,000.00 |
| Mowing | 8 | MO | 1,000.00 | 7,000.00 |
| Electric | 7 | MO | 1,300.00 | 9,100.00 |
| Office Expense | 7 | MO | 1,200.00 | 8,400.00 |
| Food | | LS | | 42,000.00 |
| Croft House Winter Expenses ⁷ | 5 | MO | 1,500.00 | 7,500.00 |
| Total Operating Expenses | | | | \$123,900.00 |
| Expenses | | | | \$326,809.00 |
| Contingency – 10% ⁸ | | LS | | 32,680.90 |
| Maintenance & Capital Fund ⁸ | | LS | | 15,000.00 |
| Total Miscellaneous Expenses | | | | \$ 47,680.90 |
| TOTAL EXPENSES | | | | \$374,489.90 |

INCOME

| <u>ITEM</u> | <u>QTY</u> | <u>UNIT</u> | <u>UNIT COST</u> | <u>EXTENDED</u> |
|--------------------------------------|-------------------|--------------------|-------------------------|------------------------|
| Summer Camp ⁹ | | LS | | \$190,000.00 |
| Science & Education ¹⁰ | | LS | | 60,000.00 |
| Retreats & Conferences ¹¹ | | LS | | 75,000.00 |
| Mission Pledge (PMV) ¹² | | LS | | 50,000.00 |
| TOTAL INCOME | | | | \$375,000.00 |

Appendix 2

NOTES TO FINANCIAL PROJECTIONS

1. *Executive Director:*

Position based on 520 hours per year. Hourly rate of \$30.00 equals rate for current Transitional Director

2. *Camp & Retreat Director:*

Position based on twenty (20) hours per week for thirteen (13) week “peak season; ten (10) hours per week for four (4) weeks on either side of peak season; sixty (60) hours miscellaneous coordination time off season.

Direct hourly rate of \$27.00 is projected. However, the total hourly rate budgeted of \$40.00 includes full presbytery benefits if the position is occupied by a Minister of Word and Sacrament.

3. *Science Education Director:*

Position is that as of “Naturalist” currently at the camp. The yearly compensation has been increased to \$20,000.00 (from \$18,000.00).

4. *Cook/Housekeeper:*

The position has been reduced in service to reflect the seven month operation. However, the monthly budgeted amount of \$3,683.00 extended over the seven month period reflects a total reduction of *less than twenty-five percent (25%)* compared to the current compensation for a 12 month position. There continues to be additional money budgeted for “as needed” assistant cooks and housekeepers.

5. *Office Staff:*

The budgeted amounts represent a reorganizing of administrative staff projecting one seven (7) month full-time position and one four (4) month full time position. However, these quantities are used for budgeting purposes only – actual utilization of time will be determined by the specific seasonal needs.

The amount of compensation budgeted is based on an average hourly rate of \$18.00.

6. *Summer Program Coordinator and Summer Staff:*

These remain at the current staffing level for summer 2009. Budgeted compensation has been increased by about fifteen percent (15%) to account for both merit increases for returning staff as well as for allowing a small contingency for the addition of one (1) staff person should anticipated needs for 2010 dictate.

7. *Croft House Winter Expense:*

These are budgeted costs for the use of the facility during the winter months, including utilities and personnel.

8. *Miscellaneous Expenses:*

Two items are budgeted under this category, a ten percent (10%) Contingency, and a Lump Sum item of fifteen thousand dollars (\$15,000.00) designated for a Maintenance & Capital Fund.

9. *Summer Camp Income:*

Income projections are based on 2008 summer camp use, adjusted for 2009 rates.

10. *Science and Education:*

Income projections are based on Spring 2009 actual use and commitments for Fall 2009.

11. *Retreats & Conferences:*

Retreat income has been adjusted to reflect the five month “mothballing” of part of the facilities, where size dictated an inability to shift events to Croft. What has not been accounted for, however, is the possibility that schedule adjustments, where possible, might produce more income than the budgeted amount.

12. *Mission Pledge – Presbytery of the Miami Valley:*

This is projected at the 2009 level.

Appendix 3

KIRKMONT CENTER, INC. BYLAWS

ARTICLE ONE: GENERAL

Section 1 – Name: This organization shall be incorporated under the laws of the State of Ohio and shall be known as *Kirkmont Center, Inc.*

Section 2 - Purpose and Objectives: *Kirkmont Center, Inc.* is organized to operate, and provide program for, camps, conferences and retreats within the context of the Christian faith in coordination with, and guidance by, *the Presbytery of the Miami Valley*; and to provide facilities and program coordination for camps, conferences and retreats within a secular context in coordination with appropriate outside organizations and agencies. Among the objectives are:

- A. To provide K-12 extracurricular activities and opportunities designed and committed to creating and sustaining student interest and ability in math, science, and technology.
- B. To develop human potential by inspiring and compelling youth to achieve their dreams by providing education, experience, resources, and support through an interactive academic curriculum.
- C. To assist K-12 faculty in bringing the excitement and inspiration of math, science, and technology to their students.
- D. To support educational outreach activities that will further help students develop positive self-esteem, learn goal setting and achievement skills, and establish learning tools that will help lead to a drug-free lifestyle.
- E. To help develop future interest in science and engineering to provide for future national needs in these critical areas.
- F. To support numerous hands-on and participatory learning experiences and a strong motivation to learn.

G. To operate exclusively in any manner for such camps and conferences, as well as educational outreach purposes, as will qualify it as an exempt organization under Section 501(c)(3) of the Internal Revenue Code.

ARTICLE TWO: MEETINGS OF THE BOARD OF TRUSTEES

Section 1 - Annual Meeting: The annual meeting of the Board of Trustees shall be held the second Tuesday of April of each year, which shall also be the Annual Meeting of the Corporation. The time and place shall be fixed by the Board of Trustees and notice thereof sent via regular mail to each member of the Board at least ten (10) business days prior to the meeting.

Section 2 - Additional Meetings: Board meetings may be called by the Chairperson upon written application of three (3) members of the Board. Notice, including the purpose of the meeting, shall be given to each board member at least three (3) business days prior to said meeting.

Section 3 – Quorums: At any duly-called meeting of the Board of Trustees, a quorum shall consist of a majority of the Board of Trustees.

ARTICLE THREE: BOARD OF TRUSTEES

Section I - Composition of the Board: Board of Trustees shall have nine (9) elected members. Members shall serve for up to two terms of up to three (3) years each. The *Executive Presbyter* of the Presbytery of the Miami Valley, and a representative from, and elected by, the Council of the Presbytery of the Miami Valley, shall be ex-officio members of the Board without vote. No elected member may serve for greater than six (6) consecutive years.

Section 2 - Election of Board of Trustees: Five (5) Trustees shall be elected by the Presbytery of the Miami Valley; four (4) Trustees shall be elected *At-Large* by the Board of Trustees of Kirkmont Center. *At the outset of operations, At-Large members shall be elected by the Board of Trustees of the Presbytery of the Miami Valley.*

Section 3 - Election of Officers: The Board of Trustees shall elect officers of the corporation to serve for one year after their election or until their successors should be elected. Officers of the corporation shall be a Chairperson, a Vice Chairperson, a Secretary and a Treasurer.

Section 4 – Vacancy: Vacancies on the Board of Trustees shall be filled according to the terms set forth in Section 2 above, provided there is a minimum of one year remaining in the vacant term.

ARTICLE FOUR: DUTIES OF OFFICERS

Section 1 – Chairperson: The Chairperson shall preside at all meetings of the Board of Trustees and shall see that all orders and resolutions of the Board are carried into effect.

Section 2 - Vice Chairperson: The Vice Chairperson shall be the Chairperson of the Budget Committee and be responsible for the preparation of the Annual Budget. The Vice Chairperson shall be responsible to maintain the Policy Manual.

Section 3 – Secretary: The Secretary shall keep all records and minutes of all meetings of the corporation and of the Board of Trustees. All such records may be inspected by any member upon reasonable notice.

Section 4 – Treasurer: The Treasurer shall have charge of all funds of the corporation and its disbursements under the direction of the Board of Trustees. The Treasurer shall keep an accurate record of all monies received and disbursed and file a report of same annually to the membership and the Board of Trustees at each regular meeting thereof and/or or whenever requested to do so by a Board Member. No prior notice is necessary for review of those records.

ARTICLE FIVE: COMMITTEES

Section 1 - Appointment and Authority: The Chairperson, by and with the approval of the Board of Trustees, shall appoint all committees and committee Chairpersons. Committee appointments shall be at the discretion of the Chairperson. It shall be the function of those committees to make investigations,

conduct studies, to make recommendations to the Board of Trustees and to carry on such activities as may be delegated to them by the Board.

Section 2 - Limitations of Authority: No action by any committee or Trustee shall be binding upon or constitute an expression of the policy of the corporation until it shall have been approved and ratified by the Board of Trustees.

Section 3 – Term of Service: Committees shall be discharged by the Chairperson when their work has been completed and their reports accepted, or when, in the opinion of the Board, it is deemed wise to dissolve the committee.

ARTICLE SIX: FUNDS

Section 1 – Funds: All money paid to the corporation shall be placed in a General Operating Fund. Funds unused from the current year's budget will be carried over in the same fund. Notwithstanding the preceding, certain "Fund Raising" activities may be held for a specific purpose, in which case, those funds may be established in a special account as deemed necessary by the Board.

Section 2 – Disbursements: Upon approval of the budget, the Treasurer is authorized to make disbursements on accounts and expenses provided for in the budget without additional approval of the Board of Trustees. Disbursements shall be by check and shall be signed by the Treasurer and one other member of the Board.

Section 3 - Fiscal Year: The fiscal year of the Corporation shall close on 31 December.

Section 4 – Budget: As soon as possible following the election of the new Board of Trustees and Officers, the Budget Committee shall compile a budget of estimated income and expenses for the coming year and submit it to the Board of Trustees for approval.

Section 5 – Financial Review: The accounts of the corporation shall be reviewed or audited annually as of the close of business (December 31). Financial reviews and audits shall be made available to members of the Board of Trustees; the Officers, Trustees and Members of the Presbytery of the Miami Valley; and all outside funding organizations, upon request.

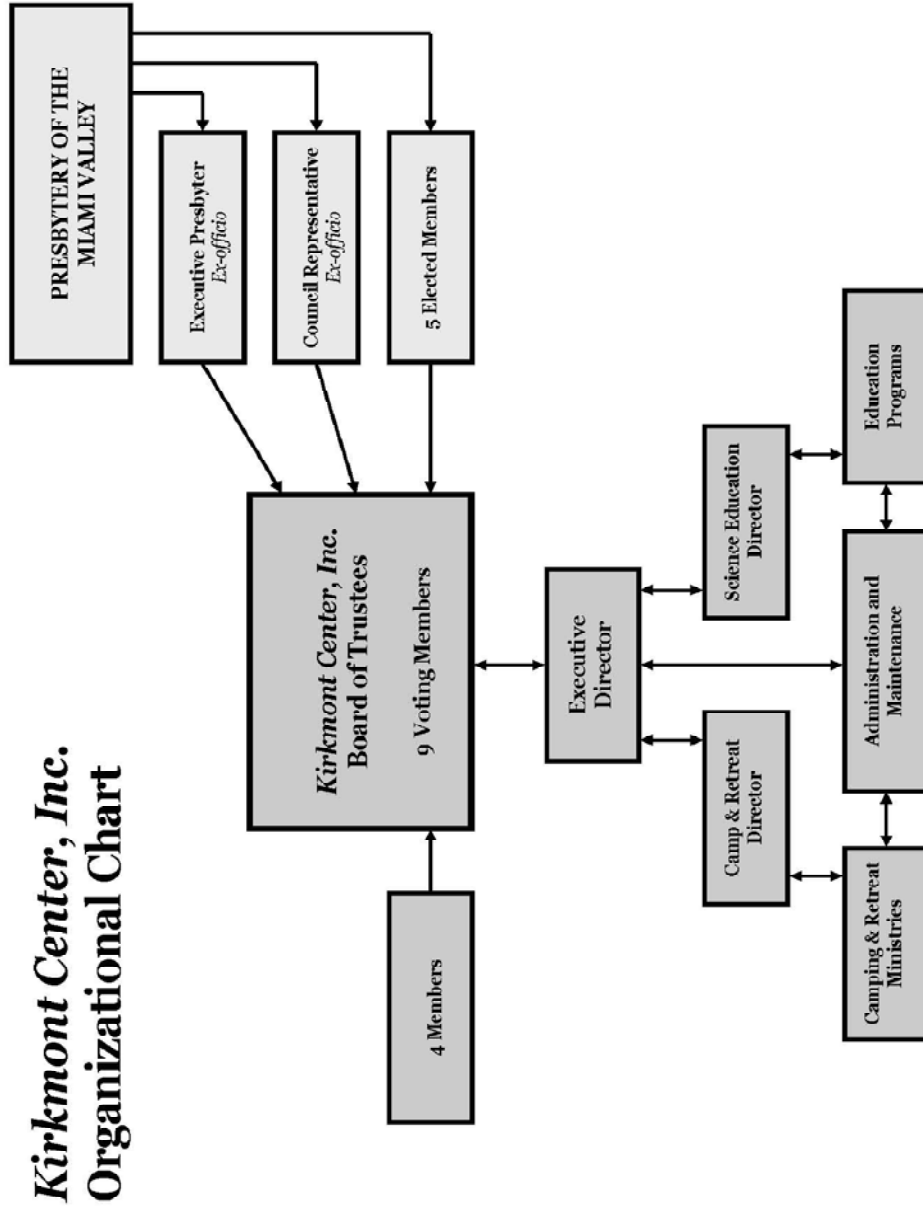
ARTICLE SEVEN: PARLIAMENTARY PROCEDURE

The current edition of ROBERTS RULES OF ORDER shall be the final source of authority in all questions of parliamentary procedure when rules are inconsistent with these Bylaws.

ARTICLE EIGHT: REVISIONS

These Bylaws may be amended or altered by a two-third (2/3) vote of the Board at the regular or special meetings, providing the notice for such meetings includes the proposals for amendments. Any proposed amendment or alteration shall be submitted to the Board in writing, at least ten (10) business days prior to the meeting at which time they are to be acted upon.

Appendix 4



Appendix 5

Preparation and Acknowledgement

The *Kirkmont Center Plan for Self-Sustainability* was prepared by the Kirkmont Steering Group, an *ad hoc*, informal committee of the Board of Trustees of the Presbytery of the Miami Valley.

Current active participants of the Kirkmont Steering Group are:

Jim Chroust (President, Chroust Ventures, Inc.; Presbyterian Church of Wilmington)

Richard Culp (Pastor, First Presbyterian Church, Troy)

Prue Dana (Certified Christian Educator, Oxford Presbyterian Church)

David Fleming (Transitional Director, Kirkmont Center)

Douglas Hutchens (Chair, Board of Trustees, Presbytery of the Miami Valley; Westminster Presbyterian Church, Dayton)

John Peterson (First Presbyterian Church, Middletown)

Dennis Piermont (Executive Presbyter, Presbytery of the Miami Valley)

Julie Preisser (Member, Board of Trustees, Presbytery of the Miami Valley; Westminster Presbyterian Church, Dayton)

Robert Wade (Pastor, Fairmont Presbyterian Church)

Peter Wallace (First Presbyterian Church of Urbana)

In addition to those persons listed above, invaluable work and support was provided by the following:

Toni Cox (Director of Environmental Education, Kirkmont Center)

Edward DeLair, Jr. (Executive Director of Kirkmont Center until September 2008; currently Pastor, Faith United Presbyterian Church, Washington PA)

David Hawley (Presbyterian Pastor, Indian Hill Episcopal-Presbyterian Church, Cincinnati OH)

Edward Mechenbier (Major General, USAF [Ret.])

Henry Noble (Principal, Noble Solutions)

Evan Preisser (Assistant Professor of Biology, University of Rhode Island; Westminster Presbyterian Church, Dayton)