

## Horizon 2035: A Readiness Plan for Farragut Presbyterian Church - Summary

The "Horizon 2035 Final Report" outlines a readiness plan for Farragut Presbyterian Church (FPC) to address current inflection points within the congregation and the broader culture, aiming for a thriving future by its 50th anniversary in 2035. The report is the result of a comprehensive inquiry into the church's identity, program, process, and context, utilizing data collection instruments, interviews, workshops, and reviews of church records and broader religious trends. The goal is not mere growth but discerning and moving towards God's calling for FPC.

**The Present Moment and Key Findings:** FPC was formed in 1985 through the unity of two churches, and its DNA is characterized by diversity, a robust love for God and neighbor, continuous learning, vibrant worship, genuine fellowship, and unconditional acceptance. Members describe FPC as feeling like family, with strong and encouraging leadership and an accepting environment. Notable strengths include a welcoming congregation, effective pastor, acceptance of diverse perspectives, strong mission involvement, quality music program, and a good balance in size. However, the church faces challenges, particularly the need for growth (especially among younger generations) and increased engagement across different groups. Key findings reveal that FPC's membership has a **high median age of 70**, and the average weekly worship attendance is around **150**, placing it on the borderline between a pastoral-size and a program-size church. Importantly, FPC possesses an **accepting identity that occupies a dynamic center**, embracing diverse theological, political, and world views as a distinctive strength. Despite these internal strengths, cultural and denominational trends show a decline in religious participation and engagement, particularly among younger generations.

**Conclusions:** The report concludes that the current trends of aging and contraction are likely to continue without deliberate intervention. The church's functioning between pastoral and program sizes creates inefficiencies and missed opportunities. There is a lack of awareness regarding the current mission or vision statement. Addressing the need for growth, especially among younger demographics, requires a focus on robust adult programming that will gradually lead to healthier age representation. **Intentional inviting by current members is identified as a crucial vehicle for potential numeric growth and congregational vitality.** While learning is central to FPC's identity, Sunday School participation has declined, presenting an opportunity for revitalized spiritual formation offerings. Current campus utilization may be hindering the best expression of identity and programming.

**Key Recommendations:** To navigate these realities and move towards a preferred future, the report offers several key recommendations:

- **Deliberately transition to and function as a program-size church.** This involves shifting from a pastor-centered model to one where the pastor equips and inspires program leaders, distributing leadership and pastoral care more broadly.
- Evaluate and potentially adjust the **Sunday Morning Schedule** to allow more time for worship and Christian education.
- Establish **The Mustard Seed Fund** for bequests to support the church's mission in the future.
- Strategically allocate the budget, aiming for approximately 60% for personnel, 15% for facilities, 10% for missional endeavors, and 15% for programming.
- Actively reinforce FPC's identity around the tagline **"Love & Learn"** through a 4-6 week emphasis on its 40th anniversary, highlighting its core mission of expressing love to God, to one another, and to the world, and being a community of continuous learning.
- Execute a tiered, in-house **capital campaign (Vision 2035)** focused on enabling the vitality and mission of the church, utilizing reserve funds and congregational investment without incurring long-term debt.
- Increase the scope and visibility of church programs through **"Quest" (spiritual formation)** offering diverse learning opportunities, and **"ReQuest" (ministry of invitation)** encouraging members to invite others.
- Consider being opportunistic in finding an **associate staff member or a volunteer team** to help actualize programming recommendations and support the Senior Pastor.
- Establish a **"dashboard" to track Key Performance Indicators (KPIs)** such as Sunday morning worship attendance, budget giving, learning engagements, missional engagement, congregational care, and median age.
- Consider adding a **global (international) mission component** to the outreach efforts.
- Implement **"Fresh Look II" facility upgrades**, including audio and video capabilities in key spaces, improved gathering spaces in the Narthex, and screens in the Sanctuary for visual aids and enhanced worship.

The report concludes with a call to action, emphasizing the need to "Re-plant" the church for each generation while cherishing its essential traditions. FPC's balanced and diverse congregation is seen as a strategic asset in a polarized world, positioning it to be a beacon of hope through its unwavering commitment to Love & Learn.