Peachtree Road United Methodist Church

Committee of 100 -- 2018 Report

I. Preliminary Considerations

* Choosing the Direction for Our Future

In order to determine Peachtree Road United Methodist Church’s future, we must first come to an understanding of our church’s present standing and stature and then determine the maximum potential for our church in this community.

1. Determining Where We Are Now: As of December 31, 2017, Peachtree Road UMC had:

7,895 members (4500 of these are active – resident members marginally to fully active in the life and mission of the church);

3,283 constituents (non-members participating in one or more activities of the church at least twice in a six-month period) – this figure is derived by the:
  1,438 on the Preparatory Roll
  511 children not on the Preparatory Roll,
  1,334 adult non-members who attend Peachtree Road UMC;

15,930 persons helped in mission (non-member households in the community who are intentionally ministered to) – this figure is derived by discovering that our church helps 4,198 households and 5,250 individuals through our mission of outreach:
  43 households helped through our scouting program;
  26 non-member households helped through our music ministry;
  55 non-member households helped through our children’s ministry;
  18 non-member households we help through our church’s youth ministry;
  172 non-member households helped through our preschool ministry;
  3,958 non-member households helped through our Recreation Ministry;
  5,250 non-members helped through our ministry to those who are needy.

If we estimate that there are 2.5 persons in each of the households listed above, we discover that we are helping about 15,930 persons in mission.

Our church’s ministry touches about 27,108 lives.
2. Discovering How Far We Can Go:

The total population within a 5-mile radius of Peachtree Road United Methodist Church is 351,783.

If half of those people are effectively un-churched, this shows an un-churched population in our area of over 175,000.

Twenty percent of this un-churched population is a conservative potential for mission (35,000), and increasing this figure by 20 percent will give us our maximum mission potential.

Therefore, the maximum mission potential for Peachtree Road United Methodist Church is 42,000 (nearly 15,000 more than we currently are reaching).

3. Deciding How Far We Want To Go

In the year 2025, Peachtree Road United Methodist Church will celebrate its 100th anniversary. As we prepare for our second century of ministry in this community, what will our church look like? Certainly, the last twenty years have set a lofty standard of excellence in ministry. We would like to offer the following goals for ministry by the year 2025:

   a) Average Worship Attendance of 2500 – current AWA is 1664
   b) Annual Giving to Outreach of $2 million – current giving is $1.1 million
   c) No Indebtedness – current indebtedness is $3.75 million
   d) Develop an Endowment of $10 million – current endowment is $2.5 million
   e) Expand Ministries with Children and Youth
   f) Develop Expanded Space for Recreation
   g) Send 30 Young Adults into Full-time Ministry in the United Methodist Church

Obviously, we believe our best years are ahead of us, and these estimates represent realistic and attainable goals for our church’s journey to where Christ has called us to be.

II. The Planning Process

A. Assessing Peachtree Road’s Effectiveness in Ministry

In his many years of research and consultation with churches, Dr. Kennon Callahan has observed that eight characteristics are consistently present in successful congregations. Four of these are relational, people-centered characteristics, and four are functional, institutional resources.
Effective, successful churches have six of these as well-developed strengths. Dr. Callahan points out that few (if any) churches have developed all eight of these characteristics to their fullest potential.

<table>
<thead>
<tr>
<th>Relational Characteristics</th>
<th>Functional Characteristics</th>
</tr>
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<tbody>
<tr>
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</tr>
<tr>
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</tr>
<tr>
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<td>7. Adequate Facilities</td>
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B. Developing a Three-Year Plan

Four steps to create an effective plan of ministry for a church:

1. Select the **characteristic** strengths to expand. In this phase, the long-range planning team selects the two or three strengths (those characteristics rated 8, 9, or 10) upon which it wants to **expand**. We build on our strengths.

2. Select the **characteristic** strengths to **add**. In this phase, the long-range planning team selects the two or three characteristics (which were rated 1-7) which are wise to add as future strengths.

3. Construct a **timeline** for the coming three years. The key to this phase is planning the church’s work so that only one or two major priorities are worked on at a time. One principle to remember is “plan less to achieve more.” Allow three years for a new program to grow.

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year 1       year 2       year 3
Development  | Leadership & Outreach | Momentum
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4. Determine the **Key Objectives** that will best expand and add the chosen characteristics. In this phase the committee members share their own suggestions with the group and select only the best ideas that will enhance this particular church's ministry.

Two principles are important here:
The first is the “20-80” rule. Twenty per cent of what a grouping does delivers eighty per cent of its results. Conversely, eighty percent of what a grouping does produces twenty per cent of the results. Therefore, the art of long-range planning is to select those gems that will work at Peachtree Road -- the “twenty percent-ers.”

The second principle is “work smarter, not harder.” It takes two to four key objectives to expand a central characteristic, and it takes four to six key objectives to add a new strength. The key to effective long range planning is to select the best key objectives.

C. The “Art” of Long-Range Planning

Long-Range Planning is an art. Participants are asked to share their wisdom, judgment, vision, common sense, and prayer to enable our church to select those key objectives that will grow forward Peachtree Road’s ministry. By using these resources, we will formulate a plan that will give our Administrative Board and Program Council a road map to follow to be an even more effective congregation.

III. Peachtree Road UMC’s Three Year Plan for Ministry

A. Evaluating the Past Year: 2017

Mission Outreach

One of our best strengths here at Peachtree Road is the array of outreach opportunities and church programs that nurture the faith of others. We currently invest $1.5 million in Outreach beyond the walls of our church (not counting our North Georgia Conference Apportionments). By the year 2025, our goal is annually to invest $2 million in Outreach. Our goal is to change lives and help those who are in need (especially children) at home and abroad. These objectives can help us reach this goal:

1. Continue to offer the annual “Great Day of Service” as a way of encouraging a critical mass of our members to participate in outreach. This annual emphasis could lead to more frequent opportunities (monthly or Saturdays -- like our Habitat for Humanity project) or sponsoring a quarterly day of service. The goal is to reach a “tipping point” in outreach to the community. Also, we need to continue to educate our congregation concerning the opportunities to serve and communicate how our partnerships change people’s lives.

+Beth Spencer’s team under the leadership of Susie Hubbard and Jo Hodges enabled the 25th annual Great Day of Service to be very successful with approximately 1,000 Peachtree Road members participating in projects with Agape, Hollis STEM Academy, Habitat for Humanity, BCM, and many others.
2. Further develop a coordinated ministry on the West Side, taking advantage of our partnerships with other agencies.

Peachtree Road sponsored its first “A Just Cause” golf tourney to raise money ($15,000) to support the Hollis STEM Academy and has worked in partnership with Habitat for Humanity to sponsor and build a home to contribute to the revitalization of the West Side. In addition, Dan Cathy came to Peachtree Road to talk with us about Chick-fil-a’s commitment to the West Side community.

3. Expand upon our global mission projects providing shelter in South America, love and support in the nation of Georgia, and clean water in Kenya.

Mission trips to Nicaragua continue to be an exciting place for Peachtree Road members (adults and youth alike) to make a difference and learn the value of service; Lynn Banks’ team sponsors over 200 children in the nation of Georgia and provides them with the love and support they need; and our partnership with Start with One Kenya is providing life and hope to thousands through the gift of clean water to households in entire areas.

4. Continue to allow all proceeds of the Dogwood Gift Shop to fund global mission projects

The Dogwood continues to flourish, having its best year yet under the direction of Jan Bilthouse and Anne French

5. Make use of the Christmas Eve offering to fund life-changing outreach ministries (these may be either global or local or both).

Our Christmas Eve offering raised $272,000 to be used to purchase water filters for those living in the Rongai region of Kenya, surpassing our goal by $32,000.

Leadership Team

1. One of our primary goals for the year is to leverage our congregation for ministry. That will require the recruitment, training, and equipping hundreds of persons in the areas of nurture, outreach, and hospitality. We will need a systems approach that enables us to accomplish.

We are still in the process of recruiting those teams of people particularly in the areas of nurture and outreach to enter the data of those who were present on Sunday morning for worship and Sunday School and teams to follow-up on those who have missed four Sundays in a row.

2. We will develop an executive council consisting of the following persons: senior minister, chief operating officer, two associate ministers, chairs of the Administrative Board, Board of Trustees, Staff-Parish Relations Committee, and Finance Committee, lay leader, treasurer, and two lay persons serving as at-large members. This council of 12 will meet as needed to offer support for the efficient administration of the church.
We established an Executive Council and it worked throughout the year to help facilitate the work of the Administrative Board.

3. Hire a human resources professional to provide oversight as the staff develops job descriptions and a review process that promotes an effective team that achieves the goals for the year; a property manager who understands the church’s systems and can provide leadership in the care and maintenance of our facilities; and hire a youth director who not only grows our students as disciples of Jesus Christ but also integrates them into the life of the church and church members into the lives of students.

We have hired Julie Harrison as our full-time director of human resources and she has implemented the development of job descriptions and a review process that is helpful to our staff team. We also brought on Chris Mucha as our director of our ministry with youth and their families. He and his team are doing great work.

4. Offer a management training course to directors on the staff to help them develop their servant-leadership skills and effectively manage their teams. A part of management training may include diversity training so we become the hospitable church we aspire to be.

With the help of Jim Bulger, president of WorkThrive, we offered a management training course in the second quarter of the year for all directors. The diversity training was put on hold.

5. Create a technology task force that can evaluate the effectiveness of our database as we seek to leverage the congregation to accomplish the ministry of the church.

The general consensus is that we need a new database to enable us to accomplish all that we have set out to do. We hope to accomplish this in the second half of 2018. We were able to develop a church app that has been downloaded by over 1,000 people and will help us stay better connected.

Financial Resources

Concerning finances, we have two important goals as we look toward 2025:

- No Indebtedness – current indebtedness is $3.75 million
- Develop an Endowment of $10 million – current endowment is $2.5 million

We believe these key objectives will help us achieve our goals:

1. Appoint two task forces – a) to study the approaches of effective churches of our size or in our community and recommend a best way forward for Peachtree Road; and b) to study church data base software that is both simple for members of the congregation to interface with and robust enough for a church our size to keep up with both an active pledge base and a variety of giving streams. Also, look for ways to consolidate/reduce the number of requests for giving.
We were able to study what other churches are doing and found a variety of approaches – everyone is trying to figure it out! Fewer churches use the traditional annual pledge campaign; many emphasize online giving; and some conduct special giving Sundays to support an aspect of the church’s ministry (such as outreach, worship, or youth) that otherwise might be in the operating budget. Our Finance Committee, under the leadership of Brad Milsaps, has reduced the number of special “asks” from 36 Sundays to 8. The creation of a church app does offer givers a simple and effective way of contributing.

2. Conduct a debt-retirement campaign that leverages the generous gift offered to the church for this cause. If we can raise $2 million by the end of 2017, a donor will match it. If we can raise a second $2 million by the end of 2018, the donor will match that $2 million also. The opportunity to raise this $8 million, retire our debt, and address several deferred maintenance needs cannot be missed. We need to eliminate our debt in these two years so that we can accomplish greater things for Christ.

We successfully raised $2 million in 2017 and received the $2 million match that enabled us to reduce our debt to $3.75 million. We are very optimistic that we can successfully raise another $2 million this year, receive the matching gift, and retire our debt. We already have commitments of $1 million to be paid this year!

3. Further develop an intentional strategy to grow our endowment to provide support for outreach projects beyond our budget and capital improvements and upkeep (in order to ensure that the ministries of Peachtree Road will continue and its facilities be maintained in good shape, it will become increasingly important for efforts to secure enduring gifts through major gifts and the John Wesley Society to continue for the coming 15+ years).

As we retire our debt, there is an opportunity to approach this goal with renewed energy and commitment. Raymond Reynolds has helped develop a strategy that will roll out this year.

4. Hire a developments officer to work with the chief operations officer to cultivate relationships and help donors discover giving opportunities through the ministry of Peachtree Road.

At the present time, as we try to balance our budgets and retire the debt, we are trying to use volunteer support to accomplish this work.

Dynamic Worship

One of our 2025 goals is to increase our average worship attendance to 2500. There are five components to a worship service that can enhance the experience:

- warm congregation: greeters, ushers, parishioners, and worship leaders
- music that is inspiring and dynamic
- preaching that is helpful and hopeful
- service is stirring and flows with a sense of balance, power, and movement
• services are offered at times that are helpful to persons in the community

The first goal is to strengthen our present worship services by increasing the average worship attendance to 2000 during the coming three years. We believe these six key objectives will help us accomplish this:

1. Strengthen the Chancel Choir, and musical groupings participating in the morning worship services. (A choir that averages 85+ voices each Sunday matches the size of the sanctuary and the organ – as the Chancel Choir grows over the coming three to five years, the service will become stronger). We can grow the Chancel Choirs by 7 in 2017 and by another 7 in 2018.

   According to Scott Atchison, we have a choir enrollment of 96 and regular attendance of 65 each Sunday. We will look to push that closer to 75 this year.

2. Continue to develop the worship experience for those worshiping online (sound, video quality, opportunities to interact by registering attendance and requesting information, designating a minister to follow up, etc.). This segment of the congregation currently averages over 200 per Sunday with as many as 1000+ on Christmas Eve. It is a double-edged sword – those who otherwise are unable to physically get to Peachtree Road are able to stay connected to the church; but, the convenience of worshipping online has become a deterrent for others.

   --Online attendance remained flat this year with an average of 180 per Sunday.

3. Continue to explore ways to enhance the worship experience for children by offering excellent child-care, age-appropriate opportunities during the service times, and regular opportunities for children to not only participate but lead in worship for the congregation.

   In addition to those Sundays when our children sing in worship or read scripture, we offer a monthly service throughout the school year for elementary students in the Children’s building.

4. Encourage the full participation of the congregation by strengthening the following:
   • Evaluate and enhance both the sound and lighting in the sanctuary – “The larger the space the warmer the face…and the voice.”
   • Intentionally design services to have a sense of pace, power, and movement with several “warm moments” that enable us to sense the presence of God.
   • Offer training opportunities for ushers and greeters to reinforce the goals of hospitality in worship.

   We were able to purchase and install a new state-of-the-art sound system for our sanctuary, chapel, and narthex that is a tremendous improvement over what we had. We also have provided training for our excellent usher team, especially in the area of crisis management.

5. Ask a task force to evaluate the effectiveness of the New Traditions service.

   A task force led by Julie Schendel accomplished their work and recommended changes to the service in terms of venue (moving back to Heritage Hall) and music
(now led by Amy Little and her team). The name has been changed to The Road, three preview services were held the last three months of the year, and the service started with renewed energy in January of this year.

6. Develop a marketing strategy to invite non-members who participate in other Peachtree Road ministries such as Preschool, Recreation, etc. Members of the church staff attended a workshop offered by StoryBrand out of Nashville in the fall. Much was learned and is being implemented to supplement the efforts of Michael Reene and his team of Peachtree Road “growers.”

B. The Committee’s Current Assessment

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Two relational characteristics (Mission Outreach and Dynamic Worship) and two functional characteristic (Strong Leadership Team and Adequate Facilities) were rated as strengths of the church.

After thoughtful evaluation, we decided to develop the following characteristics as strengths:

1. The first characteristic we chose to expand is the strength dynamic worship. There are a number of factors that contribute to the effectiveness of worship: the warmth and hospitality of the congregation; inspirational music; the hope and help offered in the message; the number of worship options offered; and the conduciveness of the space for vital worship. We have rated this strength to be 8.

2. The second characteristic we chose to add is our leadership team. The emphasis of this characteristic is developing a team of staff and lay leaders who work well together to help the church achieve its goals and develop a system that emphasizes loving, listening, learning, and leading one another. The committee rated this characteristic to be 8.
3. The first characteristic we chose to develop as a future strength is **financial resources**. This characteristic recognizes that there are six sources of giving: spontaneous gifts, major Sunday giving, special planned offerings, major projects, annual giving, and enduring giving. The vital church opens all six doors to givers. The committee has rated our effectiveness in this area as 7.

4. The second characteristic we chose to develop as a future strength is **small groups**. This characteristic takes into account that some folks are “excellent sprinter” in life while others are “solid marathon runners” and offers a variety of group opportunities (both one-time/short-term and long-term/year-round) that are helpful to the targeted groups. This characteristic received a rating of 7.

5. The third characteristic we chose to develop as a future strength is **shepherding visitation**. This characteristic acknowledges there are a host of persons in our community with whom we could share visitation and reaches out to them in the spirit of the Good Shepherd. We have rated this characteristic to be 6.

### C. Peachtree Road’s Three-Year Plan

**Timeline**

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<tr>
<th>Key Characteristics</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
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<th>2022</th>
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<td>1. Leadership Team</td>
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<td>2. Financial Resources</td>
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<td>3. Dynamic Worship</td>
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<td>4. Small Groups</td>
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<td>5. Shepherding Visitation</td>
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*It is important to note that 2018 has been designated as a year of prayer at Peachtree Road. We want prayer to undergird every aspect of our church’s ministry. It is our hope that this emphasis will enable our members to grow deeper in their relationship with Christ and lead them to participate in acts of compassion with others outside the walls of the church and look for ways to celebrate God’s grace and goodness.*

**Leadership Team**

1. In an effort to leverage our congregation for ministry, we will need to develop a process of discipleship-making that intentionally recruits, trains, equips, and inspires hundreds of persons each year in the areas of nurture, outreach, and hospitality.
There are other churches doing this, and we need to borrow develop a development process that works for us. It will be important to have a robust database to accomplish this goal. Communication will be key as we build in accountability – Who? What? By when?

2. Continue to develop the staff review process that promotes an effective team that achieves the goals for the year. The review process will include the setting of departmental and individual goals, regular feedback and coaching, and an annual consultation in regards to performance. We will allow/encourage multiple teams to work together to avoid silos.

3. Formalize an orientation process for all new members of administrative committees so they have an understanding of the scope of the work of the committee and its relationship to other committees within the church. Pay particular attention to recruiting and training a younger generation for ministry leadership

4. Look for ways to express our appreciation to those who have led well on a regular basis

Financial Resources

Concerning finances, we have two important goals as we look toward 2025:

• No Indebtedness – current indebtedness is $3.75 million
• Develop an Endowment of $10 million – current endowment is $2.5 million

We believe these key objectives will help us achieve our goals:

1. Strengthen the pledge base of the church by developing 1500 pledgers through a well-organized and compelling annual campaign that concludes on Harvest Sunday. This can best be accomplished through a three-pronged approach:
   • Clearly communicate the impact of the church’s ministry with those who currently pledge and give to support our ministry
   • Educate those who give but do not pledge on the importance of pledging as a spiritual discipline and as a help to the church’s planning process
   • Reach out to those who neither pledge nor give and invite them to begin pledging/giving at least at a nominal level to begin the journey of good stewardship

2. Honor the generosity of the congregation by avoiding excessive “asks” on Sunday morning during the worship service. We will limit ourselves to 9 special offerings plus a major emphasis during Lent to support our local outreach partner agencies.

3. Offer the Dave Ramsey Financial Peace course regularly for members to learn the importance of financial planning and stewardship.
4. Finish the debt-retirement campaign by the end of 2018. Raise the final $2 million needed to receive the matching $2 million gift and enable the church to be debt free. This will save the church tens of thousands of dollars of interest fees and free up additional funds for the church’s ministry. Celebrate this accomplishment well.

5. Further develop our endowment to provide support for outreach projects beyond our budget and capital improvements and upkeep (in order to ensure that the ministries of Peachtree Road will continue and its facilities be maintained in good shape, it will become increasingly important for efforts to secure enduring gifts through major gifts and the John Wesley Society to continue for the coming 15+ years). In 7.5 years we will be celebrating our 100th anniversary. Our goal will be the addition of $1 million each year to reach a goal of having a $10 million endowment.

6. Hire a developments officer to work with the chief operations officer to cultivate relationships and help donors discover giving opportunities through the ministry of Peachtree Road.

Dynamic Worship

One of our 2025 goals is to increase our average worship attendance to 2500. There are five components to a worship service that can enhance the experience:

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2. Continue to develop the worship experience for those worshiping online (sound, video quality, opportunities to interact by registering attendance and requesting information, designating a minister to follow up, etc.). This segment of the congregation currently averages over 180 per Sunday with as many as 1000+ on Christmas Eve. It is a double-edged sword – those who otherwise are unable to physically get to Peachtree Road are able to stay connected to the church; but the convenience of worshiping online has become too convenient for others.
3. Continue to develop The Road worship service on Sunday morning at 11:15 am in Heritage Hall and Sundays @ 5 on Sunday evenings in the Moore Chapel through the development of the music and hospitality for these services. Also, consider adding a middle service at 10:00 am on Sundays to create new options for worship and for education space. The goal for these is to include persons who currently do not worship at Peachtree Road on Sunday mornings.

4. Continue to explore ways to enhance the worship experience for children and youth by continuing to offer excellent child-care, age-appropriate opportunities during the service times, and regular opportunities for children to not only participate but lead in worship for the congregation. Also, look for ways to celebrate milestones in their lives with services of blessing: baptism, baby dedication, 3rd grade Bibles, confirmation, blessing of drivers license, high school graduation, etc.

5. Encourage the full participation of the congregation by strengthening the following:
   • Evaluate and enhance the lighting in the sanctuary -- “The larger the space the warmer the face.”
   • Intentionally design services to have a sense of pace, power, and movement with several “warm moments” that enable us to sense the presence of God.
   • Offer training opportunities for ushers and greeters to reinforce the goals of hospitality in worship
   • Encourage regular attendance in worship by following up on members who have missed four Sundays in a row through a volunteer calling team.
   • Develop an inviting congregation that seeks to extend a warm invitation to friends, neighbors, and co-workers to worship at Peachtree Road

6. Discover ways to connect with those living in the high-rise condominiums in our community and invite them to worship with us – especially on those major Sundays such as Easter, Christmas Eve, Freedom Sunday, Harvest Sunday, etc. Consider external signage and billboards along with social media marketing to accomplish.

7. Consider the value of adding a satellite campus in cooperation with the North Georgia Conference in the mid-town community. The Annual Conference would partner with us to provide some funding for such a venture for three years and we would offer leadership for preaching, congregational care, and outreach in that community, thereby extending the reach of Peachtree Road and United Methodism into a different area of the city. Also consider this model in the senior living centers of our community.

Small Groups

As we work to make this characteristic a “strength,” we need to keep two important considerations in mind:
• New members who do not find a small group that is “home” within the first 6 months in a church are well on their way to becoming “inactive”
• Take into account that some folks are “excellent sprinters” in life while others are “solid marathon runners” and offer a variety of group opportunities (both one-time/short-term and long-term/year-round) that are helpful to the targeted groups.

1. Continue to build upon our excellent adult Sunday School program by starting at least one new class each year. This may require offering adult education opportunities at other times on Sunday morning: 8:45 am and 11:15 am, as well as 10:00 am

2. Continue to build upon the success of Disciple Bible Study. Offer several opportunities for Disciple I (including Disciple Fast Track) along with other courses in the Disciple series.

3. In addition to long-term small groups like Sunday School and Disciple, offer a balance of short-term courses (3-6 weeks in length): marriage enrichment, Financial Peace, parenting, Bible study, men’s fellowship, and women’s fellowship.

4. Develop a series of seasonal small groups centered around prayer – offer forums that identify folks interested in going deeper in prayer groups as well as intercessory prayer groups, one-time prayer retreats, and prayer vigils.

5. Build upon our growing young adult ministry by offering seasonal retreats, short-term studies, and regular fellowship activities in 2020 and beyond


7. Offer a forum for families with preschoolers in the spring of 2021. Follow up with a gathering in the fall of 2021, a fellowship event in the spring of 2022, and the development of a new Sunday School Class in the fall of 2022.

8. Offer a forum for families with youth in the spring of 2021. Follow up with a gathering in the fall of 2021, a fellowship event in the spring of 2022, and the development of a new Sunday School Class in the fall of 2022.

**Shepherding Visitation**

1. Develop a team of 250 volunteers to share visitation with members of the church through personal phone calls and text messages in August inviting them to Fall Kick-off Sunday
2. Develop a team to share visitation with first-time worshipers through personal phone calls, personal notes, or e-mail notes each week on Sunday or Monday

3. Develop a team of 40 volunteers to share visitation with preschool families through small group gatherings during January through June

4. Develop a team of 40 volunteers to share visitation with elementary school families through small group gatherings during January through June

5. Develop a team of 20 volunteers to share visitation with youth families through small groups gatherings during January through June

6. Develop a team of 20 volunteers to make home visits with members who are shut-ins during Lent and Advent

7. Develop a team of 4 volunteers to share visitation with newcomer families through work visits, personal phone calls, and small group gatherings during June through September

8. Develop a team of 6 volunteers to share visitation with relationship persons through personal notes and small group gatherings during October through December

9. Develop a team of 4 volunteers to share visitation with occasional worshipers through personal notes, personal phone calls, and e-mail notes during February through April

10. Develop a team of 8 volunteers to share visitation with constituent families through personal notes, personal phone calls, and small group gatherings during the start-up of activities in the fall