

# Adding a Second Service – Final Proposal

## Introduction

For over a year the Two Services Task Force has examined the feasibility of a second service. We discussed the needs of members in congregational meetings, cottage meetings, and individual conversations. We studied this information, along with attendance data, to determine whether or not a second service was needed. Our research indicated that a change to accommodate growth has been needed for some time. We started out examining this possibility because of attendance numbers, but we've come to realize this is about a size transition issue moving from pastoral to program size.

This proposal provides a realistic model for adding a second service so that members of the congregation can make an informed vote in May 2017. To learn what would make a second service successful, we researched the process of adding a second service in books and online, as well as visiting Unitarian Universalist churches that had added a second service and interviewed key lay leaders involved in those processes. The Task Force also discussed second service logistics with affected committees and groups, in addition to the feedback we received from cottage meetings and individual conversations. We then presented a first draft of the proposal to the congregation for review, and have incorporated the feedback we received into this final proposal. We are grateful to UUCM members and friends whose questions, concerns and ideas helped us create this document.

*Please note that the proposal represents our best approximation at this time of how two services would function. Undoubtedly, adjustments and adaptation will be needed as we go along if we move forward and vote to implement this proposal.*

## Proposal

The Two Services Task force proposes that the Unitarian Universalist Church of Muncie conduct a **one-year experiment** offering two services on Sunday mornings during the 2017-2018 fiscal year, with the following schedule:

9:00am	1 <sup>st</sup> Service
10:00am	Shared Coffee Hour
11:00am	2 <sup>nd</sup> Service

Since summer attendance is typically lower, the second service would not be added until our “active” church year begins in September - specifically, Sunday, September 10th, since September 4th is the Labor Day weekend holiday. If we were to continue the experiment past the first year, the recommendation would be to continue to reduce down to one service during the summer months due to typically lower summer attendance.

## Sunday Service Structure & Content

The content of both services would be the same – two identical services matching the format of the single service we use currently.

Our original draft of this proposal laid out a framework for two versions of the same service that would have had slight variations, creating a slightly more “traditional UU” service at 9am, and a slightly more “contemporary UU” service at 11am. After sharing the proposal with the congregation and receiving feedback and concern that this aspect of the proposal was perceived as unfair to different groups and constituencies, we decided to make the adjustment to two identical services. Given the limitations of our physical space and the absence of any dedicated adult meeting space, this was best compromise solution we found. We hope this version does a better job of meeting everyone’s needs.

## Sunday Service Logistics

- The **choir** will perform during the second service. On Sundays when the choir is performing, the coffee fellowship will take place in the common room so that the choir can warm up in the sanctuary.  
*Note: the choir was asked if they would be willing to sing at both services, and due to logistical and timing challenges chose to only sing at the second service.*
- The **Worship Associates** and **Sights & Sounds** committee members have agreed to participate in both services on their assigned Sundays.
- The **Hospitality Teams** will manage the coffee hour and cleanup as they do now. Having Coffee Fellowship between the services minimizes the increased labor for team members.
- People attending the second service would be **welcome to stay and socialize** for as long as they liked after the second service.

## Religious Education

After meeting with the Children’s Religious Education (CRE) Committee, it became clear that our CRE attendance dictates that we do not have enough children and youth to offer to full CRE classes at both services. The conversation also made it clear that the CRE Committee strongly preferred to offer those classes during the second service. The plan would thus be as follows:

1 <sup>st</sup> service	2 <sup>nd</sup> service
<ul style="list-style-type: none"> <li>• Nursery/Pre-school care would be offered throughout the service, as it is now</li> <li>• Children attend the first portion of the service, as they do now</li> <li>• Special “All-Ages Religious Education” would be led by the Director of Religious Education once children are sung out</li> <li>• Middle and high school students would be welcome to stay for entire service, or attend special “All-Ages RE” time</li> </ul>	<ul style="list-style-type: none"> <li>• Nursery/Pre-school care would be offered throughout the service, as it is now</li> <li>• Children attend the first portion of the service, as they do now</li> <li>• Children would attend grade-based Religious Education classes once they are sung out, identical to our current format</li> </ul>

The expectation with this model, at least during the first year, is that there would be only a small number of children and youth attending the first service, so that the “All-Ages Religious Education” time would be meaningful and manageable. Our Middle and High School Youth Groups would maintain their current schedule, meeting after the second service, in a similar time slot as to when they occur now.

*Note: One benefit of this arrangement is that teachers and classroom assistants would have the option of attending the first service, and teaching during the second service, if they so wished.*

### **Current Pre-Service Programming**

There are several church programs offered during the current pre-service 9:30am time slot that might consider selecting a new meeting time to adapt to the new Sunday morning format. These groups include but are not limited to the Sunday Morning Discussion Group, the Pagan discussion group, the Inquirer series for visitors and guests offered by the Membership Committee, and other periodic Adult Religious Education offerings. Given the current limitations of our physical space and the proposed structure of Sunday morning, the available meeting times are

- during the 9am service
- during the 10am coffee hour
- after the 2nd service
- on another day

*Note: there is no meeting space available during the 2<sup>nd</sup> service since the Children’s Religious Education program would be using all classrooms during that time.*

**Essentially, the options are the same as they are now – meeting before or after the 11am service.** Creating dedicated adult meeting space in our building is something the Task Force hopes the church will consider addressing in the near future, as there is a clear need in this area.

## Budget

<u>Additional Needs</u>	<u>Anticipated Cost</u>
Child/Nursery Care - additional ½ hour per week	\$565
Increased electricity and utility usage (estimated)	\$500
Orders of Service - for paper, +50 Orders of Service per week	\$250
Office Administrator - additional hour per week to create a second order of service and a second PowerPoint	\$731
Music - for a primary musician to play music and accompany hymns for an additional service	\$4,700
Guest Musicians - paying additional for guests to play for a second additional service when they join us on a Sunday morning	\$500
Guests Ministers - paying extra to guest ministers to preach at and lead two services instead of one	\$1,000
Membership Coordinator - one additional hour per week to enable coverage for both services	\$504
Director of Religious Education - additional two hours per week to plan and lead Special R.E. time during 1st service	\$2,220
Supplies for Special R.E. time in first service	\$300
<b>Total estimated additional cost =</b>	<b>\$11,270</b>

To mitigate the impact on the 2017-2018 budget, a special fundraiser has been undertaken asking members and friends to commit to giving gifts in support of the second service budget, to be paid only if a second service is approved at our May congregational meeting. At the time of publication of this final proposal, we have **pledged commitments for over 90% of the \$11,270 budget**. We anticipate reaching 100% by the time of the vote on May 21<sup>st</sup>, which would remove the need for concerns over the cost from the debate. If we try this one-year experiment, and then further decide to continue it after the first year, we anticipate these additional expenses would become a normal part of the budget process, and that the increase in Average Sunday Attendance would lead to additional members and friends pledging, which would help offset the costs.

## **Suggestions for Execution**

We recommend the following steps to ease the transition:

- Reduce the number of chairs in the sanctuary to give the sanctuary a cozier, more intimate feel.
- Add round tables at the rear of the sanctuary to encourage fellowship and networking during the coffee hour.
- Increase the number of chairs on Sundays when the choir performs during the second service. Coffee fellowship will be held in the Fellowship Hall.
- Recruit some members to commit to “seeding” the individual services for a time so as to guarantee a certain level of attendance early on.

There are also certainly many other things we could try doing, if we decide to try this one year experiment. For example, one person suggested we could try offering food of some sort during the 10am hour between services, such as brunch. We think this is an excellent idea, and if we vote to try this experiment, we hope that many wonderful and creative ideas such as this emerge and are implemented. This proposal outlines the minimum necessary requirements to add a second service – there is certainly room for additional programs, projects, meals and more, if people are interested in creating them.

## **Evaluation & Continuation**

We recommend the board appoint a special committee to measure the success of the two services. This committee can conduct interviews with attendees to collect feedback, as well as gather objective data such as attendance and parking strain to measure the success of the second service. At the May 2018 congregational meeting, the congregation would vote whether to permanently establish two services, continue the experiment for another year, or end the experiment.

We heard after presenting the first draft of the proposal a strong desire for a metric of some sort to be used to measure the success or lack thereof of adding second service. The only truly “measurable” metric we found, after looking back over our research materials and consulting with the Committee on Ministries, was Average Sunday Attendance, or ASA. Our recommendation is thus that a 10% increase in ASA would be an indication of success. Given that our average Sunday attendance currently tends to fluctuate between 130-150, a 10% increase in ASA would mean adding 13-15 people to our average.

We recommend the special committee appointed by the board to measure the success of the two services start with the 10% ASA increase as their primary metric, and then of course make adjustments, or add other evaluative pieces, as they see the implementation process unfold over the course of the year.

## **Threshold for Passage**

The Board of Trustees has set the threshold for passage of the motion to add second service to be 60% of votes cast.

## **Other Concerns**

We have created two additional documents, included with this proposal as Appendix 1 and Appendix 2, to try and address other concerns that have been raised. Appendix 1 focuses solely on the question raised that “if 80% of second services succeed, what keeps the other 20% from doing so?” Appendix 2 is a table of Questions, Concerns & Answers covering a broader range of topics.

## **Walking through the morning, including timing, with different individuals/families**

### An average church member

Arrive at 8:55am and enjoy the 9am service. Stay for coffee at 10am to chat both with friends who attend the 1st service, and with friends who came for coffee hour prior to attending the second service. Leave at 10:45am.

OR

Arrive at 10:30am to have coffee and chat with friends who attend the first service. Attend and enjoy the 11am service, then hang around for a few more minutes to chat with friends after the second service concludes.

OR

For the really dedicated churchgoers (and we heard from talking to other UU churches with two services that these folks do exist) - show up at 8:55am for the first service, stay and enjoy a full coffee hour in between services AND stay and enjoy the second service as well. Leave at 12:15pm with a joy-filled spirit.

### An RE teacher

On Sundays when an RE teacher is scheduled to teach, he/she would arrive in time to be ready to teach at the point in the service when the youth are dismissed. (About 11:20.)

Alternatively, if the RE teacher would like to attend the service on the day he/she is teaching, he/she could arrive in time for the first service, prepare to teach during the coffee hour, and then teach during the second service.

### A choir member on a choir Sunday

On a choir Sunday, choir members will arrive for warm up and rehearsal by 10 am and assemble on the risers in the sanctuary as soon as the first service adjourns. (The hospitality crew will set up coffee in the Fellowship Hall.) Choir rehearsal will be finished by 10:45. Attend and sing at the second service. Leave at 12:15.

### A pre-service programming attendee

Arrive at 8:55am, to settle in for your 9am program. Attend your adult program from 9am-10am. Join the congregation for coffee hour from 10am-11am. Attend the second service at 11am. Chat with a few second service attendees after the service at noon. Leave at 12:15.

### A family with kids who have late Sunday morning commitments

A family with children who are involved with sports or other activities that start in the late morning on Sundays could attend the first service. The parents would stay in the sanctuary for the whole hour, while the children would be able to attend the multi-age RE programming. Leave as early as 10am if need be to get to subsequent activities.

## **Appendix 1: Some Considerations in the Success or Failure of Addition of a Second Service**

The Two Service Exploration Task Force (TSTF) was formed at the direction of the Board of Trustees and charged with determining whether it was desirable to add a second service, and if so, with developing a proposal to do so. TSTF held several congregational meetings and cottage meetings to solicit members' concerns and suggestions, as well as reviewing the research literature on the subject and consulting with UU churches that have added a second service. As a result of this research, TSTF came to the conclusion that adding a second service would benefit our church, and proceeded to draft a proposal. This decision and an outline of the proposal were presented in January, 2017.

In April, 2017, TSTF presented its proposal to the congregation in a question and answer meeting. Some of the questions dealt with the conclusions that the Task Force drew from the research. In particular, participants were concerned that, although the research indicated that 80 percent of churches that add two services succeed in increasing attendance, 20 percent of churches do not. Questions were raised about the characteristics of unsuccessful churches, and whether UUCM shared characteristics associated with a lack of success.

The question of adding a service cannot be separated from questions regarding church growth. According to the growth literature, UUCM is an "in-between church" or hybrid church, stuck between the level of a small, pastoral church and a larger program church. The congregation has been discussing these ideas, guided by two books on church growth:

*The Myth of the 200 Barrier*, by Kevin E. Martin  
*The In-Between Church*, by Alice Mann

These books distill the literature on adding a second service, as well as identifying barriers to church growth. Both books are available in the church office, and members may wish to consult them, regardless of their opinion on adding a second service.

Mann explicitly addresses the connection between adding a service and growth, citing a study by Charles Arn that indicates that 80 percent of congregations that add a second service experience growth in total worship attendance and giving. He also finds that about half of the Christian congregations surveyed would benefit from adding a second service. Arn suggests that adding a second service is a bad idea when the primary pastor is planning to leave within a year, or when keeping everyone together in a single service is the highest priority of the church. It is also unlikely to succeed if the church's top priority is survival. As a growing church with a dedicated minister; mission, values, and bylaws that emphasize growth; and a growing membership, none of these conditions apply to UUCM.

There are other considerations that suggest that UUCM should add a second service:

1. If a church size plateau is allowed to continue, it will lead to a decline. The readings suggest our church would grow if we add a second service because our attendance frequently exceeds 80 percent of our expanded seating capacity. This implies that having only one service creates a cap on our attendance that can only be remedied by adding another service.

2. Our community's population has been in decline, but this church has been holding steady and adding new members. Unlike some mainline protestant congregations, we are seeing increased interest in the unique features of our congregation. It is facing the good problems of meeting the need for this church and how to incorporate new members.

3. A hindrance to growth is about sociological space, in addition to seating space. Small groups, new member programs and other programs are now happening to address this growth hindrance issue. The church is now more ready than ever to incorporate new members, and our capacity for welcoming new people is growing. As we reach the empirical limits of individual social networks and the 150 cap on the size of our "tribe" (as described by Martin), we need to enhance our capacity to add new networks that overlap existing networks.

4. Remaining in a plateau zone usually results in three negative outcomes:

- Open conflict that depresses attendance and discourages newcomers.
- Stress and overwork or neglect of family of the lay and clergy leaders.
- Lack of capacity for incorporating new members.
- Failure to live up to the mission of the church and in spiritual growth of all members.

It is worth noting that in churches that remain in a plateau zone for 10+ years, the success of a second service may cause more consternation among established members than a failure would cause. The long-time plateau of this church is adding to this tension.

Adding a second service may help us grow out of the tensions of hybrid church and live up to our potential as a program church. Research cited by Mann indicates that churches who added a service in spite of their reservations came to believe it was worth the resources invested and the risk entailed.

Growth is challenging, but it may help us to resolve internal tensions, welcome those who are on the verge of joining into full membership, and most importantly, encourage our spiritual growth as we enlarge upon our welcoming and inclusiveness, and vitality.

## Appendix 2: Questions, Concerns, and Answers About Adding a Second Service

*Last year, the Two Service Task Force distributed a document on the perceived pros and cons for adding a second service. Since then, the task force has developed a proposal for a second service that tries to take many of the concerns voiced by members into account. This revised document focuses on the objections and concerns about a second service and ways in which they are addressed by the proposal, and as they have been evaluated by the Task Force.*

<u>Concerns</u>	<u>Proposal</u>
Loss of sense of community, division of the church.	Coffee hour in between services will facilitate interaction. Smaller number of attenders at each service will enhance sense of community. Numerous opportunities for interaction between members who attend different services are still available and would not be affected.
More RE teachers needed	RE will be offered at second service only
More Hospitality Team members needed.	Coffee hour will occur between services. If necessary volunteers can assist with taking the collection.
Adult group scheduling will be more difficult	Adult groups may schedule meetings any time before or after the 11:00 a.m. service, the same as now.
Adding a service will impose financial stress.	Contributions from members will allow us to conduct the one-year experiment without affecting the budget.
Second service could fail to attract enough people.	Adding a second service will be a one-year experiment. If average Sunday attendance does not increase, the congregation may vote to end the experiment. The task force has suggested that average Sunday attendance should increase by at least 10% to justify continuing the second service.
Increased work for staff.	Additional resources for staff have been added by contributions from members. Staff members have indicated that they can handle the additional workload.
Attendance does not show need for two services.	Attendance has been stuck in a pattern of exceeding 80% of capacity and an average of 150 for several months, then declining for a few months. This pattern indicates that the sense of crowding in the current service may be pushing attendance down.
Other steps need to be taken to move from a pastoral to a program church.	The task force agrees completely. The board gave us the task of developing a proposal for two services and did not ask us to address the other steps necessary. The task force reported on these needs to the board and several steps are underway: <ul style="list-style-type: none"> <li>• The Membership Committee has initiated programs to actively welcome and integrate new members.</li> </ul>

	<ul style="list-style-type: none"> <li>• The board has outlined a plan for growth in the church that recognizes the need for further action.</li> <li>• Church members are responding with formation of additional small groups, an essential step for a growing church.</li> <li>• The board is studying church growth and formulating ways to enhance our growth.</li> <li>• Growth as a result of adding a service may enable us to expand programming and add staff members.</li> </ul>
<p>Muncie’s population cannot support church growth.</p>	<ul style="list-style-type: none"> <li>• The church has added 53 members since September, 2013, indicating that UUCM is needed by people in our community.</li> <li>• Net membership is increasing by 3-4 per year, which is a notable achievement in a church with many older members.</li> <li>• UUCM is averaging 4 or more new visitors per week.</li> <li>• UUCM serves a much wider area than Muncie, including all the surrounding counties.</li> <li>• UUCM appeals to well-educated professionals, a group that has a growing presence in the area thanks to our transition to a regional center for education and healthcare.</li> <li>• UUCM serves a population that is not served by other churches, hence comparisons to other churches should be made with caution.</li> </ul>
<p>The church is too divided to add a second service.</p>	<p>The proposal to add a second service has itself caused many members stress. If a second service is successful, much of the stress may be alleviated. A sense of anxiety and concern is common in “in-between” churches, and breaking through to a program church level will also help to reduce tensions as we become better able to serve our members and friends. Revising the proposal to make the two services the same may ease some of the concerns about division.</p>