



the UNIGRAM

Welcome to this special “Two Services” edition of the Unigram, which contains a wealth of information about our upcoming congregational vote on whether to move forward with a one-year experiment of adding second service. We hope you will read the following material carefully, read the three-book chapters handout on church size-transition available on the table outside the church office if you haven’t already, and participate in the upcoming church-wide events and conversations about the proposal and the process. As you read the proposal, which begins below, please keep in mind that while we have attempted to solicit as much feedback as possible from all the key stakeholders in the congregation and hope that the proposal is close to its final form, that this is still just the current draft. At the event after church this Sunday, April 9, and via email or in person at any other time, we are actively seeking your questions, concerns and feedback, and will present a revised proposal to the congregation at the beginning of May for all to review prior to the vote.

In This Issue

Two Services Proposal

What’s Your Call?

by Rev. Seth Carrier-Ladd

Would Two Services Split the Church?

by Jerry McKean

Congregation Size Transitions

Important Dates

I am voting for 2 services because:

- 1) Experimentation is healthy and this can be reversed if it does not work*
- 2) We've been talking about growing for 10 years...let's do it!*
- 3) There is no real downside: we risk nothing by doing it but risk a great deal by not doing it.*

Ginny Nilles, Past President UUCM

Proposal for Adding a Second Service

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 the need for a second service. 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 are grateful to UUCM members whose questions, concerns and ideas helped us craft this proposal.

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.

Proposal for Adding a Second Service

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 first service to be held at 9 am, a shared coffee hour at 10 am, and the second service at 11 am. 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 literature recommends that if you are adding a second service strictly due to numerical growth, that you offer two identical services, but if you’re adding a service for the purpose of growth, that you make them significantly different. Since we are proposing adding a second service for both reasons, we are suggesting two services that are highly similar with minor but impactful differences.

Staying the Same

Most elements between the two services would remain the same. Specifically the following items would be identical or nearly identical in both services:

- The sermon - Rev. Seth would only write one sermon for a given Sunday, to be delivered at both services
- The reading
- The hymns
- The story for all ages
- The special music
- The opening words

The current plan is that our Music Director, Jim Helton, would be the primary musician for both services, at least for the one-year experiment. The door would remain open though to hiring a second musician to play for one of the services, if we could find some as talented as Jim to serve in that role.

Stylistic Differences

1st Service - “Traditional UU”	2nd Service - “Contemporary UU”
<ul style="list-style-type: none"> • Fewer hymns • Longer silent meditation • Primarily classical music 	<ul style="list-style-type: none"> • Same number of hymns as currently • Shorter silent meditation • A classical foundation with the aspiration to expand to a broader range

Theological Differences

1st Service - “Traditional UU”	2nd Service - “Contemporary UU”
<ul style="list-style-type: none"> • Meditation • Sermons that continue to have limited references to God • Hymns with significant religious language left out or swapped out 	<ul style="list-style-type: none"> • Prayer • Same sermon with a paragraph sometimes added that relates God to the topic for the day • Hymns with diverse usage of language used

As you can see the differences between the two services are far fewer than the similarities. We hope this will continue to give a shared Sunday service experience to the entire congregation, with the minor changes offering a small but meaningful variation to those who have concerns about the current stylistic and theological offerings.

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:

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

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.

*There is some risk in trying the two services experiment, but the reward could be growth in numbers, deeper connections among members and friends, and more ways for new people to be comfortable joining us. In the past our church took much larger risks to remain viable. In 1900 they hired a dynamic woman minister and did a daring renovation. In the 1920’s they fought off an attempt by one of Muncie’s most powerful men to deed the church to the YMCA and have the congregation join the Presbyterians. They survived the great depression. They moved from downtown and purchased our woods, turning down a donation of less suitable land. This risk “ain’t nothing” by comparison. **Lynn Sousa**, member since 1980, past Stewardship Chair, past President, current Finance Chair, and “Brownie Fairy”*

Other Logistics

- **Church programs** that now meet before service on Sundays could be scheduled during the 9 am service or the coffee hour. Meetings may also be scheduled after the 2nd service.
- 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.
- People attending the second service would be **welcome to stay and socialize** for as long as they liked after 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.
- **Soup luncheons** would be scheduled after the 2nd Service.

Budget

Additional Needs	Anticipated Cost
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 RE time during 1st service	\$2,220
Supplies for Special RE time in first service	\$300
Total estimated additional cost =	\$11,270

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 common room.
- Recruit some members to commit to “seeding” the individual services for a time so as to guarantee a certain level of attendance early on.
- To mitigate the impact on the 2017-2018 budget, a special fundraiser and/or collection will allow members to financially support the one-year two services experiment.

I attend two UU congregations (Sarasota, FL and Bloomington, IN) and both offer two Sunday services. Both of these churches feel an obligation and commitment to reach out to newcomers in a variety of ways, but at the top of the list is visitors feel welcome and comfortable with the availability of seating in the sanctuary.

Beth Hollingsworth, Past President UUCM

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 will vote whether to permanently establish two services, continue the experiment for another year, or end the experiment.

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

An average church member

Arrive at 8:55 am and enjoy the 9 am service. Stay for coffee at 10 am 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 10:45 am.

OR

Arrive at 10:30 am to have coffee and chat with friends who attend the first service. Attend and enjoy the 11 am 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 8:55 am 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 12:15 pm 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 am)

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 am.

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 10 am if need be to get to subsequent activities.

I think many members of the congregation were surprised at how easily it could be done and how nice that small, early service could be. We were used to having more than a hundred people in attendance at worship, and some worried that it wouldn't be a good worship service with only thirty or forty fellow worshippers. Several people told me that they really like it better and were glad I had suggested that small worship could be very satisfying. –from a UU minister, surveyed for the UUA document called “Adding a Worship Service: A How-to Manual” at <https://tinyurl.com/ny9sf6t>

Almost from the first day, we averaged a forty- to fifty-person increase in Sunday attendance. –from a UU minister, surveyed for the UUA document called “Adding a Worship Service: A How-to Manual” at <https://tinyurl.com/ny9sf6t>

What's Your Call?

Rev. Seth Carrier-Ladd, Minister

Church friends, my plea to you, if you haven't already, is to take the time to educate yourself about the nature of size transition struggles in churches. I ask this because it seems clear to most of us who have done the reading and research that our church is in fact stuck in the middle of a size transition, between pastoral and program - and it's a stressful place for a church community to be. If we do decide to add a second service when we vote on May 21st, that alone is not going to solve our size-transition struggles. And if we decide not to add a second service, we're going to need to work hard to figure out what we're going to try to do instead to alleviate the stresses that living in this in-between place produces. There are packets containing essential chapters on size transition on the table outside the church office that you are free to take at any time; there are also copies of the two most useful books we've found on the topic available in the church office for anyone who wants to borrow them. I hope you'll do some reading, because we as a church community need to find a way forward, and to do that, we all need to be on the same page about the difficulties we're facing.

As members of the Two Services (Exploration) Task Force and the Board of Trustees did the reading, and we learned more and more about our size transition struggles, it became clear to most of us that there were multiple steps that needed to be taken to address this issue of being a "hybrid" church – not just adding a second service. The framework for a possible Long Range Plan that the Board shared in the most recent Unigram outlines some of these steps, which include considering a capital campaign to expand the building since we don't have enough physical space, enhancing our Membership offerings to better help visitors and new members integrate into our community, and creating a leadership development process. As we brought the conversation to the broader church community, and people shared all sorts of ideas of things we could do, I realized that I found myself saying "yes" a lot. Yes, we need to start small group ministry, yes, we should look at better utilizing our parking spaces, yes, we should talk about a capital campaign to expand the building, yes, we should try adding a second service. At a

[\(continued on page 8\)](#)

Would Two Services Split the Church?

Jerry McKean, President-Elect

One of the most frequently voiced concerns about adding a second service is that it would split the church. People are worried that if they attend a different service than some of their friends, they will never see them again.

In assessing the pros and cons of adding a service, the Two Service Exploration Task Force took this concern very seriously, because we shared it. We did a lot of research on it, looking at the available literature as well as checking with churches that have moved in this direction. Fear of dividing the church is one reason we are recommending that we try a one-year experiment with an additional service instead of advocating that we move permanently to two services without a trial. We are confident that instead of splitting the church, we will grow it.

At UUCM, there are several factors that we think will prevent us from splitting. First, we will continue to have only one service during the summer. Second, as long as space allows, we will have one service on special days, such as the Water Ceremony Ingathering and Santa Lucia Sunday, and we will continue to celebrate the Harvest Feast and Christmas Eve together. Third, members going to different services can chat with each other during the coffee fellowship occurring between the two services. Fourth, we will all continue to work together on our various ministries. Fifth, we will all work together on our big events, such as the Bazaar. Sixth, we will continue to meet in small groups (the discussion group, the Pagan group, the new women's groups, Body Life, dinner discussion, choir, etc.) and we are moving to add more small groups in the near future. And, of course, one is not irreversibly obligated to attend the first or second service exclusively!

In a sense, we are already a plural congregation. If you have been at UUCM for a while, try a simple experiment: page through the UUCM directory and see how many names you recognize. On a scale of one to five, rate how often you interact with each person you know. You will probably find that the circle of people with whom you interact

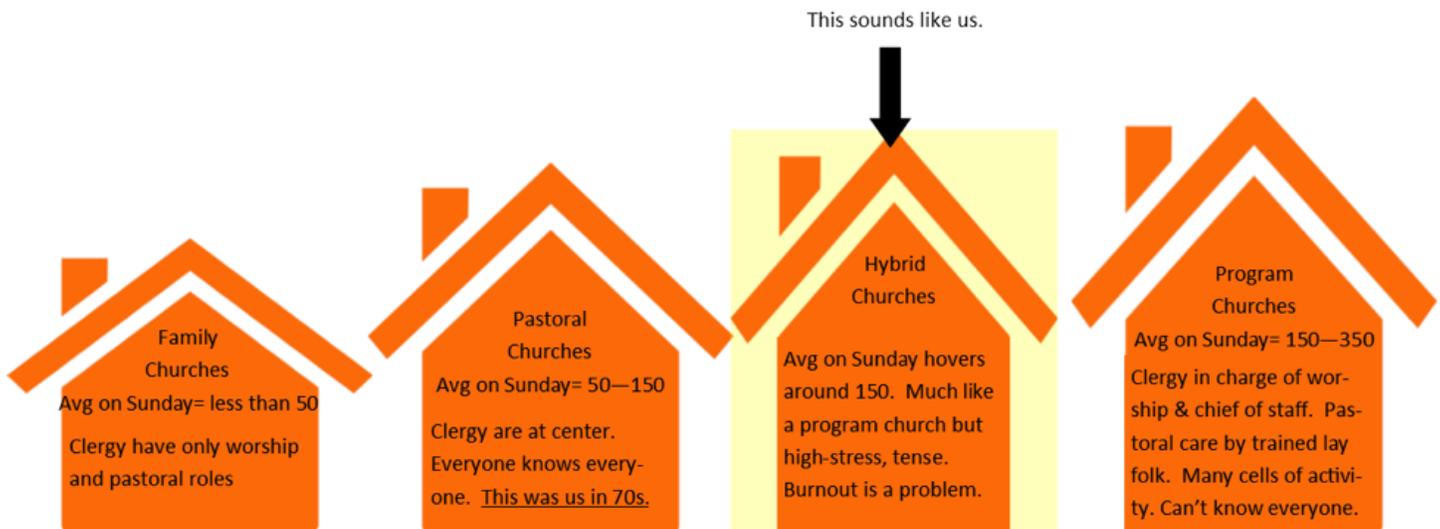
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Congregation Size Transitions

In researching church growth, the task force has learned about the levels of church size:

- **Family churches** have average Sunday attendance averaging **50 or less**. Clergy in these churches have only worship and pastoral roles.
- **Pastoral churches** have average Sunday attendance averaging between **50 and 150**. Clergy now are at the center of the church. Everyone knows everyone else. This is where our church was in the 1970s and 80s, when Drew Kennedy was pastor.
- **Program churches** have average Sunday attendance averaging between **150 and 350**. Clergy, in these churches, are in charge of worship and are chief of staff, with pastoral care significantly supplemented by trained lay people and with lots of cells of activity. It's impossible to know everyone.

That last description sounds much like our church at this point in time. But our average Sunday attendance numbers aren't able to stay above 150. Overall, we've been stuck at 130 – 150.



It seems we are not alone. There are other churches out there like us and there's a word for this category of church size: a **hybrid church**, also called an "in-between" church. Such churches operate like program churches but can't quite make the leap above an average of 150 people on Sundays. Higher attendance numbers (and resulting volunteers) would help support our variety of programs. These hybrid churches, it's written, are a difficult, high-stress place, where burnout is an issue for clergy and over-committed volunteers. And of all of the size transitions churches can face, this transition from pastoral to program church is the most difficult.

We have been a hybrid, in-between church for close to 20 years. Our average Sunday attendance has kept pushing toward 150, creeping over a little, and then falling back. Over and over. These plateaus are normal, as the church organism (unconsciously) tries to learn how to function in a different way, and then fights the change.

But to be a healthy program-sized church, we need to reach an average Sunday attendance of 200 people, and we simply can't reach that in our sanctuary. To get there, we need to share the space, and add a second service.

What's Your Call?

Rev. Seth Carrier-Ladd [\(continued from page 6\)](#)

certain point, something clicked – I think “yes” is the primary answer for us right now. To help us get over this very difficult and challenging structural/growth hump that many churches struggle with, yes, we need to do and try *a lot* of different things, not just a few.

Because being in this stuck place is not fun. If you've served on the Board of Trustees in the past four years, you know that we've been in a constant struggle to fill the positions on key and important church committees. My first year here there was no one on the Finance Committee to work on preparing the annual church budget – it fell upon our Treasurer to do it on his own, with the help of maybe one other. My first two years here there was one person on the Membership Committee; last year there was *no one* on the Membership Committee. Is it surprising then that many new members have felt like they've had a hard time connecting with our community? And the list goes on... this year we're struggling to fill the Communications, Fundraising and Adult Religious Education Committees. From what I hear, this challenge pre-dates my arrival, which is not surprising, given that volunteer burnout is one of the characteristics of a hybrid church.

So one of the reasons to try adding a second service is that 80% of the time doing so leads to numerical growth, which would help us get over this hump. And, if we only added a second service, that wouldn't be enough. A second service without the support of a Membership Committee to help new members connect and integrate with our community is likely to fail. Fortunately, we have finally have filled out the Membership Committee this year, and it's working hard on implementing new programs and structures. Which brings me back to my point: yes, we need to try adding a second service, yes we need to work on our membership integration process, yes, we need to look at our parking situation and come up with a plan, which the Grounds Vision Task Force is already working on – and more. The answer here is not one part or the other. While it is going to require some hard work to get there, we really need to start thinking about and working on all of it.

The other thing I've come to realize, is that I think, and I

worry, that with all the continual focus we have had to place, and with all the time and energy we have to spend on making sure that we're functioning and getting the basics done, that we've perhaps allowed our vision of the present, and of the future, to narrow a little bit too much. Our church community does wonderful things to help change and heal the world, and, AND, we could be doing even more if we weren't spending so much time just trying to make sure we the basics were covered. Every so often someone approaches me or a member of the Board with a wonderful idea for a new program or event we could offer, and while we do manage to make some of them happen, too often the response ends up being – “sounds great, but I'm not sure we have the people-power to make that happen.”

So I hope we can dream, and dream big. Instead of constantly worry about having enough resources, both in terms of volunteer-hours and finances – what would it look like to have plenty of people and plenty of money? What would it look like if we implemented a leadership development program, and added a second service, and expanded our building? What would it look like if we grew to be a three-hundred member church, or a four-hundred member church, with an abundance of resources to do good in the world? What would you want to see happening? What is your dream?

If it were just up to me, that'd be my call. It has been such an honor and a pleasure these past four years to be part of this wonderful community. I hope more people find us. I hope we can offer more meaningful programs and experiences. I hope we can bring even more love, and create even more justice, and offer even more opportunities for healing to the world. I say: let's say yes. Let's dream big! What's your call?

Rev. Seth Carrier-Ladd has been our settled minister since August 2013. He's a member of the Two Services Task Force and ex-officio member of the UUCM Board of Trustees.

I think that the church should try having two services because everybody should have a chance to feel like this church is home. With installing two services, we open our doors to more opportunities and more people that will help us grow into a more inclusive congregation that can create an even bigger impact on our community. **Anna Dillinger**, Youth Board Member

Would Two Services Split the Church?

Jerry McKean

(continued from page 6)

frequently is no more than fifty people (fewer if you are newer). These are the people that you know and love the best. Our circles intersect with those of all the other people who regularly attend Sunday Services and other events at UUCM. If we plot the density of network ties, we can identify various communities within the congregation. If we follow this methodology, we predict that we will find that we are not a socially homogenous group with strong ties of each member to every other member. Instead, we are a plural community, consisting of small networks that are linked to each other by those with membership in more than one network. You may confirm this by comparing the results of your search of the directory with the searches of other members.

The social networks not only involve people, but the convergence of people in time and space. One of the places where we converge is in the Sunday services, but if our only contact with each other was to sit in the same room for an hour a week, it is doubtful that we would form very strong connections. Those with strong ties to our social networks—those who have been here the longest—are actually **least** dependent on attending a Sunday service to maintain their bond to the church. That bond has been strengthened by years or decades of sharing lives.

It is our visitors and newer members who become a part of our church by coming to a Sunday service. **The task most important to the future of our beloved church is welcoming the newcomer.** We want them to find their fifty special people and enjoy the sense of welcome and belonging that long-time members experience here. For that reason, we should strive to create Sunday services that send a message of welcome. Part of it is providing a sense of room—places to sit that don't feel socially uncomfortable. Adding a second service opens another door to the newcomer, another time to come that may work better for them. The more opportunities we provide to come together, the more likely it is that we will.

Those of us who have found community at UUCM are in no danger of losing it by adding a second service. But we can be instrumental in helping newer members and visitors to join our established communities and build new ones. We tell the parents of one who is marrying that they are not losing a child, they are gaining one. In like manner, we are not losing our ties to each other, we are forging ties to new people. To

paraphrase an old hymn, we are blessed by the ties that bind our hearts.

Adding a second service not only sends a message to newcomers and visitors. It sends a message to those of us who have been around awhile as well. It is often said that it easier to act your way into right thinking than it is to think your way into right acting. We have been thinking about growth for years. Now it is time to act. We won't grow if we don't act like we want to.

Jerry is a member of the Two Services Task Force, and President-elect of the UUCM Board of Trustees.

Short excerpt from *the Myth of the 200 Barrier* by Kevin E. Martin, p. 67 - 68

“The transition from a pastoral style church to a program size church is very difficult because the gap between these two churches is large and difficult to bridge. Oftentimes, transitional churches show a history of approaching program size levels several times and falling back. The falling back is the result of two issues that transitional church leaders must face. The first is lack of knowledge about how to act larger. The second is that the transitional church often has long-terms members who remember with nostalgia the good old days when they knew everyone in the church. These people often operate as a resistant group when their church attempts to create “new” ways of operating that resemble program size churches. Let me add a last hopeful word about these churches. Because of the stress that already exists in the transitioning church, these congregations actually have great potential for growth. Once the leaders learn the skills necessary to make this transition to the program size, they have created a culture of growth that tends to continue for several years. It is not unusual to see growing transitional churches move quickly past long-established larger churches in size and energy.”

I think we should start a second service as soon as we practically can. We will need courage - courage to step out in faith that our second service is needed, courage in faith that we can fill an enlarged space. Mainly, we will need courage that our UU community can offer solace, comfort and hope to a people who are confused and frightened by the seismic changes occurring so rapidly to the status quo. We stand for truth, honor, respect and inclusion and these principles are the ones that need to prevail. We welcome those who want to work with us so that they can.

Linda McKean, member since 2014



Asking for Pledges to Help Fund the 1-Year Experiment

To mitigate the impact on the 2017-2018 church budget, we are pleased to announce a fundraising campaign to solicit gifts from members to pay for the one-year two services experiment outside of our usual budget process. As of late March, the “silent” phase of the campaign has already generated close to \$6,000 towards covering the added cost of a second service, which is half of approximate \$12,000 total that we would need.

Would you like to make a pledge – beyond your regular annual pledge – toward this effort at growing our congregation? Any amount will be helpful! No money is due now. You would only be asked for payment if the congregational vote on May 21 is a yes-vote for adding a second service.

This form may be turned in to the church office or any Sunday collection basket.

I would like to pledge \$_____ toward the one-year two services experiment. I understand that payment will not be due unless the Congregation supports it with a yes-vote on May 21.

Name: _____

Email: _____

Phone: _____

Please return this form to the church office or any Sunday collection basket. Thank you!

Important Dates for your Calendar

Sunday, April 9, 12:15pm (Sanctuary)	Presentation and discussion of the proposal. Time for questions and suggestions. Please bring your copy of the special Unigram.
Sunday, May 7, 12:15pm (Sanctuary)	Presentation of the finalized proposal. Pros and cons forum.
Week of May 14	Last week to obtain an absentee ballot by contacting Christie in the church office. (765-288-9561 or christie@uuchurchmuncie.org)
Sunday, May 21, 12:15pm (Sanctuary)	Congregational vote on whether to hold two services as a one-year experiment.

When I was UUCM President 20 years ago, we were feeling growth pains and began setting the groundwork for a program church. Until we acknowledge that we ARE a program church, though, we will continue to be a hybrid church, plateauing beyond our comfort zone and falling back on old habits. Reading Kevin Martin’s book on congregations in transition convinced me that we must at least try two services for a year to climb over our hump. There are too many folks who need us—and who are finding us—for us to balk at this opportunity to be all we can be. **Linda Hanson**, Past President UUCM

765.288.9561 | uucm@uuchurchmuncie.org | <http://www.uuchurchmuncie.org>

Office Hours: Monday 1:00 – 4:00 pm | Tuesday 9:00 am – 2:00 pm | Wednesday – Friday 9:00 am – 4:00 pm

Unitarian Universalist Church of Muncie

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