

USG Board of Trustees Meeting Minutes, April 13, 2013

Members present: Marina Patrice Van Gossen, Leni Windle, Linda O'Gwynn, Andrea Parry, Betsy Gabriel, Tom Ott, Walt Ceglowski, Treva Burger

Non-members present: Rev. Kent Matthies, Linda Brun, Susan Smith

Second Service Proposal Presentation

Linda Brunn, Chair of Second Service task force sees adding a second service as a way to become a program church and share the excitement of our community. Her work at NIM inspired her that we could be doing more, offering more. She heard from many unchurched that we have things to offer that would meet the needs of many people. She feels a second service will make us more accessible to people who share our values and want what we have to offer.

Rev Kent feels that the congregation really believes in what happens on Sunday mornings and that we have a growing desire to share it. The trends show that the Sunday morning worship service will not be what keeps churches alive in the growing decades and he feels USG needs to be entrepreneurial in order to compete with other Sunday offerings and two services will allow us to try new things. We are at 80% about 40% of the time which may be repelling visitors. We are doing so many good things, it is puzzling we are stuck at 300 members. It is not guaranteed that we will grow, but it is highly likely.

Susan Smith has become a believer through her work in Religious Education. We are at capacity in RE. The costs are a concern, this doesn't happen for free. There is a lot of interest and commitment to high quality music. The task force has tried to keep costs to a minimum. The costs that they have outlined are in line with other churches.

People worry about dividing the congregation, but we have so much else going on, it may not be as critical as we think. It may allow people to do more of they want to. We do need to solve the parking problem for that to work and there are options. People have to go through stages to get to acceptance. There aren't a lot of specifics yet. Other churches were successful because they got key people into one room to make the key decisions (eg what time the services will be), then the other decisions get easier. Proposal may seem to be missing details, but they will be worked out by good people once the decision is made.

The Board is generally in favor of the move to two services, many have seen it work well in previous churches, the following concerns were addressed:

Parking: One member stated that we have a large parking lot, and other people can park further away and walk. Parking should not hold us back though that is often given as an excuse. A second service will give us room to grow.

Increased minister workload, particularly the band responsibility: Rev. Kent Matthies appreciates the concern, because it will increase his workload, but he loves to preach, has done two services in the past, loves to do it, and misses it. And the band leader will be paid and will be delegated to. The band will play 13 times a year. He says the whole staff is onboard with the proposed second service plan.

Growth: One member expressed the opinion that growth will not be sustainable without a second service and that we need to do more advertising to promote this. Susan Smith agrees that we need to

promote more. There was also a concern that social hour sends an over crowding message and that when we start something new we need to make sure we maintain our energy for the change for results to be optimal.

Different Services: A desire was expressed for the two services to be different eventually.

Finances: Several members want to know where the money is coming from. Leni Windle responded that two \$15,000 gifts are coming in, that we are half way to the \$350,000 goal of pledge drive and that one half to three quarters of the people who have pledged have raised their pledges which means we can meet our operating expenses. Rev. Kent Matthies stated that one family has offered \$15000 for up to four years in a row. Tom Ott shared the concern about money because it looks as if there is money this year, but the future is less clear and the Board has fiscal responsibility. Walt Ceglowski asked that proposed second service expenses go to B&F as soon as possible so they can be part of the 2013-14 budgeting process. Marina Patrice Van Gossen noted that at the Board level we have yet to clarify our priorities about where USG's money is spent. Walt Ceglowski acknowledged the constant tension between our aspirations and our resources.

Evaluation: Several members felt there needs to be a plan to evaluate the success of the addition of a second service.

Linda Brunn feels the overall philosophical issue is: What are we saving money for? Do we want an empty church with lots of money in the bank? The church is the people. She wants us to be able to focus on what we are really here for. Rev Kent Matthies invites folks to reflect on: What is your goal for the church in the next decade and how do we get there? Adding a second service is how he gets there. Tom Ott acknowledges that we do get stuck in the business and lose sight of the vision.

March Minutes

Motion: to approve the March minutes

Motion passed: 8-0-0

Welcoming Nature of the Congregation Tom Ott was concerned about comments from the Ending Racism Committee that some visitors and members don't feel fully welcome in the USG community. Some felt that the anecdotes were good as a starting point, but that we need more information. Marina Patrice Van Gossen has seen enough evidence that this is an issue that she doesn't feel an assessment tool is the right response. People who need to be less oppressive do not know it. Leni Windle experiences that UUs often don't know how to relax and be who they are and interact in a way that makes everyone feel good. Walt Ceglowski believes we need to "Leave no visitor unengaged." Rev. Kent Matthies said the fact that we were having this conversation was excellent, that America is segregated and that we are more integrated than a lot of places. The fact that people trust this community enough to say negative things is huge. He wants us to keep dealing with love and care and he knows we'll get better. Leni Windle would like to see a Welcoming Committee every Sunday, with two people designated every week.

Congregational Awards Tom Ott asked each Board member to submit a maximum of three names for each award category. We then discussed all the people whose names we submitted with a particular

focus on those who were mentioned by multiple Board members. We chose our top four choices in each category and then voted on those four. The Congregational Awards for 2013 will be:

Sarah West, Lifetime, to be presented by Tom Ott

Carolyn Scott, Congregational, to be presented by Betsy Gabriel

Eli Scearce, Congregational, to be presented by Linda O'Gwynn

Jessica Slivak, 5 year, to be presented by Marina Patrice Van Gossen

Susan Doering, 5 year, to be presented by Leni Windle

Finance Council Proposal Walt Ceglowski stated that this proposal has had a 4 year gestational process. There has been support, but also questions. At issue is ensuring interaction between elements. He feels it should be tested. Leni Windle (Stewardship Co-Chair) would appreciate oversight of the Pledge Committee. In the past all these entities were going to the Admin. Council, now all these entities go to the Board. There was lots of discussion about the word "manage." It was felt that if we didn't resolve this question, we could run into the same issue we had with the Admin Council. There needs to be a clear commitment to the power and authority of the Finance Council.

Suggested amendments: Replace "manage or" with "facilitate and", in the "Oversee, manage or coordinate" phrase in the Duties section and add "Advise on financial implications of significant expenditures as requested by the Board, coordinating with other stake holders including B&G and MPIC and Personnel" to the Duties section.

Motion: Accept Financial Council proposal as amended.

Motion passed: 9-0-0

Building and Grounds Request to Upgrade Electrical System: Scott Murray requested approval to begin the electrical upgrade necessary to support ongoing renovation and improved air conditioning this summer. He has one bid from a highly regarded company for \$45000, he will need to follow the policy for choosing a contractor with an expenditure this large.

Motion: To approve a maximum of \$45000 to B&G to upgrade the electrical system from the endowment.

Motion carried: 9-0-0

Meeting Adjourned at 12:43pm.

Respectfully submitted, Treva Burger

**REPORT to the USG BOARD OF TRUSTEES on
the feasibility of a SECOND WORSHIP SERVICE
(April 7, 2013)**

OVERVIEW Because USG's Sunday morning worship experience remains at the center of our efforts to live out our mission, the Second Service Task Force with the approval of the Ministries and Program Council recommends that USG offer a second Sunday morning worship service beginning September 8, 2013. We believe a second service will support our goal to be more accessible to potential newcomers and address further growth by relieving the appearance of over-crowding, and it will allow for increased diversity in our worship offerings.

We also believe that with a second service, USG can reach people we do not know whose needs may not be met through our current worship structure. It is not just about who we are now, but who we may become.

We believe the following model would be successful:

- Two services from September 8, 2013 to May 18, 2014, returning to one service from May 25 through Labor Day weekend 2014
- Same sermon at both services
- Choir participation in one service and a strong diversity of music ministry offerings in the other
- Formal multi-age Religious Education programs for children and youth during one service; alternative RE activities during the second
- A Fellowship Hour for each service or a single reception between services, if parking issues can be resolved
- Allowance of 60-75 minutes between services to accommodate parking turnover

Although there are still a number of decisions related to this expansion, we believe that if a decision is made by the Board to move forward with two services, we can implement sound solutions to any issues that exist. Indeed, as our conversations with multiple stakeholders have evolved over recent months, creative ideas have already emerged. And the single most significant piece of advice from other congregations who have taken this step successfully is to experiment and modify until the best solution for USG is achieved.

FINANCIAL IMPACT

The Second Service Task Force has worked with the Personnel Committee (Betsy Gabriel), Administrative staff (Gloria Smith), and members of the Budget and Finance, Worship Arts, Music Ministry, and RE committees to assess the financial implication for a second service for 37 Sundays in 2013-14. At this time, we believe that a second service will have the following impact to our annual budget:

Expenses	Music*	\$ 9,500
	Cleaning/Sexton	2,500

Guest Speakers	500
Additional childcare	500
Parking lot attendant	<u>1,000</u>
Total expenses	\$ 14,000
Income**	750

Total impact to 2013-14 budget	\$13,250
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*Because the choir will be available for only one of the two Sunday services (most likely the later service) between September and May, there will be additional costs for music for the early service. The early service will feature instrumentalists and soloists from within the congregation as well as outside musicians. Mark Daugherty will be responsible for arranging music for 2/3 of the early services; Kent for the remaining ones. The increased expenses will cover additional time for Mark as well as funds for outside musicians.

**Assumes increased attendance at two services

BACKGROUND AND RATIONALE

In addition to living out our mission, our Sunday morning experiences also comprise major components of how we live out our congregational mission and core values:

We believe in the Spirit of Life that unifies humanity, the earth and the cosmos.

Wonder and joy emanate from this source, as does love.

We celebrate the Spirit of Life and the beauty of the world through shared worship, small groups and personal spiritual practices.

Moving to two services has been discussed for many years by USGers who have attended denominational workshops focused on growth, building multicultural community, and enhancing the worship experience.

Our last strategic plan set forth many goals for becoming a program church and anticipated continued growth of the congregation. We have made progress on many of the ideas set forth,(e. g., RE space, parking, office space, small group ministry, and others) but have been unable to address the major impediments posed by our space in the sanctuary.

The Ministries and Program Council has been working on issues of how our programs and the Sunday morning worship experience support our capacity to share our mission with more people. The UUA has provided much information on how the worship service is the gatekeeper to the overall growth and health of any congregation.

MPC CHARGE TO SECOND SERVICE TASK FORCE

The Task Force was asked to study the questions: Is a second service a viable and effective way for USG to better fulfill its mission and convey its message? If so, what is the most feasible model that MPC could recommend to the Board?

The Task Force began its work in July, 2012. Members who did not have a preconceived point of view for or against a second service were recruited; only a few had experience in congregations which have two services. Task Force members were recruited to support diverse perspectives and to represent key areas of church life that would be affected if a second service were to be offered. (see Addendum A for a list of Second Service Task Force members.)

Members were encouraged to read Alice Mann's primary book on church growth, as well as articles from UU World and other sources describing congregations who had gone from one to two services.

Second Service Task Force Refinements to MPC Charge Keep the advancement of USG's mission at the center of our work; commit ourselves to appreciative inquiry throughout the process, listening to all voices, and building on successes

Engage in a process that allows decisions to be made even if all are not in agreement; remain open to new possibilities and to the option of continuing with one service

Educate ourselves about why and how other congregations have instituted two services and determine the relevance to USG's culture

Recognize that institutional change is not easy and view recommendations as a work in progress; be open to modification through the experience to determine the resources needed to implement two services

Design a model which would minimize costs while maintaining our commitment to high quality worship experiences

Involve major USG stake holders and committees, with an initial focus on RE and Choir/Music; introduce the concept, learn from their questions and issues, and identify parameters and deal-breakers for any proposal.

Engage all committees and stakeholders once the Board has decided to move forward

TASK FORCE RESEARCH PROCESS

The Task Force solicited information and feedback from a variety of sources within the denomination, from other congregations, and from USG stakeholders. We continue to discuss logistical issues that will need more information and discernment before a model is finalized.

Even as this document is being prepared, new information and ideas are coming forth as the circle of congregational involvement has inevitably enlarged.

Denominational resources were reviewed to add to the background of the Task Force.

Some congregational experts persuasively argue that keeping track of total Sunday morning attendance is as important, if not more than, actual membership numbers. On the whole, people who attend Sunday morning worship have higher levels of participation in church life and greater dedication to the congregation than folks who have simply signed the book but don't attend. Knowledgeable observers of church growth indicate that when a sanctuary is routinely filled to 80% of seating capacity, worshippers no longer feel comfortable and may receive the message that "there is no room for me" either physically or emotionally.

USG's Sanctuary Capacity

Our sanctuary has the capacity of seating 280 individuals for Sunday worship. In the last ten years, the average Sunday attendance from September to June has grown more than 65% from 130 to 215. Because USG has adopted the well-received tradition of having all adults and children begin every worship service together in the sanctuary, we are often at or above 80% or greater capacity approximately 38% of our Sundays.

Also related to our physical space is that bench-type pews can have the psychological effect of making people feel more cramped than comparable space filled with well-defined arm chairs.

We currently are at risk of psychologically turning away people who might otherwise join us.

Additionally, as many of us can attest, we are near or above the capacity of our parking lot. We are frequently over capacity for children's RE space in Sullivan Chapel, particularly for Children's Chapel and our RE Social Justice Program. We are utilizing virtually all available space for the 90 children who are enrolled in RE (including OWL and YRUU), and for small children in the nursery.

Worship and religious education programs are the primary pathway for visitors and friends to come into the life of our congregation.

We believe the space issues related to our single service creates a significant bottleneck and a barrier to welcoming folks to become more involved and dedicated to the life of our community.

Other congregations; Task Force members interviewed clergy and leaders from other congregations about their experiences in deciding, implementing and evaluating the second service model. Among the churches interviewed or visited were Main Line UU, Long Beach, CA, Wellsprings, Harrisburg, Media, and Buxmont. We considered their decision making process, membership numbers, location, sanctuary capacity, parking availability, RE format, fellowship hour practices, church profile, and recent/projected growth.

We concluded that each congregation is unique and no one particular model or process necessarily fits our circumstances. However, their experiences do inform how we are designing our own model. As a group, congregations reported successful experiences and high congregational satisfaction following pre-launch periods of anxiety and uncertainty. In some cases these congregations have grown in membership. Most all have experienced growth in overall attendance and participation in the life of the congregation.

We interviewed at least 10 USG congregants who have experienced two services in other churches about the process as well as the design. No one reported that they experienced two

services as negative, just “different.” Most said the two services did not interfere with their finding their way into membership and participation or in building strong relationships. Most said they liked the option of switching which service they attended.

Primary USG Stakeholders participated in developing this recommendation for Board consideration.

- Ministries and Program Council

MPC was kept informed and offered feedback throughout the process.

- Music

USG’s music program, anchored by our superb choir, is one of our biggest assets. Therefore, we agreed that the high quality of spiritual experience facilitated by our music program must be maintained for two services. The committee met with the choir and members of the Music Ministry in November to introduce the second service option and to share what we had learned at that point. Discussion has continued with Mark Daugherty and others and we have arrived at a formula we believe will enliven and develop our music program. We are convinced that an advantage to adding a second service will be the ability to diversify our music offerings to meet a wider range of musical interests and orientations.

- Religious Education

We met with the RE Committee and continue in ongoing discussions with the Chair and others. The RE Committee wanted assurance that a second service would not mandate heavier responsibility due to their need to gain stability in the program and to engage the support and involvement of non-parents. Thus they do not envision being able to offer a full RE program at two services in the 2013-14 church year. Currently, child care is offered from 9 am to 12:30 pm.

- Building and Grounds

The Building and Grounds Committee has been instrumental in assessing issues of managing a large crowd and changeover between services. We are in conversation around the driveway and parking situation. A number of promising suggestions have been made about growing our team of welcoming volunteers, hiring a parking attendant, widening the driveway, creating additional parking spots, and/or utilizing space at other nearby locations such as the Lingelbach School.

There are other facility issues which need to be addressed such as space for fellowship hour, meetings, and child care.

ISSUES/CONCERNS

The following issues and concerns need to be resolved before we implement two worship services in September 2013. We have indicated the issue and our suggested resolution. Meetings with responsible committees and staff will need to occur this spring so that all concerns and issues are resolved before fall.

Issue/concern	Proposed Resolution
Splitting the congregation physically and emotionally	Renew our commitment to expanding and nurturing a wide variety of small group initiatives; design fellowship time to maximize the opportunity to connect
USG's financial health	Present a model which we consider essentially conservative financially but also feasible logically
Provide a high quality music program for two services (September through May)	The choir has decided that they wish to continue singing at the later service. An earlier service would feature a combination of instrumentalists, soloists, outside musicians and a band. Mark Daugherty will be responsible for 26 of the early services; Kent for 14.
RE's continuing strengthening of the program and change in leadership	Keep the current, excellent, multi-age RE program at one service and add an alternate, one size fits many ages RE experience during the other service. The responsibility of the new RE Director and Committee to staff and train volunteer teachers remains unchanged. An additional 30 minutes of child care staffing will be needed to cover two services.
Entry and exit to the parking lot between services	We understand the probable impossibility of any major redesign of our physical parking space during the next year. Thus, the current proposal includes a two hour parking lot attendant to provide safe and welcoming entry to the driveway.
Additional volunteers	We recognize there will additional responsibilities for committees (e.g., ushers, worship associates, membership, sound technicians, etc.). These responsibilities need to be discussed and resolved with the appropriate committees.
Other Sunday morning activities	Current groups and committees holding meetings and events on Sunday mornings from 9 am to 10:30 am will need to be offered other options if the RE program is utilizing space during both services.
Additional custodial support	We will need two hours of additional custodial support from September through May.

CONCLUSION

We believe there are significant benefits for USG in moving to two worship services in the fall of 2013. Two worship services (possibly 9 am and 11:15 am) would relieve over-crowding in the sanctuary, in RE and in the parking lot. It would create settings and double the opportunities to introduce new and varied forms of music and worship arts to a congregation who responds well to varieties of preaching, music, and liturgical arts. Knowing that music is central to the USG experience, we believe we can continue to enjoy the superb choral tradition while also growing in percussion and other instrumental music and styles. We believe that expanding to two services will encourage our RE program to grow as the option of having two sessions of RE will be possible.

The Second Service Task Force with the approval of the Ministries and Program Council recommends that USG offer a second Sunday morning worship service beginning September 8, 2013 through May 18, 2014. We recommend that the Board direct the Ministries and Program Council to facilitate the resolution of all outstanding issues/concerns prior to September 2013. We also recommend that the Board charge the MPC with evaluating the effectiveness of the second worship service throughout the initial period and present an assessment to the Board in April 2014.

Respectfully Submitted:

Second Service Task Force

Linda Brunn and Kent Matthies Co-Chairs, Susan Smith, Alan Windle

With thanks to the many people who gave of their time and thoughtfulness during our process

ADDENDUM A – SECOND SERVICE TASK FORCE MEMBERS

Initial members and their stakeholder connections

Linda Brunn, MPC

Susan Smith, RE committee

Ilene Klein, Past RE chair, RE parent

Lori Tharp, RE parent, RE teacher

Linda Smith, Past Worship Arts Chair, Worship Associate, Choir member

Alan Windle, Worship Arts Chair

Kent Matthies, Minister

Alex Burczak, Newer member

Mark Daugherty, Gloria Smith, Staff

Current members

Linda Brunn

Kent Matthies

Susan Smith

Alan Windle

Finance Council Policy

Reviewed and Approved by the Board of Trustees 04.13.13

Policy

Manage the financial affairs of the church under Board of Trustees direction in a coherent and transparent manner.

Procedure

Prepare the annual operating budget.

Prepare a long range (five-year or longer) financial plan that is to be revised on an annual basis.

Set financial goals and objectives for the church and church entities mainly through the budgeting and long-range planning processes.

Prepare or oversee preparation of any Capital program budgets.

Oversee, facilitate and coordinate the various revenue-generating activities including, but not limited to:

Annual pledge campaign

Annual service auction

Planned giving

Legacy giving

Facility rentals

Program income

Capital campaigns

Soliciting funds from outside the Congregation such as grants and donations from charitable institutions or individuals

Monitor church income and expenditures and compare to budget(s). Make periodic reports to the Board of Trustees of findings and exceptions.

Monitor invested funds and make periodic reports to the Board of Trustees of findings. Make recommendations to the Board of Trustees for changes to investment firms, as necessary.

Audit the financial activities of the church by providing an external audit every three (3) years and annual internal audits in the two intervening years.

Develop, review, edit and modify financial policies for Board of Trustees approval.

Make quarterly reports to the Congregation (via the Commuunicator) of expenditures by program categories.

Appoint task groups, as required, to accomplish less frequent periodic or non-recurrent duties.

Advise on financial implications of significant expenditures as requested by the Board, coordinating with other stake holders including B&G and MPIC and Personnel.

Excepted Duties:

Monitoring and managing the Nicky Brown Fund and the Sullivan Assistance Fund.

Council membership:

Council membership shall consist of the following:

Chair

Board of Trustees Liaison

Treasurer

CIF Treasurer (aka Assistant Treasurer)

Pledge Secretary

Stewardship Chair*

Service Auction Chair*

Two (2) to four (4) “at-large” members of the Congregation.

*As periodically required

Term limits of Council members shall be a maximum of three (3) years.