
PLANNING GUIDE

for the

“Where Two or Three Are Gathered” Team

Originally created for the

WHERE TWO OR THREE ARE GATHERED:
Creating Multiple Worship/Gathering Options in the Small Congregation
Pilot Project (2007)

Center for Evangelism and Congregational Life

Episcopal Church Center
815 Second Ave New York, NY 10017

Release 1.0

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Dear TAG Team Member:

Congratulations on your decision to explore the possibility of introducing a new style of service in your community of faith. You are exploring a decision that has the potential to have great impact, not only in your congregation, but in the lives of people who are not currently part of a worshipping community.

As a way of introduction, I'd like to share my rationale for the creation of this manual. Really, it comes from my own personal experience. I understand that that the depth of life I enjoy is because of God's redeeming love, as revealed through Jesus, and manifest through my brothers and sisters in Christ. Quite simply, I love my neighbors enough to want them too to know the power of God's transformative love.

And I see congregations as the **means** to this end. Congregations are called to be places where spiritual transformation occurs, where people experience God in worship with gratitude and authenticity, and go forth to proclaim in word and action. Congregations are part of something much bigger than themselves; they are part of the great unfolding mission of God.

But mainline Christian congregations face a defining moment. The world and culture have changed dramatically and congregations are called to adapt. While Episcopal congregations have a rich tradition to continue, we also have the creativity and resources to fill unmet spiritual needs in new ways (both today and in the generation to come).

Part of meeting this challenge includes the creation of new styles of worship and gatherings. Statistics show that nearly 78% of people in the United States do not attend a worshipping community on any given weekend. This suggests that a disconnect exists between how religious communities gather and the kind of worship that people find meaningful/transformative.

My greatest hope for your congregation is that through this pilot you will build a bridge and connect with your secular community in new ways, to the end that more people will know the joy of being one who follows Christ.

Dr. Charles Arn and I are here to assist in any way possible, and we look forward to learning and growing with your congregation throughout the process.

May God bless you as you embark on this exciting journey...

Faithfully in Christ,

Suzanne+

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Overview of the original TAG Project

“You will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth.” (Acts 1:8)

The 2005 Faith Communities Today (FACT) Report¹ reveals that:

- **Small congregations that offer multiple worship services are more likely to be growing** (39% of small congregations that offer three worship services are growing; 20% of small congregations that offer only one worship service are growing.)
- **Small congregations that offer innovative and diverse worship services are more likely to be growing** (37% of small congregations that offer innovative and diverse worship services are growing).

These findings suggest that offering multiple services that differ in style can be an effective way for the small congregation to reach new people. Therefore, in 2007, the Episcopal Church Center, in collaboration with Dr. Charles Arn (author of *How to Start a New Service: Your Church CAN Reach New People*), launched a pilot project, **“Where Two or Three Are Gathered.”** The intent of the project was to assist small congregations interested in introducing a new style of worship service/gathering. **This new service/gathering was to have been in addition to the congregation’s current service(s).**

This pilot project was limited to 30 or so congregations with an average Sunday attendance (ASA) of 70 or less who sought to nourish the unmet spiritual needs of people in their wider community. Over a period of approximately 18 months, the Office of Congregational Development provided these congregations with support and materials. Additionally, a two-day training conference with Dr. Arn and Episcopal Church Center staff was offered from January 25-26, 2008.

Eligibility requirements of those eventually invited to participate in the 2007 Pilot Program:²

- Average Sunday or Weekend Attendance (ASA) of 70 or less different people, not including weddings and funerals.
- A sustained desire by both leadership and the congregation to reach out to people whose spiritual needs are currently not being met, including the 60% of people who profess a Christian belief but do not attend church on a given Sunday as well as people who used to attend worship services in the congregation but no longer do.³

¹ This report can be downloaded for free here: <http://fact.hartsem.edu/products/index.html>

² These are offered as points of consideration before making a commitment to this very exciting endeavor.

³ The American Religious Identity Survey 2001 reported that 79.8% of Americans self-identify as Christians. Yet only 22% of the population attends worship services on any given Sunday. This report may be downloaded for free from here: http://www.gc.cuny.edu/faculty/research_briefs/aris.pdf

- A leader committed to staying in his or her position for at least 18 months from the time of application.⁴
- Congregational commitment to support this project for 18 months from time of application.
- Approval of Diocesan bishop⁵

Suggested plan of action prior to making a presentation to the Vestry.⁶

1. Consider reading Arn's book prior to making your presentation. A full explanation for most of the steps below can be found on pages 61-81. The list below is intended as a summary.
2. Communicate with the senior warden first and then communicate with the staff.
3. After communication with senior warden and staff, make sure the vestry is the first group to hear about the possibility of being part of the project.
4. Prior to the vestry meeting at which you will present the pilot, meet with each vestry member individually and informally, sharing your personal convictions about the idea.
5. Consider talking to leaders of other congregations in your area that have started a new service.
6. Write down the questions you think people might ask, paying particular attention to the "big" macro issues such as purpose, strategies, and priorities of the new service. A key concept is that every Christian and every group of Christians that gather in Christ's name are called to "*Go forth and make disciples*" (*Matt. 28:19*). Planting a new congregation and starting a new church service are two of the more effective ways to live out our commission.
7. Prepare copies of the handouts needed below.
8. Outline of the prerequisite Vestry Presentation:
 - a. Begin with a discussion of the *Four Key Questions*.
 - b. Present this *Overview of the Project*.
 - c. Have the vestry take the *Quiz* and then discuss their responses.

⁴ *Recognizing the different leadership structures in the Episcopal Church, the word congregational leader or leader is used as a synonym for priest (full or part-time, non-stipendiary or paid), the leader of a cluster of congregations, or the ministry developer/enabler or the congregational team as a whole in the Total Shared Ministry model.*

⁵ *or Ecclesiastical Authority in dioceses where there is not currently a bishop in office*

⁶ *The term "vestry" is used in this document with the understanding that the governing body of the congregation may be something other than a vestry, such as a Bishop's Committee, Parish Council, Board, etc.*

d. Present *Benefits and Costs* (explained in detail in Arn's book.) Part of the benefits and costs presentation might include the following:

i. Print out a copy of your congregation's Average Sunday Attendance (available for every congregation at http://www.episcopalchurch.org/growth_60791_ENG_HTML.htm). Review the information and consider if it would be beneficial to share it at the vestry presentation.

ii. Download the Life Cycle PowerPoint presentation and consider sharing it with the vestry, especially if your congregation is experiencing decline (available for free download at http://www.episcopalchurch.org/growth_23206_ENG_HTML.htm?menupage=61609). Be sure to explain that starting a new style of service/gathering can lead to a new stage of the life cycle, moving the congregation from decline to growth.

e. Present *Timeline*.

f. Present a complete copy of Dr. Arn's book as well as this handbook.

g. Highlight the following considerations:

i. The new service/gathering will be an addition to the current service, not a replacement.

ii. This will be a short-term experiment; this is not a commitment for life!

i. Encourage discussion, refocusing on the questions "What is the primary objective of a worship service?" and "How could an additional gathering help our congregation to live out God's mission?" and "Can a new style of gathering help us to live out Christ's commandment to '*Go forth and make disciples*'?" It would be unreasonable to expect that there will be no opposition and that even the majority will see the validity of offering a new style worship service/gathering. Do not become defensive; instead, encourage questions and encourage others to answer those questions.

j. It is not necessary to reach a decision at the first vestry meeting. If another meeting is needed, set the date, and encourage members to pray about where God may be leading them with this opportunity, and offer to discuss the idea personally.

k. If a second meeting is needed, contact each member of the vestry prior to the meeting, asking if they have any questions and encouraging each person to make suggestions about how a new service/gathering could be an effective means of reaching new people.

9. Regardless of outcome, following the vestry vote, write a letter of thanks to each person on the vestry for their willingness to consider being part of the pilot.

Benefits: Seven Reasons to Start a New Style Service or Gathering⁷

1. A new service will reach the unchurched.
2. A new service will minister to more people.
3. A new service will reach new kinds of people.
4. A new service will help break the normal lifecycle.
5. A new service will allow for change while retaining the familiar.
6. A new service will activate inactive members.
7. A new service allows your congregation to further be part of God's unfolding mission for the world, builds up the Church Universal, and strengthens the Episcopal Church.

Costs:

1. Fear or anxiety
2. Risk of failure
3. Risk of success
4. Resistance to change
5. Increased time
6. Financial cost of Arn's book (approx. \$12 per person for TAG team and leader)

⁷ Adapted from Charles Arn's *How to Start a New Service: Your Church Can Reach New People* (Grand Rapids: Baker Books, 1999) pp. 23-60.

*Four Key Questions Every Congregation Should Ask*⁸

PURPOSE: How does your congregation's existence partner with God's mission in the world?

Jesus Christ commissioned his followers to, "go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything that I have commanded you" (Matt. 28:19-20, NRSV). The Church fulfills this mission by seeking to "restore all people to unity with God and each other in Christ, through prayer, worship, proclamation of the Gospel, and promoting justice, peace and love. It is through the ministry of all its members that the Church carries out its mission (BCP, 855).

VISION: What is your congregation going to do to fulfill this purpose?

FAITH: What does your congregation believe?

VALUES: How does your congregation behave and act?

⁸ Charles Arn *How to Start a New Service: Your Church Can Reach New People*. Grand Rapids, Michigan: Baker Books, 1997. ISBN 0-8010-9037-7.

*The QUIZ: Should Your Congregation Consider Starting a New Church Service?*⁹

Charles Arn, in his book How to Start a New Service: Your Church CAN Reach New People begins with a chapter on which congregations should, or should not, begin a new church service. By new, he means new-style, with the goal of reaching out to a new people to continue Christ's mission to make disciples. Should your congregation consider starting a new-style service? Arn proposes asking the following questions (framed across denominational lines) to help determine the answer:

1. Is your congregation's highest priority being "like a family"?
2. Is your congregation's highest priority preserving "correct" doctrine and "correct" interpretation of Scripture?
3. Has your congregation split from a more liberal church or denomination in the past 50-75 years?
4. Is your congregation's highest priority survival (i.e. with avoiding death than pursuing life)?
5. Does your congregation seem too small to add another service?
6. Is your congregation's attendance declining?
7. Is your congregation's sanctuary less than filled on Sundays?
8. Does your congregation lack the personnel to add a new service?
9. Does your theology or liturgical beliefs not allow for a different style?
10. Is your church in a bad location?

Response: Did you answer "yes" to questions numbered 1, 2, 3, or 4? If so, starting a new service will be more difficult for your congregation at this time and answering "yes" to these questions are legitimate reasons to not go forward. About 50% of congregations (across denominations) fall into this category. However, even under these difficult circumstances starting a new style service/gathering can be an effective means of evangelism and a way to strengthen congregational vitality. If the idea of the pilot project is still of interest and you are ready to take on an extra challenge, the Center for Evangelism and Congregational Life is here to support you with extra help and honor your initiative. Did you answer "yes" to question number 5, 6, 7, 8, 9, or 10? These are actually excuses for not starting a new service, but they are not legitimate reasons. Despite the excuses, your congregation may be in a good position to consider launching a new style service and the Center for Evangelism and Congregational Life is here to assist you as you further consider this exciting opportunity.

⁹ *Ibid.* pages 15-21 for a full explanation of the theory behind each question.

INTRODUCTION

The purpose of this manual is to guide your congregation in the creation of a new “connection point” with those in your neighborhood who are not presently a part of a faith community. This specific “connection point” will be offered through the development of a new worship service or gathering.

This manual was originally designed to be used by the facilitator/s of the TAG teams in those parishes involved in the 2007 *Where Two or Three Are Gathered* Pilot Project (sponsored by the Center for Evangelism and Congregational Life of the Episcopal Church Center). It is now offered as a dynamic¹⁰ resource to the church at large and specifically to those interested in starting a new service / gathering in their parish. Feedback from the specific experiences of parishes using this manual will be incorporated into future releases.

Organization of this Manual

1. *Meeting Agendas*. Meeting agendas provide guidelines to help you lead each TAG Team planning meeting. (TAG is the acronym for “Two or Three Are Gathered”)

Material for each agenda is organized into four categories:

Objectives—a summary of the goals for each meeting.

Preparation—tasks that should be completed prior to the meeting.

Process—a step-by-step set of instructions on how to facilitate each part of the meeting.

Assignments—a list of reading, research, or other activities for the TAG team to accomplish prior to the next meeting.

2. *Appendices* Articles, reference material, websites, research forms, worship planning guides, etc. Most of these pages you will duplicate prior to one of the meetings and distribute to group members at the meeting.

How Often Should the Worship Planning Group Meet?

The total length of time suggested between Meeting #1 and Meeting #9 (the final meeting prior to the first service) is between four to seven months. Your group may complete the activities in more or less time than suggested. It is more important to work through the planning steps to create a quality service/gathering than to follow an exact timetable.

Experience indicates that, all other things being equal, the two best times of year to begin a new service are Spring and Fall. Launching a new service on Easter has been shown to be very successful. For example, in 2008, Easter fell on March 23rd and so was within the suggested planning time line. Your TAG Team may want to decide on the launch date early on and then work backwards on a calendar to determine the dates for each meeting. You will probably find (as is true with many volunteer groups) that things somehow end up taking longer than first expected.

¹⁰ Feedback from those who use this manual will continue to shape this as a downloadable resource.

Recommended Research, Planning, and Promotion Time between Meetings

Meeting #	Recommended intervals between meetings
1	2 - 4 weeks
2	2 - 4 weeks
3	3 - 4 weeks
4	2 - 3 weeks
5	2 - 3 weeks
6	2 - 4 weeks
7	2 - 3 weeks
8	1 week
9	<i>To be determined</i>
Recommended Total Time: 16 - 30 weeks (4 - 7 months)	

Meeting Location

The home of a TAG Team member (if quiet) can provide a nice, comfortable place to work on this stimulating project. It will be an opportunity for those who enjoy hosting to exercise their gift. (Don't ask everyone to host a meeting, since there will be some who are probably uncomfortable doing so. Just ask for volunteers.) Meeting in the church facility is acceptable, but is less conducive to a warm and creative meeting.

Role of the Priest

Because the priest will probably participate in the new service/gathering, it is suggested that he/she participates in the TAG Team planning meetings and activities.

Meeting 1: Timeline and Target Group

Objectives

1. Get acquainted.
2. Review goal of the Pilot Project and Purpose of the TAG Team.
3. Discussion questions.
4. Review timeline.
5. Discuss potential “target groups” for the new service.
6. Assign responsibilities for next meeting.
7. Set next meeting date.

Preparation

- Obtain copies of the text for each person in attendance. (How to Start a New Service by Charles Arn; Grand Rapids, MI: Baker Publishing Group). Allow 2-3 weeks for delivery. Copies of the book may also be obtained from:
 - Church Growth, Inc. Phone: 800-844-9286
 - Amazon www.amazon.com
- Prepare a 3-ring notebook (suitable for holding 8 ½” x 11” paper) for each person on the TAG Team. You might want to make a color copy of the cover from this manual to slip into each of the notebooks you prepare. Make copies of the following for the TAG Team members:
 1. Duplicate and include pages 2-5 of this manual
 2. Include the relevant page(s) used at the vestry meeting
 3. Download and copy FACTs on Episcopal Growth by Kirk Hadaway from http://www.episcopalchurch.org/research_83313_ENG_HTM.htm (“The Character of Congregational Worship” will be particularly important.) Place it in the binder as Appendix A.
 4. Download and copy the *Small Church Growth Strategy Handbook* from http://www.episcopalchurch.org/smallchurch_87004_ENG_HTM.htm Place it in the binder as Appendix B.
- Prepare (or ask someone to bring) refreshments.

Process

1. Get Acquainted

Most people in the group probably already know each other. As an introductory exercise, ask each person to:

a) share their name and then ...

b) think back through their experiences in your congregation. Locate a moment when they felt most engaged in worship. How did they feel? What made that experience possible?

2. Introduce the goals of the “Where two or three are gathered” project and the purposes of the TAG Team

Distribute a copy of the notebook (which you prepared earlier) to each participant. Invite participants to turn to the summary of the project. Review it briefly, and ask if there are any questions or comments, specifically around the tasks assigned. Explain that in the coming meetings you will focus on a variety of issues related to starting a new service/gathering. Note that, in the material and in the planning processes, the word “service” and the word “gathering” are occasionally used together. The reason is that sometimes the word “service” tends to lock our thinking into considering only Episcopal Eucharistic liturgies, and might not allow for creative and visionary thinking around alternatives that can connect us to people who are not currently part of a worshipping community.

3. Discussion Questions

As a group, discuss the questions below, related to the church’s goal of starting a new (style) worship service. [Take no more than 15 minutes.]

- *“Do you think that a new service/gathering in our church has the potential for reaching a new segment of our community?”*
- *“What other potential benefits does a new service/gathering have for our congregation?”*
- *“What risks do you think are associated with a new service?”*
- *“Are there ways those risks can be minimized?”*
- *“How does the priest feel about a new service/gathering?”*

4. Review Timeline

It is generally recommended that a new service be added in the Spring or Fall. The suggested range of starting dates is March – October. But you will eventually need to decide what is best for your parish. (You may also determine, at some point, that the date you have set is either too soon or too far away, and decide to change it.) For the moment, try to identify a date that seems realistic for when the new service or gathering should begin. You will not need to set a definite date until Meeting #4, but begin thinking about an appropriate timeframe.

The chart below presents the recommended time (and the maximum recommended time) between each meeting. At the bottom is the total number of weeks recommended between the first meeting and the final meeting before the new service. Be sure you have enough time between the date of your projected first service and today.

Meeting #	Recommended intervals between meetings
1	2 - 4 weeks
2	2 - 4 weeks
3	3 - 4 weeks
4	2 - 3 weeks
5	2 - 3 weeks
6	2 - 4 weeks
7	2 - 3 weeks
8	1 week
9	<i>To be determined</i>
Recommended Total Time: 16 - 30 weeks (4 - 7 months)	

5. Considering Our “Target Group”

Congregations that have successfully begun a new service/gathering have a clear understanding of the people with whom they are trying to connect. Conversely, congregations that have tried to start a new service/gathering without a clear definition of their “target group” generally found the process to be a failure. Therefore, **one of the most important functions of your TAG Team will be to exactly who it is that the new service/gathering is being designed to reach.**

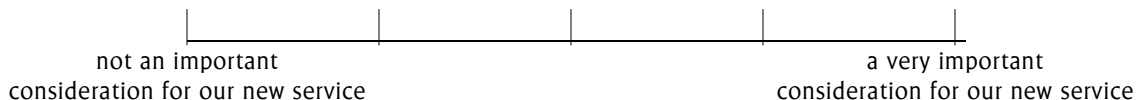
As a group, first consider the question: *“How would we characterize the majority of people who presently attend our worship services?”*

Next, discuss the question: *“Is there a particular ‘people group’ in our community with whom we would like to connect, but are not presently reaching in any significant number?”*

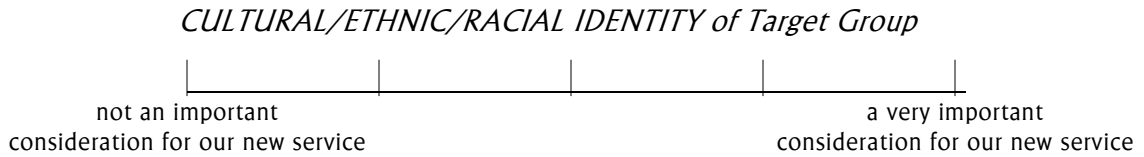
Guide the group in the discussion of this question; point out the list below (and in their handout material) and ask group members to take their time considering the idea of a specific people group on which to focus.

A. *Age of the Target Group.* Some churches may be in a “changing community” where it seems that a new service/gathering might be appropriate for a new age group. If so, the new service/gathering should take into account preferences in language, music, dress, etc. Does the group believe that this should be an important consideration in defining your target group?

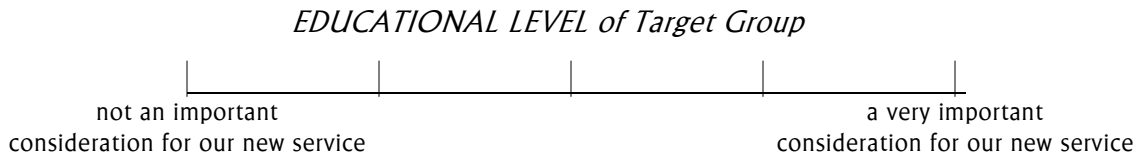
AGE of Target Group



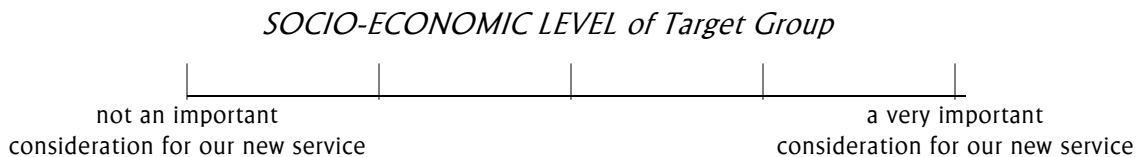
B. Cultural, Ethnic, or Racial Identity of the Target Group. Some congregations may in a community that is diversifying. A new service may well be designed to reach an identified segment of the population, or to help the worshipping community become multi-cultural, multi-ethnic, and/or multi-racial. If so, the new service should take into account preferences in language, music, customs, etc. Do you feel this should be an important consideration in defining your target group?



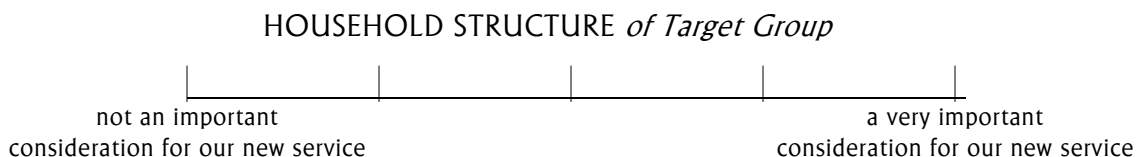
C. Educational Level of the Target Group. Some congregations may be in communities of predominantly high or low educational levels. A highly homogeneous education level might influence the worship language, illustrations, themes selected, as well as issues targeted for special programming. Is it important to define the educational level of your target group?



D. Socio-Economic Level of the Target Group. Some congregations are located in distinct socio-economic areas, or are markedly different in membership from the context in which their congregation is located. Is the target group distinct in terms of their socio-economic status?

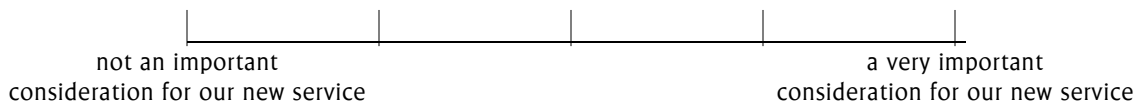


E. Household Structure of the Target Group. Some congregations may be located in communities with types of household structures that might present opportunities. For example, a service could target people who live in a traditional family structures, or those from non traditional ones. **It is important to look at all possibilities.** Is there a household structure represented in your community that may affect your target group definition?



- F. *Specific Needs/Common Characteristic of the Target Group.* Some congregations have members with a passion to minister to people with a particular need or interest. There are congregations that have gatherings for parents who adopted from overseas, for families with children with special needs, for people who are part of a 12-step program. Others congregations have special gatherings for people who have lost a spouse or those who are homeless. Is there a passion that some members in your church have for reaching out to a particular people group with special needs or concerns?

SPECIFIC NEEDS/COMMON CHARACTERISTICS of Target Group



Other considerations. In addition to these areas, you may choose to discuss whether there are any other criteria which will better help you identify a target group for your new service/gathering.

7. *Keeping Leaders/Members Informed*

If a new service is to be supported (or at least, accepted) by leaders and members in your congregation, it will be very important for your TAG Team to keep all interested persons informed of your progress. This includes the group's work in identifying the target group for the new service, decisions and/or recommendations about the content and style of the event, the time and day of the gathering, etc.

Take 10 minutes at this time to name the best ways to keep others in the congregation informed about the progress of your group.

Assignments

- 1) Distribute copies of the book (*How to Start a New Service*) to each person in the group. Before the next meeting, group members should have read the Introduction, Chapter One, and Chapter Four. Be prepared to discuss the content.
- 2) Ask group members to also read the article, "The Character of Congregational Worship" from the FACTs on Episcopal Growth by Kirk Hadaway (included in their notebook under Appendix A).
- 3) Prior to the next TAG Team Planning Group meeting ask each member to conduct their own small research project. The project is to identify one (preferably small Episcopal) congregation that is presently conducting two or more worship services. (Over 60% of Episcopal congregations, including smaller ones, conduct multiple services every weekend.) If possible, try to find congregations that meets the following criteria:
 - The congregation has started an additional service within the past four years.
 - The services offered are not identical in style.
 - That congregation's leadership would consider the services "successful" in reaching a specific target groups of people.
 - Look for congregations that are somewhat similar to your own. The membership or attendance of the church should be no more than twice the size of your church.

(That is, do not select a church that is either dramatically larger or much smaller than your own.) And the congregation's context should be similar to your own. (For example, if your congregation is located in an urban context, look for other urban congregations if possible.)

To find such a congregation, you might look at the listing of alternative services on pages 26-35 or the *Small Church Growth Strategy Handbook* (Appendix B). You could also conduct a Google Internet search, or look at on-line yellow page listings for churches in your and other communities.

4) Set a date for the next TAG Team Group meeting

The next meeting should ideally be two weeks from this meeting, and no more than four weeks.

NEXT MEETING:

Date: _____ Day: _____

Time: _____ Place: _____

Meeting 2: Target Group Identification

Objectives

1. Review assignments from the previous meeting and discuss.
2. Focusing in on a target group.
3. Plans to research the target group.
4. Assignments for next meeting.
5. Set next TAG Team meeting date.

Preparation

- Contact each TAG Team member one week prior to the meeting. Remind them of a) the meeting time & place, b) the reading assignment (Introduction, Chapters 1 & 4), and the research project (to identify and profile an Episcopal church offering multiple services).
- Copy pages 15-16 from this document if you decide to use the more formal Percept report review
- Copy page 18 from this document.
- Download a copy of your congregation's Percept Report and print a copy for each person on the TAG team. For a complementary copy of your congregation's Firstview Percept report, along with average Sunday attendance and giving trends for your congregation and diocese, visit the Study Your Congregation page on the Episcopal Church web site at: http://www.episcopalchurch.org/growth_60791_ENG_HTM.htm
 1. When you reach this site, click on the name of your diocese first.
 2. Once the diocese loads (which can take a moment), click on the name of your congregation.
 3. Once the congregation loads (which also can take a moment), click on the desired link. For the Firstview Percept demographic report, click on Zip Code Profile.

Process

Open in Prayer

1. Review Assignments & Discuss

Research Assignment. Ask group members if they were able to find an Episcopal church offering multiple services to learn something about the church and their situation. Have members share the results of their research. Encourage any comments or observations.

Reading Assignment. Lead the group in a 20-25 minute discussion of the following questions concerning the assigned readings (Introduction, Chapter One, Chapter Four):

– Introduction –

- A. There are four situations listed in which the author believes a church should probably *not* start a new service. Review each of these cases, and discuss whether or not your church fits into one of these categories.
- B. In the Introduction there are six “good excuses, but not good reasons” given for *not* starting a new service. What are your thoughts about these excuses? Do you think you might hear some of them in your congregation? What might be your response?

– Chapter One –

- A. In the text is the following quote: *“The simple truth is that worship cannot be culturally neutral. No single service can be all things to all people. Consequently, it is most important to ask the question: ‘who finds our present service attractive?’ ”* How do you respond to the statement, and how would you answer the question posed?
- B. The author says that: *“In reality, a shared congregational motive for beginning a new service is not important. What is important is a shared congregational goal – namely, to begin a new style service...”* How do you think your congregation will react to the idea of starting a new service or gathering?

– Chapter Four –

- A. This chapter is about identifying a “target group” for your new service/gathering.
 - Is it appropriate to identify a target group for a new service?
 - What are the benefits in identifying a target group? What are the risks? Are there benefits/risks in not identifying a target group for a new service?

2. Focusing on a Target Group

(Three different ways of focusing are presented below, please choose the one that seems the best fit for your congregation, or combine them creatively.)

- A. OPTION ONE: DISCUSSION QUESTIONS: Spend the next 15 minutes discussing the most likely target group for your church’s new service/gathering. The questions below may help direct your thinking. Also, refer to Chapter Four in the text, as well as the continua on specific “people groups” from the previous meeting (“age,” “family status,” “special needs,” etc).

DISCUSSION QUESTIONS:

- Are there people (on the TAG Team, vestry, or congregation) who feel strongly about reaching out to a particular “people group” in the community, and who are willing to be actively involved in starting a new service/gathering for this target group?
- Is the target group/s you are considering a natural extension of the ministry of your congregation? Good strategy suggests that the target group for a new service be only one “generational” step, or one “spiritual development” step, or one “cultural” step away from the present service. (Refer to the Target Group grid in Chapter Four for more on this subject.)

- Would selecting this particular target group mean that people with certain experience and/or skills would be necessary to plan and lead a new service/gathering for this group? If so, will you be able to access these resource people?

B) OPTION TWO: PERCEPT, NATURAL POINTS OF CONNECTION

Distribute the Percept report for your congregation. Ask each member of the TAG team to look at the different community characteristics. Instruct them to place a plus sign next to each of the community characteristics that is also a characteristic of many of the current members. (For example, under D1, if your community is mostly Senior Life and your members are mostly Senior Life, you would place a + sign next to that category. Or under C1, if your community's primary concern is hopes and dreams, and your member's concerns are most in line with hopes and dreams, you would place a + sign here.) When all have completed the ranking, look for where the plus signs fall. These would be natural areas of connection with your community.

C) OPTION THREE: PERCEPT, A GUIDED STUDY

Distribute the Percept report, as well as a copy of the following exercise. Lead a discussion of the results:

Reaching Out to Your Neighbor Using Your Congregation's Percept Report:

Are there people in your community who are not involved in a faith community?

From page 4 of your congregation's Firstview Percept Report, question P1, write the total number of people who currently reside in your area. From page 6, question F1, write the percentage of households estimated to have no faith involvement as a decimal number. Multiply these two numbers to estimate how many people in your community are currently with out any identified faith involvement.

Example: 10,000 people reside in area, 25% show no faith involvement.

$10,000 \times 0.25 = 2,500$ people currently residing in area with no faith involvement

Who is your neighbor?

From page 4, chart D1, which lifestyle group is most prevalent in your community? Is there one that is predominant? If not, include all that apply.

From page 4, chart D2&3, which racial/ethnic groups are prevalent in your community? Is there one that is predominant? If not, write all that apply.

From page 4, chart D4, what are the major generational groups represented? Is there one that is predominant? If not, write all that apply.

From page 5, chart D5, how traditional is family structure in your community?

From page 5, chart D6, how educated are the adults? Is there one educational level that predominates? If not, write all that apply.

What are your neighbor's concerns?

From page 5, chart C1, which concerns are highest on the minds of the people in your community? Look over the description of concerns. List these concerns.

From page 5, chart C2, what is the overall community stress level in your area?

From page 5, chart C3, how much resistance is there to change in your community?

How can your congregation reach your neighbor?

From page 6, chart F1, how likely are people in your community to become affiliated with a historic Christian denomination such as the Episcopal Church?

Financial sustainability is becoming an increasing concern. From page 6, chart F2, does the giving potential for your community suggest that your congregation can be financially sustainable, now and in the future?

From page 6, chart F3, what style of worship, architecture and music does your community prefer?

From page 6, chart F4, which programs or services are most likely to be preferred in your community?

From page 6, chart F5, how likely are people to have some religious preference? How could your community's religious preference (or lack thereof) direct your congregation's intentional evangelism?

3. Communication Regarding Target Group

Once the TAG team has tentatively agreed on a target group for the new service, discuss the best ways to communicate this recommendation to church leadership. Determine, for your own particular situation, whether it is appropriate to seek formal adoption of this recommendation by the vestry. A final decision on the target group for the new service will hopefully be determined at the next meeting.

4. Plans to Research the Target Group

Each member of the TAG Team should do some initial research on the target group you are zeroing in on. The assignment is for TAG Team members to ask *three* people who are in your target group the three questions below. Write down their responses in the space provided, and be prepared to share the results at the next meeting.

Question #1: *"Why do you think most people [in your target group] don't regularly attend church or other worship service?"*

Response #1:

Response #2:

Response #3:

Questions #2: *“If you were looking for a worshipping community, what kinds of things would you look for?”*

Response #1:

Response #2:

Response #3:

Question #3: *“What advice would you give churches in our area if they wanted to be helpful [to people in this target group]?”*

Response #1:

Response #2:

Response #3:

Assignments

- 1) Inform appropriate church leaders as to the decision/recommendation made at this meeting concerning target group/s for the new service, and ask for their input.
- 2) Each member of the TAG Team Planning Group should interview three people who represent the selected target group.
- 3) Read Chapter 5 in *How to Start a New Service*.
- 4) Read the article, "New Faith Communities" found at <http://www.nwtxconf.org/page.asp?PKValue=681>

4. Set next TAG Team meeting date

The meeting should be within two to three weeks, and no later than four weeks.

Date: _____ Time: _____

Place: _____

Meeting 3: Target Group Characteristics and Worship Themes

Objectives

1. Discuss Chapter 5 from text.
2. Share results of interviews.
3. Discuss the article “New Faith Communities.”
4. Discuss characteristics of your target group/s.
5. Identify possible themes and ideas for the new service.
6. Identify others who may be involved in planning/participating in the new service.
7. Make assignments for next meeting.
8. Set next meeting date.

Facilitator’s Preparation

- An easel and a large tablet will be helpful in recording ideas in this session.
- Contact each TAG team member one week prior to the meeting. Remind them of the meeting time & place, the reading assignment (Chapter 5 and the article, “New Faith Communities”); and the research project (to interview several people from the target group, using the three questions from the notes of Meeting 2).

TAG Team Preparation

- Read Chapter 5 from *How to Start a New Church Service*.
- Read article, “New Faith Communities” (found at <http://www.nwtxconf.org/page.asp?PKValue=681>)
- Interview several people from the target group using the notes from Meeting 2.

Process

Open in Prayer

1. Discussion Question from Chapter 5

The following statement is made in the text:

“When additional worship opportunities are created with no particular constituency in mind, the service that results usually reflects the cultural tastes of the present membership, and might not serve constituencies other than the ones already in your congregation. Regardless of the kind of new service you are planning, remember that your target audience is not people presently active in your church. While some will move over from your existing service, the primary focus of the new service should be: (1) unchurched people in your community, and (2) inactive members in your church and other churches in the community.”

How do you respond to this statement? What applications does it have for your situation?

2. Report on Interviews

In the last meeting, TAG team members were encouraged to interview several people from the target group, asking three different questions. Invite those who conducted such interviews to share their results.

3. Discussion of Article: "New Faith Communities"

The article states the importance of "developing a discipleship system which is designed to equip and nourish Christians as they mature in faith. Typically it involves a combination of small groups (8-15 people) and fellowship/instruction groups (50-90 people) linked to public worship."

Discuss how disciples are formed in your current community and how the formation of disciples might occur in your target group. Throughout the pilot it will be important to remember that reaching those who are not part of a worshipping community will be a multi-faceted endeavor. Effective formation and incorporation involves worship gatherings, ministry development and fellowship opportunities.

4. A Profile of Our Target Group

Dr. Arn suggests developing a hypothetical personality profile of several people that represent your target group. An assignment for the next TAG team meeting will be for several members to develop a few such sketches. The following exercise will help with this process:

First, appoint a recorder. Then, as a group, list any common attitudes, opinions, feelings, needs, concerns, or other characteristics you think are important in defining your target group. The following list will help you begin:

- *Attitudes toward religion/church/God/spirituality*
- *Common interests or life similarities*
- *Common needs/concerns (if any)*
- *Music preference (if important)*
- *Ideal service time, location, frequency, structure (based on target group interviews, not TAG team perceptions or intuition!)*
- *Other characteristics that might be important*

5. Identifying Appropriate Service/Gathering Themes

In Chapter 7 of the book, the author notes:

"The one factor responsible for more new service failures than anything else is: faulty service design. The music, content, style, and themes of most unsuccessful services were inappropriate for their target audience. Sadly, when creative

thinking is most needed for the success of the new service, it is often in least abundance.”

In the next meeting, your TAG team will identify themes and issues for the new service. But at this moment it will be helpful to begin thinking about this subject as a follow up to the exercise we just completed (defining characteristics of the target group).

As a group, brainstorm ideas concerning what a new service for your specific target group might be like. In other words, from the perspective of a person in your target group, what kind of service/gathering would make the benefit of *attending* worth the *cost* (in terms of time, etc.)? Ask someone to write down these ideas, ideally on a piece of newsprint at the front of the room.

6. Who Else?

Now that you have a better idea of the target group for whom the new service/gathering will be designed, discuss whether there are other people with a particular connection to the target group who might be able to help plan the service. Keep in mind that such people need not necessarily be members of your congregation. In fact, it could be very helpful to have some non-members serving on your planning team to give fresh perspectives.

Ideally, some of these people would be from the target group. If possible, you might even consider creating a focus group (even offering financial compensation if appropriate) to share with the TAG team what would be most meaningful spiritually.

Design an appropriate invitational approach specific to members of the focus group.

7. Assignments

- Ask 2-3 people on the TAG team to take the list of target group characteristics developed in this meeting and develop a “personality profile” of a person(s) in the target group. Each profile should be no more than a page in length, and should be brought to the next meeting.
- Now that you have a reasonably good idea of your target group, encourage each member of the TAG team to continue researching churches and, in particular, to look for churches that are conducting a successful service/ministry for a similar target group. The denomination or theological position of the church is not nearly as important as whether or not the church is successfully connecting with the target group. (As the old saying goes, “The secret to success is to find a need and fill it.” Learning about how these churches are meeting spiritual needs will be helpful in your own planning.)
- Ask each member to read Chapters 6 & 7 in the text.
- Extend invitations to attend the next (and possibly future) meetings to those persons who your group believes may be able to help with the new service.

8. Next Meeting

Date: _____ Day: _____

Time: _____ Place: _____

Meeting 4: Design a sample service

Objectives

1. Welcome any new people to the TAG team meeting.
2. Report on any additional research done by TAG team members on churches offering similar services/gatherings for the target group on which you are focusing.
3. Review "personality profile" of target group members.
4. Discuss Chapters 6 & 7 from the text.
5. Identify a tentative time, place, and frequency for the new service/gathering.
6. Design a sample service.
7. Identify persons who might be interested in helping with the planning and/or presentation of the new service/gathering.
8. Assign responsibilities for the next meeting.
9. Set next meeting date.

Facilitator's Preparation

1. Contact each TAG team member one week prior to the meeting. Remind them of the meeting time & place; the reading assignment (Chapter 6 & 7); and the research project (to look for any churches that have a similar service/gathering for people in your proposed target audience).
2. If there will be new members or guests to the TAG team, be sure they are personally called and reminded of the meeting. (This is based on the assignment from the last meeting, which was to identify and invite people who might have a particular interest in helping to plan, inform and/or present the new service/gathering.)
3. Prepare (or ask someone to bring) refreshments to the meeting.

TAG Team Preparation

1. Read Chapters 6 and 7 in *How to Start a New Church Service*.
2. Continue to look for congregations that are effectively reaching people similar to those in your target group.
3. The two or three people who agreed to compose personality profiles need to complete their work.

Process

Open in Prayer

1. Introduce Guests

If there are any newcomers present, introduce them to the group and briefly share with them the history and goals of the group, as well as a summary of the target group for whom the new service/gathering will be designed.

2. Report on Additional Research

At the previous meeting the assignment was given to continue to find congregations (locally or otherwise) that are conducting a successful service/gathering for the people in your proposed target group. Those who were successful in finding such congregations are now invited to share their learnings with the group.

3. Target Group Personality Profile

2-3 individuals that created the target group personality profile share their work. What do the profiles suggest about worship preferences, personal hopes/dreams/concerns/needs, spirituality, etc. If guests from the target group are present, their feedback in this discussion will be very valuable. Allow ample time for them to share their feedback and impressions, and invite their critique of the assumptions.

4. Discussion Questions and Application

The two chapters (6 & 7) are the stimulus for the majority of this meeting's activities. Chapter 6 addresses the topic of time and place for the new service; Chapter 7 looks at the design of the new service/gathering.

5. Identify a tentative time, place and frequency for the new service/gathering

The text notes that: "Many attempts to add a new service fail simply due to wrong timing." The author also observes that the right answers to the questions of when and where to meet will not cause the service to succeed – but the wrong answers may well cause it to fail. **The question of when and where to meet is not an insignificant matter.**

QUESTION: What times and places would seem to be the best for a new service/gathering? Why? As you respond to this question, remember to look at the issue from the perspective of a person in your target group, not from your own paradigm of experience. And, keep in mind that there are no rules that say you must have the new service/gathering every week (there are positives and negatives to a weekly event), on Sunday mornings, or even on Sunday. After your discussion, list below two or three of the best options for: day of the week, time of day, location, and frequency. If guests from the target group are present, **ASK FOR THEIR FEEDBACK!**

Day of the Week: (Choice and Reasons)

- 1.
- 2.

Time of Day: (Choice and Reasons)

- 1.
- 2.

Location: (Choice and Reasons)

- 1.
- 2.

Frequency: (Choice and Reasons)

- 1.
- 2.

Duration (e.g., summer only, school year only, etc.) (Choice and Reasons)

- 1.
- 2.

6. Design a sample service.

- A. The design of your service/gathering is one of the most important aspects of creating an attractive and successful new service. A good deal of this meeting will be spent on developing a sample service for your target group. Before you begin this process, review some of the key points from Chapter 7 and share any comments you may have with others in the group.

Key Point: *The sermon is not the message, the service is the message.*

Comment:

Key Point: *Well attended services are well-prepared services.*

Comment:

Key Point: *Two ingredients in every service: "You are loved" and "There is hope."*

Comment:

Key Point: *Recruit a Service Planning Team*

Comment:

Key Point: *Envelop the process in prayer*

Comment:

- B. Spend the next +/- 45 minutes developing a sample service. Begin by identifying a “theme” for the service. Use the “Theme Planning Sheet” to guide your thinking and planning. (If you have already identified your target group and your launch date, you could look ahead to the readings as a way to see how the scripture message appointed could connect with the target group.)

THEME PLANNING SHEET

Service Date(s): _____

Theme of the Service:

Common **Attitudes** [that participants bring to the service concerning the topic]:

Message [what insight are we trying to communicate during the service]:

Ideas for **Communicating** the Message through . . .

MUSIC:

DRAMA:

SERMON:

TESTIMONIES/INTERVIEWS:

OTHER:

Once you have identified the 1) theme, 2) common attitudes, 3) message, and 4) communication tools for the service, work on an order of service using the guide below:

ORDER OF SERVICE				
TIME	ELEMENT	LEADER	NOTES	TECHNICAL NOTES

7. Identify persons who might be interested in helping with the planning and/or presentation of the new service/gathering.

As in the previous meeting, discuss whether there is anyone in the church (or even outside the church) who might have an interest in helping to plan or present this new

service/gathering. Decide whether additional people should be asked to participate, and how to extend an invitation.

8. Assignments

- Review Chapters 6 and 7 from *How to Start a New Church Service*.
- Continue to research congregations offering services that are successful in connecting with people in your target group.
- a. Begin to brainstorm about possible themes that could connect with your target group. Prior to the next meeting each person on the TAG team should develop a list of themes they feel would be relevant to the target group for whom the new service is focusing. Bring this list to the meeting.

8. Set date for the next TAG team meeting

The next meeting should ideally be within two weeks of this meeting, and no later than three weeks.

Date: _____ Day: _____

Time: _____ Place: _____

Meeting 5: Developing themes and gathering teams

Objectives

1. Welcome any new people or guests to the TAG team.
2. Review homework.
3. Develop a list of themes for future services.
4. Complete Theme Planning Sheet on several potential themes.
5. Discuss the roles of the Worship Team's individual members and possible volunteers.
6. Set target date for first service.
7. Assign responsibilities for next meeting.
8. Set next meeting date.

Facilitator's Preparation

- Contact each TAG team member one week prior to the meeting. Remind them of the meeting time & place; to review last week's reading assignment (Chapter 6 & 7), to generate worship theme ideas; and the research project (to look for any churches that have a similar service/gathering for people in your proposed target group).
- If there are new members of the TAG team who will be participating, be sure they are personally called and reminded of the meeting. (This is based on the previous assignment to identify and invite people who might have a particular interest in helping to plan and/or present the new service/gathering.)
- If the priest is not a regular participant in the TAG team meeting, invite him/her to attend this meeting, since one of the agenda items will be to determine the themes for the coming services and related sermon topics (if applicable).
- Prepare (or ask someone to bring) refreshments.

TAG Team Preparation

- Review Chapters 6 and 7 from *How to Start a New Service*.
- Continue to search for congregations that already offer a service that is successful in connecting with people similar to those in your target group.
- Come up with a list of possible worship themes.

Process

Open in Prayer

1. Welcome any new people or guests to the TAG team.

2. Review Homework

If you have not already decided on a date for the first service/gathering, discuss this as a group and try to agree on a date. Revisit the text to clarify the recommended times in the calendar year for beginning a new service.

3. Develop a List of Themes for this planned Service

At the end of the last TAG team meeting, members were asked to think about service themes that would be appropriate for the new service. Based on your growing understanding of the target group, a goal for this meeting is to identify themes for the new service/gathering. Don't worry about music, drama, or other multi-sensory aspects of the worship. Just focus on the themes.

Begin, as a group, by brainstorming all possible topics that seem to be relevant to your target group. Have members share the themes that they came up with on their own, plus new ones that the group creates together. **DO NOT STOP BRAINSTORMING UNTIL YOU HAVE COME UP WITH AT LEAST THIRTEEN DIFFERENT THEMES.** Write possible themes below:

Possible Themes:

4. Complete Theme Planning Sheet

Now, try to identify a theme for each service. You may decide that one theme can span more than one service. Also, try to develop a flow and sequence to the themes. If there are guests from your target group present, obtain their valuable feedback.

#1 Service Date: _____

Theme: _____

#2 Service Date: _____

Theme: _____

#3 Service Date: _____

Theme: _____

#4 Service Date: _____

Theme: _____

#5 Service Date: _____

Theme: _____

#6 Service Date: _____

Theme: _____

#7 Service Date: _____

Theme: _____

#8 Service Date: _____

Theme: _____

#9 Service Date: _____

Theme: _____

#10 Service Date: _____

Theme: _____

#11 Service Date: _____

Theme: _____

#12 Service Date: _____

Theme: _____

5. Discuss the roles of the Worship Team's individual members and possible volunteers.

Review the date tentatively specified for the first new service. Additional people will be needed to implement the service. As a group, spend the next 15 - 20 minutes identifying individuals who might help with the various tasks involved in planning and conducting the service. (This is a continuation of the process begun at the last meeting.) Below are general roles central to the processes of planning and conducting the proposed service. The questions under each category below indicate the kinds of responsibilities that will be involved in each area; they are not intended to be answered at this time.

If possible, identify at least two people who possess the gifts in the areas below. These people need not be on your TAG team.

Master of Ceremonies

Possible Volunteers:

- Who will be responsible for coordinating the overall integration of the service and its various components?
- Who will be the primary leader in the service?

Music

Possible Volunteers:

- What kind of musicians will be necessary?
- How do we find appropriate music to coordinate with the theme of each service?

Drama

Possible Volunteers:

- Will drama be included in the service?
- Where will scripts be obtained for the appropriate theme/s?
- Who will be involved in directing and acting in the dramatic sketches?

Multi-media/Multi-sensory

Possible Volunteers:

- Will multi-media/multi-sensory be part of the service?
- Who has these skills? (Do not neglect the youth and young adults in your consideration. Children as young as 9 or 10 are able and gifted at finding, creating, and/or showing spiritually meaningful PowerPoint presentations, and video clips.)
- Do we have the equipment we need? If not, how can we find it?

Room Set-Up

Possible Volunteers:

- Where will the gathering be held?
- What will be needed to prepare the worship space?
- Will additional lighting be necessary (for drama, etc.)?

Sermon and/or sharing of faith stories

Possible Volunteers:

- Are there any supporting visual aids which will need to be constructed?
- What will the format of the sermon time be?

Promotion/Advertising/Invitations

Possible Volunteers:

- Who will organize the promotion of the new service?
- What media will be used, and how will it be developed (i.e., mailings, newspaper ads, phone-calling campaign, etc.)?

Support Personnel

Possible Volunteers:

- Who will welcome guests before and after the service? (It is important to have people similar to those in your target group to welcome, offer hospitality, and proactively incorporate.)
- Will other support staff be necessary (i.e., communion, offerings, etc.)?

Possibly Educational/Social Gatherings/Small Group/Christian Formation Opportunities
Possible Volunteers:

-
- Having an educational event, social gathering, or small group opportunity that speaks to the needs of your target group is a good way for your congregation to integrate Christ’s teachings with your target group’s current life circumstance. What are some additional ways that you might offer avenues for spiritual transformation, outside of the service? (Remember, this is about your target group and their interests and needs, not your congregation or denomination. If you find yourselves discussing “us,” remember that this discussion is about “them.”)

Evaluation & Record Keeping
Possible Volunteers:

-
- How will the effectiveness of the service be evaluated?
 - Will names and addresses be obtained/kept of those who attend?

Follow-Up

Possible Volunteers:

-
- How should newcomers/guests be invited to return?
 - How many different ways should they be invited or kept informed of congregational activities (e-mail, phone call, mail, etc.)?
 - How will names/addresses/e-mail information be obtained?

6. Set target date for first service.

7. Assignments

- Continue looking for any churches that have a similar service/gathering as your projected target group. Try to learn more about the church and anything about its experience that would help you in your planning.
- Extend invitations to those persons who might be interested in helping with the new service. Invite them to the next meeting of the TAG team group.
- There is no reading assignment for the next meeting.

8. Set date for the next TAG team meeting

Ideally, the next meeting should be within two weeks of this meeting, and no later than three weeks.

Date: _____ Day: _____

Time: _____ Place: _____

Meeting 6: Design of the initial service

Objectives

1. Review progress with inviting people to help with planning and presenting the new service/gathering.
2. Design the order of service for the first service/gathering.
3. Assign responsibilities for next TAG team meeting.
4. Set next meeting date.

Facilitator's Preparation

- Contact each TAG team member one week prior to the meeting. Remind them of the meeting time & place and the research project (to find churches that have a similar service/gathering for people in your proposed target group).
- If there are new members of the TAG team who will be participating, be sure they are personally called and reminded of the meeting. (This is based on the previous assignment to identify and invite people who might have a particular interest in helping to plan and/or present the new service/gathering.)
- If the priest is not a regular participant in the TAG team meeting, he/she should be invited to attend this meeting since one of the agenda items will be to determine the themes for the coming services and related sermon topics.
- Prepare (or ask someone to bring) refreshments for the meeting.

Process

Open in Prayer

1. Review progress for inviting Planning Team members

Discuss the response to invitations issued to help in the new service. Discuss and determine any additional steps that need to be taken to continue/complete this process. If any new people are in attendance, introduce them to the TAG team.

2. Design the First Service

This should be an exciting time for the TAG team. It is here that you will begin planning an actual service for the target group. The following pages in your notes may be helpful.

The "Worship Service Planning Idea" identifies the key elements of the service. Try to complete this page during this meeting. The "Order of Service" lists specific activities of the service, time segments, individual responsibilities, and logistics. A sample completed "Order

of Service” is included to illustrate how this form was used by one (non-Episcopal) congregation. The “Planning Schedule” is a suggested timeline for planning each individual service.

Once you have completed the design of the first service, go back and make sure the activities are consistent with the characteristics of your target group, and that the overall experience will be meaningful and relevant for those involved.

Warning: While our Episcopal tradition and liturgy is a rich worship resource, think creatively and stretch your idea of what worship and gatherings can be. Remember you are trying to reach people whose spiritual needs are not being met by your congregation’s current service styles. You’ve come a long way in your planning to reach this point so don’t limit yourself to thinking inside the Traditions Box. However, while your diocese already granted approval for your participation in the pilot, you are encouraged to share your plans with your bishop/diocesan staff. Additionally, the following documents represent the work of individuals from different Christian denominations. They are intended to promote discussion and creative thought.

WORSHIP SERVICE PLANNING IDEAS

(All of these items need not occur for each service. They are offered to help you think creatively.)

REMEMBER: THIS SERVICE IS BEING PLANNED FOR YOUR TARGET GROUP. KEEP THEM AT THE FOREFRONT OF YOUR THOUGHTS AS YOU THINK ABOUT THE FOLLOWING!

FOCUS

Theme:

Main point for gathered community to take home:

Scripture reading(s):

Key Verse(s):

Key Word(s):

Other:

STRUCTURE

Communion Service: yes or no

If yes, will the form of the service be flexible or from a set form? If set form, which one (Enriching Our Worship, New Zealand Prayer Book, etc.)?

If yes, invitation to communion:

Didactic/experiential/both:

Leader(s):

Involvement of target group:

Arrangement of gathered community:

Placement of Altar:

Placement of Baptismal Font:

Elements to be supplemented in the bulletin or projected:

Types of prayers/placement/sources:

Other:

MULTI-SENSORY COMPONENTS:

VERBAL

Sharing of faith story/how God has acted in a participant's life:

Words/lesson/sermon/meditation on Scripture and theme:

Sermon discussion group prior to service each week to engage scripture and create a relevant address to the gathered community's needs/circumstances:

Guest speaker to illuminate focus:

A question to which the gathered community can respond and share:

Special readings in addition to Scripture:

Call to action:

Invitation to commit:

Other:

MUSIC/DRAMA/MOVEMENT

Music: (CDs, iTunes, live, created by gathered community, etc.)

Drama/Sketch:

Dance:

YouTube, Pod-cast, www.sermonspice.com or other online piece:

Clips from movies/films:

Labyrinth:

Other:

SCENT/TASTE

Incense

Home-baked bread for communion

Fresh cookies baking during family service

Shared meal

Other:

VISUALS

Multi-media (PowerPoint or slideshow?):

Action by one person to supplement focus: (e.g., for creation story, a sculptor could be asked to sculpt and talk about how he or she sees creation and God as part of his/her creative work):

Prayers (projection of prayers with images, either prepared beforehand or in real time with gathered community creating):

Confession (with projection of images or film clip):

Altar decor:

Other:

ACTIONS BY ALL IN GATHERING:

Activity by all gathered to supplement theme (for example, if the theme is creation, all gathered could have a piece of clay and sculpt)

Other:

AFTER THE GATHERING:

Immediately following the Service:

Clean up:

Christian education, small group, or community action event that would be of interest to target group:

Open planning group for worship service two weeks later:

Other:

ORDER OF SERVICE/GATHERING

Date: _____

Participants meet in _____ at _____

Time	Element	Leader	Notes	Tech Notes

ORDER OF CELEBRATION

(Sample)

Date: September 17

(Participants meet in the conference room at 8:15 A.M.)

Time		Element	Leader	Notes	Tech Notes
8:20	5	<u>Pre-Service Tape</u>	David D.		
8:25	5	<u>Pre-Service Keys</u>	Rick L.		Normal set-up
8:30	4	<u>Praise</u>	Rick L.	SCREEN DOWN	SL pno voc/mon
	[3]	1) <i>Great is the Lord</i> [slide 1,2,1,2,3]		Choir up/5 risers people stand	
	[1]	2) <i>Great Are You Lord</i>		SCREEN UP	
8:34	5	<u>Celebration Choir</u> Scripture & Song <i>Come Let Us Sing</i>	Rick L	Start promptly	4 choir mics/mon/ trax/solo mic
8:39	10	<u>Worship</u>	RL/Choir	SCREEN DOWN	mic as before
	[3]	1) <i>He is Exalted</i> [slide 1,2,1,2,2]		Synth underscore	
	[2]	2) <i>I Will Bless the Lord</i>			
	[2]	3) <i>My Tribute</i> (choir)			
	[3]	4) <i>The Solid Rock</i> [scripture slide] Ps 39-4-7 verse-chorus-chorus (<i>a cappella</i>)		SCREEN UP	
8:49	6	<u>Welcome & Announcements</u> [growth group interviews]	Bob F. Choir down	CS	hand-held
8:55	5	<u>Chris Melberg</u> <u>Media</u> Chris will read Ps 90:1-11 then ask people to read verse 12 with him [cue scripture slide]	Bob F.	tape cue ready SCREEN DOWN @ cue	
9:00	6	<u>Solo</u> <i>Great is Thy Faithfulness</i> [start w/ppl opening] Bibles to Ps 90:1-2/resp. singing	Rick L. Si-piano/SW - synth	SCREEN UP Sid Page - violin	SR solo mic/mon wired lavalier
9:06	35	<u>Teaching</u> "How to Look at Life and Time" Ps 90	Pastor		wireless
9:41	6	<u>Life & Time of ...</u> [series media]	Pastor David D	SCREEN DOWN	
9:47	4	<u>Worship Response</u> [2] choir only <i>Great is Thy Faithfulness</i> [2] <i>Great Are You Lord</i> [reprise - chorus only]	Rick L.	people stand	
9:51	4	<u>Closing/Dismiss</u>	Pastor	Tombstone bkgnd. Scripture slide up @ cue	wireless

Planning Schedule

- 6 weeks prior:
 - Review “Worship Service Planning” sheet with worship leaders.
 - Obtain initial input, ideas and enhancements from team.

- 5 weeks:
 - Final input on the service received
 - Publicity approved

- 4 weeks:
 - Rough draft of service completed then reviewed and finalized
 - Music calendared
 - Personnel contacted

- 3 weeks:
 - All items in the service finalized and reviewed
 - First walk-through to evaluate flow, estimate time, review transitions

- 2 weeks:
 - Modifications to order of service completed
 - Second walk-through completed
 - Bulletin content finalized

- 1 week:
 - Meet with all participants for prayer and final walk-through

- 1 hour before:
 - Pre-service prayer
 - Last-minute review, questions, etc.

4. Assignments

- Follow up on any additional invitations to people for help in the new service.
- Begin selecting/acquiring any music, drama scripts, visuals, etc. that will be necessary for the coming service/s. See www.textweek.com for many ideas. In addition, the Mission Center for Evangelism and Congregational Life at the Episcopal Church Center has suggestions. Don't hesitate to ask!
- Persons already identified as gifted with the skills of publicity and promotion of the new service should come to the next meeting (and all subsequent meetings).
- TAG team members should read Chapter 8 in *How to Start a New Service*.
- TAG team members should begin looking at possible ways to promote the new service. Each member should come with at least three promotional ideas to the next meeting.

5. Set date for the next TAG team meeting

The next meeting should be two weeks from this meeting; no longer than three weeks.

Date: _____ Day: _____

Time: _____ Place: _____

Meeting 7: Service planning (continued) and promotion planning

Objectives

1. Welcome any new people to the meeting.
2. Plan two additional services/gatherings.
3. Review Chapter 8 and plan the promotion strategy for the new service/gathering.
4. Assign responsibilities for the next meeting.
5. Set next meeting date.

Facilitator's Preparation

- Contact each TAG team member one week prior to the meeting. Remind them of the meeting time & place; the research project (to find churches that have a similar service/gathering for people in your proposed target group); to read Chapter 8; and to come up with at least three ways to promote the service. As an added incentive you might come up with a silly award or prize for the person with the most original idea.
- Invite to the meeting those who were identified to help in the promotion of the new service/gathering as promoting the service will be discussed.
- Make two copies of the planning sheets from meeting 6 to plan two additional services.
- Prepare (or ask someone to bring) refreshments.

TAG Team Preparation

- Continue researching churches that have been successful in reaching people of your target group.
- Research and brainstorm possible means of promotion.
- Read Chapter 8 in *How to Start A New Church Service*

Process

Open in Prayer

1. Welcome Newcomers

If there are any newcomers to the TAG team, introduce them and briefly bring them up to speed on events related to planning the new service/gathering.

2. Planning Additional Services

Plan two additional services. Follow the same process you did in the previous meeting and/or refine the process to fit your style.

3. Promoting the New Service

If you are to be successful in reaching your target group, they must hear about the new service – and feel personally invited.

In this part of the meeting, you will begin to think about promoting the new service. Begin by identifying the ways in which people in your target group will hear about – and be inclined to attend – the new service. Keep in mind the following proven principles of effective communication:

- *Say it more than one time.* Repetition is the most effective way to be sure you are heard. Research indicates that people will learn from, and respond to even the fifth time they hear the same message. Set a goal of exposing your “target group” to *five* different messages.
- *Say it in more than one way.* The greater the diversity of communication channels, the more likely the message is to be remembered. This could include such methods as a hanging information on front doors, web ads, phone calls, personal letters, flyers, a newspaper article, personal invitations, announcements, radio ads, posters or signs, television or newspaper ads, etc.
- *Personal invitations are more effective than impersonal ones.* A flyer will be more effective than nothing. A form letter will be more effective than a flyer. A personal letter will be more effective than a form letter. A phone call will be more effective than a personal letter. A face-to-face invitation will be more effective than a phone call.
- *Start with the hearer’s agenda.* People attend a church event when they feel the “benefit” is greater than the “cost.” Consider what the cost will be (i.e., discomfort about organized religion, suspicion, fear, time, discomfort, inconvenience, etc.) for those whom you are inviting. The benefit they expect (and hopefully receive) must be perceived as greater than that cost. So start where they are, describing the benefits that are important to them. REMEMBER, IT IS ABOUT THEM, NOT ABOUT YOUR CHURCH OR YOU!

As a group share the results of your promotion brainstorming homework. Then, brainstorm further. Do not stop with less than thirteen ideas. Use the space on the next page to record the ideas.

Your ideas for promoting the new service/gathering

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____

(Research indicates that the generation of truly creative ideas occurs when there are at least 13 different options. Make sure that those who have not contributed are invited to share their thoughts.)

14. _____
15. _____
16. _____

4. Harnessing a Team

In Meeting 5, you began a list of people who might help with various aspects of the new service. One was in the area of promotions and hopefully the people you initially identified are present at this meeting. It's now time to seriously focus on recruiting a team of people who are good at – and would enjoy – promoting the new service/gathering. As a group, make a list of people (not all of whom need be in the church) who might be willing to help on such a task. Then discuss how invitations to these people would be given, and invite them to attend the next TAG team meeting.

Assignments

- 1) Read the article: "Getting Good Press." (See below.)
- 2) Visit Church Ad Project at www.churchad.com for ideas.
- 3) Extend invitations to people who would be interested in serving on the promotions team and invite them to the next meeting.

Set date for the next TAG team meeting

The next meeting should ideally be one - two weeks following this meeting; no more than four weeks.

Date: _____ Day: _____

Time: _____ Place: _____

Getting Good Press *How the media can help you reach out.*

BY PAUL RANDOLPH

During the Christmas holiday, our church was featured on the front page of Philadelphia's leading daily newspaper and two suburban papers. We also appeared on two network television station's newscasts in the fourth largest media market in the country.

What's more, it took me less than 30 minutes to write and send a fax to nine local newsrooms to get the coverage. "That must be a mega-church," you're thinking. Hardly. Our average attendance is under 200. What helps is knowing how news media work and how to get them to notice what you're doing. Here's what I've learned through my own educational background in broadcasting and from some media professionals.

What will not get coverage is sending a letter written in extended paragraph form two to four weeks prior to an event. This might get your event announced – in the newspaper's religion section or radio's community bulletin board – but it won't get your event covered.

To have your story reported, you need to understand how a newsroom works.

The inside story

With both TV and newspapers, the first person who decides what gets covered is the assignment editor. This person is the gatekeeper who determines where reporters and camera crews are sent. Then a producer or editor decides from these stories which will actually appear.

Whether they cover your church depends on many factors. Religion is low on the priority list of most newsrooms. Crime, fires, politics, international news, sports, and weather get top consideration. You have to know how to get your event noticed, or it will not stand a chance. This means:

1. Contact the assignment editor, by name if possible.
2. Keep it short. This individual has a demanding and stressful job. A TV newsroom will receive more than 40 phone calls and over 30 faxes an hour. An editor has 30 seconds or less to decide on your request for coverage. That's why a two-page letter in paragraph form "goes right into the trash," according to one assignment editor. "I just don't have time to read it."
3. Send it a day or two before assignments are made. If you send something two weeks in advance, even if it's concise, it may be forgotten by the time assignments for that day are given out.
4. A fax or e-mail is better than regular mail. I once sent out a letter two weeks in advance of an event. The day before the event, I called to see if it was being considered. The newsroom staffer finally found my letter buried under a pile of faxes. He mentioned that faxes always are at the top of the pile, and the snail mail is always on the bottom. And some editors prefer e-mail.

Faxes that get noticed

The format of the fax is important. Make it concise. Give the editor something official from you.

- Send your fax on church letterhead.
- Lay out the most important information – who, what, when, where, why – in an uncluttered way.
- Direct your fax to the assignment editor. That tells the newsroom you want coverage, not just an announcement. Call, if necessary, to get the name of the assignment editor. This will get your fax more notice.
 - Include a single paragraph describing the event. Don't get too wordy. Tell the editor why your event should be covered.
 - Finally, provide the name and phone numbers of one or two contact people. Include day, evening, and beeper numbers. Reporters may need to contact someone at a moment's notice. If the location is hard to find, include directions or a map.

What's the visual or news angle?

To think like a newsperson, ask yourself, "What is the visual appeal of our program?"

This, of course, is why TV news includes so many fires and car crashes. Newspapers prefer items that produce good photographs, but the editor needs to know if your event merits sending a photographer.

In your fax, suggest how the event will come across visually. For our Christmas Eve service, I mentioned the children would be dressed in costume to re-enact the Christmas story among the beautiful decorations in the sanctuary. This gives an assignment editor a stimulating visual scene, action, and children. That, for TV news, is a three-run homer! Most news broadcasts need one or two “feel good” stories to contrast with the murders and fires. Stories with children always have a better chance.

Ask yourself whether your event relates to something current in the news. Holidays are a natural opportunity for churches to get press coverage. One station showed scenes from our Good Friday service.

The press is also interested in religious events involving cooperation among several churches or denominations. Our church participates in a joint service for Thanksgiving and I always mention this prominently in the press release. Cross-cultural angles also have a strong appeal.

Programs that address current hot topics often get reported. My children’s school arranged to have the Philadelphia police bomb squad demonstrate safety with guns and firecrackers. In my description, I mentioned the police equipment (visual) and the dangers of explosives for kids (news). Two TV crews showed up.

Never promise what you can’t deliver. Don’t inflate anticipated attendance. Integrity is vital.

Don’t be discouraged if you don’t succeed with every event. Just because they send out a reporter doesn’t guarantee coverage. When a TV station sends a camera crew, I’ve found the story makes it to air two thirds of the time. When a newspaper reporter comes, the likelihood of publication is greater.

When the crew arrives

I tell the head usher that someone from the paper or TV news may be coming (often you won’t know until they show up). He knows to welcome them politely without acting star-struck, and to inform me of their arrival.

I try to greet them, thank them for coming, and offer my help. I have found reporters and photographers to be polite, professional, and sensitive to being at a church, especially if it is a worship service.

This is the time to inform them of any restrictions you have on how the camera crew does their work. Television is by nature intrusive, so expect bright lights and a little noise. The crew will probably need to move close to the action to get good video and sound.

We often put together a simple press kit: a bulletin or order of service, a church business card, and a sheet with pertinent background information. The ushers have this to hand to the reporters immediately upon their arrival.

Be ready for a brief interview. In this day of the 10-second sound bite, prepare a single sentence that gets to the heart of what you want to say about your event.

Say thanks

Finally, send a thank you note.

One crew covering our Christmas Eve service spent time getting extra shots of the church involving creative camera work. The reporter gave an excellent summary of the service and its spiritual significance. So I wrote her a letter of thanks.

Since the media often is criticized for poor or biased coverage, a letter of appreciation really stands out, as a friend who works in TV news told me later. It also helps you to establish a relationship.

Media coverage has increased the community awareness of our church in a way that religion page announcements never accomplished. It’s a great way to reach out.

Meeting 8: Planning additional services

Objectives

1. Review and develop a promotion strategy for the new service
2. Plan additional worship service programs
3. Assign responsibilities for the next meeting
4. Set the next meeting date

Facilitator's Preparation

- Contact each TAG Team member one week prior to the meeting. Remind them of the meeting time and place.
- Invite to the meeting any additional people who might be willing and able to help in the promotion of the new service/gathering.
- Bring an easel and newsprint for recording group ideas on promotion and publicity for the new service/gathering.
- Prepare (or ask someone to bring) refreshments prior to the meeting.

Process

Open in Prayer

1. Welcome newcomers

Take a moment to be sure everyone in the room knows each other. If there are people who have not been to previous meetings, ask them to introduce themselves and to share something about their interest in helping to start a new service/gathering.

2. Review Promotion Ideas

This meeting should clarify the promotional activities, dates, and responsibilities for the new service/gathering. Copy the following form onto newsprint and mount on an easel and work through the various activities for promoting the new service.

Responsibilities for Publicizing the New Service

	Action Steps	Deadline	Person Responsible	Budget
1.				
2.				
3.				
4.				
5.				

3. Review Worship Service Assignments

Review all of the tasks and responsibilities related to the upcoming service/gathering. Be sure that those with responsibilities regarding the new service are carrying them out.

4. Planning Additional Services

Continue the process of planning additional services from the previous meeting. Use the method of planning that has evolved as most effective for the group. If you are not able to complete the planning for all the services you have scheduled in the “experimental” phase of the new service, set a date and time where this planning will be completed. You may also delegate the task to those who will meet at another time.

5. Set the date for the next TAG Team meeting

Assign TAG Team members to read Chapter 10 in the text prior to the next meeting.

The next meeting should be no more than one to two weeks from this meeting.

Date: _____ Day: _____

Time: _____ Place: _____

Meeting 9: Clarifying a process of incorporation

Objectives

1. Review promotion strategy for the new service
2. Review the guest follow-up process
3. Set date for the first rehearsal
4. Agree on appropriate ways to track attendance
5. Review any other details prior to the first service

Process

Open in Prayer

1. Review Promotion Activities

Those involved in the promotion of the new service should update group members on progress since the last meeting. Address any issues that are appropriate for getting the word out and inviting people to attend. Keep in mind the recommendations from the text (pages 187-205). All of your good planning and preparation may be for naught if no one attends your new service.

2. Review the guest follow-up process

It is obviously important to see guests attend the new service. But it is equally important to ensure that those who visit also return. Discuss the following questions. Be sure to review the points made in Chapter 10 of the text.

Discussion Questions:

- a) Is following up guests important to do in this new service? Why or why not?
- b) How does a church follow up with guests in a caring (versus manipulative) manner?
- c) What is the purpose of guest follow up? What does the text say about this? (See p. 225)
- d) What other comments from Chapter 10 in the text stood out to you?
- e) What does all this mean for our church and our new service? What “action steps” should be taken?

3. Set Date for Rehearsal of First Service

Churches that provide a quality and attractive service find that the service should be rehearsed before it is conducted. It is highly recommended that you do the same with your new service. Rehearsing the service will assure continuity, identify any problem areas, and ultimately provide participants with the most meaningful experience.

Discuss the best time and day of the week that worship rehearsals could be conducted, and plan these into the calendar for each service. Be sure that all of the participants in the service (musicians, dramatic artists, etc.) know that this is a key part of what is expected of them and that they arrive in time to prepare for their role.

Date of First Worship Rehearsal: _____

4. Determine how attendance will be monitored and feedback obtained

One of the key reasons for adding a new service is to increase the number of persons to whom the church is ministering. To determine whether this is actually occurring, you should have a way of comparing the attendance *prior* to the new service against total attendance *after* the new service was begun.

Also, it is recommended that you register those who are in attendance. If you do so, gather "customer satisfaction" information on your first 5-6 services. Here is one format you may use or adapt. It may be printed as an insert to the program or bulletin. Discuss whether this is something you want to do, and if so, how it will be handled and how the information will be compiled.

Thank you for being with us today. You are attending a new kind of service which our church has recently begun. As such, we are particularly interested in your feedback and suggestions. Please take a moment and respond to the questions below, and leave the card on the seat at the end of the service. Thank you, again.

Date: _____

Age: 13-18 19-29 30-40 41-50 51-65 66-75 75+

How many times would you say you have been in church during the past 12 months?

___ 0 - 5 times ___ 6 - 25 times ___ 26+ times

What did you like best about this service?

How would you rate this service in terms of personal value and relevance in your own life?

| _____ | _____ | _____ | _____ |
Very Helpful Irrelevant

What did you like least about this service?

Are you likely to attend next week? YES NO Why or why not?

General Comments, ideas, suggestions that could help make this service a better experience for you and others:

Name: _____

Address: _____

City/ST/Zip: _____

Phone: _____

E-mail: _____

_____ Please add my name to your mailing list

_____ Please do not add my name to your mailing list

5. Assignments

- 1) Review any "loose ends" which need to be addressed before the new service, and assign appropriate responsibilities.
- 2) Depending on where your group is in the process of planning the new service, you may decide that additional meetings are appropriate before the first service. If so, set the dates and times and agendas for these meetings.
- 3) The TAG Team should plan to meet within a few days *following* the first service, for debriefing, as well as planning the next service. Be sure that meeting date is set.

6. Set date for the next TAG Team meeting

Date: _____ Day: _____

Time: _____ Place: _____

Meeting 10: Review the first service/gathering and plan for the next

(This meeting should be held several days after the first new service/gathering)

Objectives

1. Review the first service
2. Plan rehearsal for second service

Process

Open in Prayer

1. Reviewing the First Service

Congratulations! Hopefully the time and effort you put into your first service has brought positive results. The purpose of this meeting is to review the experiences of this first service/gathering, and identify ways to improve the services in the future.

Center your discussion around the following areas:

Overall Impressions

- Was the service successful in accomplishing the goals listed in Meeting #3?
- Did those in attendance represent the target group on which we focused?
- Was the attendance number above or below what we had expected?
- Were there any comments from those in attendance about the service? (Refer to the service evaluation cards and the feedback obtained.)

Before The Service

- **Were the activities/music/room appropriate for the guests present?**
- What would improve the pre-service atmosphere/experience for future services?

During the Service

- How was the overall atmosphere during the service?
- Was the music appropriate and well-done?
- Were guests welcomed appropriately? Did they seem comfortable?
- Did the sequence of events flow? Should there be changes?
- Was the theme clear throughout? Was it effectively addressed?
- Was the printed material well designed? Easy to follow? Do changes need to be made for the next service?
- Were the announcements at the best time and place? Were they necessary at all?
- Was there a time for participants to respond? Was it appropriate to do so?
- Did the service flow from one activity to the next?
- Was the language appropriate to the people in attendance?

- Were the names and contact information of the guests gathered?

After the Service

- Did the hosts interact well with the guests after the service?
- How might we improve on the ways by which we follow up on our guests?

2. Implementing Changes

Identify any changes that would improve the quality and overall experience of the service, and discuss how those changes can be integrated into future services.

3. Review Continued Promotion Ideas

Extending invitations to the new service should be an ongoing process. Discuss how people will continue to hear about the service and what more could be done on an ongoing basis.

4. Confirm date for next rehearsal

Set the date and time when you will rehearse for the next service. Be sure all participants in the service know that participating in the rehearsal is an expected part of their responsibility.

The next meeting should be scheduled within several days after the first service. Be sure the group members have read Chapter 9 in the text prior to the evaluation meeting.

Plan at least one more "Evaluation" meeting of the TAG Team following the next service. Use the same agenda as that for this meeting.

Final Reflections and a request . . .

It is our high hope that we have lived up to the original aspirations of this manual! It has been our desire to offer assistance to you as you guide your congregation in the creation of a new “connection point” with those who are not presently a part of a faith community.

Though this manual was originally designed to be used by the facilitator/s of the original TAG teams, it is now offered as a dynamic resource to the church at large. The initial successes have been exciting to follow and it is our hope to incorporate the stories of our first group into our online version of this manual.

Here is how you can help us! Please let us know what seemed to work best for you in this resource. Also, let us know how we can improve on the process we’ve outlined here. Your feedback will then be incorporated into future releases, keeping this a “dynamic” resource. We know that you are probably busy and that, if you actually did facilitate the start of a new service, you are busier than ever! Our hope is that you will make the time to get in touch with us and let us know what worked.

In the meantime, may the Spirit continue to bless you as you navigate this path of discovery and adventure, together!

The Reverend Suzanne E. Watson

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Appendix A: FACTS on Episcopal Growth

Download and Insert FACTs on Episcopal Growth from
http://www.episcopalchurch.org/research_83313_ENG_HTM.htm

Appendix B: Small Church Growth Strategy Handbook

Download and Insert Small Church Growth Strategy Handbook from
http://www.episcopalchurch.org/smallchurch_87004_ENG_HTM.htm