**Findlay Campus Service Time Shift Vision Doc**

**Bottom Line**

CedarCreek Findlay will shift their Saturday night service time to an additional Sunday service time offering at 1:00 pm effective January 9, 2022.

**What factors lead to this shift?**

Over the past 9 months, the Sunday experiences have increased from 78% to 86% of the total weekend attendance and we are experiencing over 80% capacity in our kids’ space at our 11:00 service. Factoring these data trends and evaluating through the lens of our values around service times, the Findlay Campus would like to take a risk by shifting the resources that have been utilized to produce a Saturday night service experience to now accommodate an additional service time offering on Sunday at 1:00.

**Goals**

1. Launch the 1:00 service on January 9th  2022
2. We will open Kids and Students at the 1:00 service on January 9th to create additional capacity for families on Sunday.
3. Leverage Saturday mornings for community outreach opportunities.
4. Allocate Saturday service staff hours to Thursday that will help increase community guest connections.
5. Have an average adult attendance for the 1:00 service be at or above 125 by end of Q1.
6. Formal Evaluation end of prior to first week of May 2022.

**Broad FAQ’s**

**Why are we making this shift now?**

It has become apparent that in the last 18 months church attendance trends and patterns have shifted across the nation. As a church, we are committed to shifting our strategies to reach our mission and respond to the new habits being formed by our communities around church attendance. The start of a New Year and semester lends itself to clear lines of communication and evaluation.

**How will we galvanize around this vision?**

We are not cutting a service but rather shifting our resources. This will impact some attendees’ regular church experience. We have identified that there are some friction points that these guest who enjoy Saturday night will experience and we will provide solutions for them. At the same time, this shift will allow us to learn for the future what are the obstacles and opportunities of service time shifts. We believe it is worth the risk so that we can learn, grow and improve to inform future service time decisions and potentially maximize the impact of the Findlay Campus at achieving our mission.

**Findlay Campus Service Time Change Roll Out Doc**

**When**

* **January 9, 2022 the Findlay Campus will shift to 3 services on Sunday 9,11,1**
* When it comes to changes around service times there are strategic seasons that better accommodate switching service times. The start of a new year and a new ministry semester would be one of those seasons.
* This also gives us the winter semester January through May to assess and evaluate the change.

**Where**

* Findlay Campus
* The Findlay community is trending toward Sunday mornings for service attendance and away from Saturday night.

**Branded Name**

Findlay Campus Service Time Shift

**Communication/ Promotion Strategy**

1. Exec Team Review and Approval – 11/29/21
2. Leadership Team Review and Feedback – 11/30/21
3. Staff communication – 12/08/21
4. Saturday Night Dream Team – 12/08/21
5. Findlay Dream Team – 12/09/21
6. Huddle Communication – 12/ 11/21 – 12/24/21
7. Weekend Announcement Findlay – 12/11/21 – 12/24/21
8. Updated Website – 12/29/21
9. Updated Signage – 12/29/21
10. Findlay Campus Actives Email – 12/29/21

**Execution Details**

|  |  |  |
| --- | --- | --- |
| **WHAT** | **WHEN** | **WHO** |
| Vision Doc Complete | 11/22/21 | Chris Baney |
| Roll Out Doc Submitted | 11/22/21 | Chris Baney |
| Executive Team Review  | 11/29/21 | Luke Shortridge |
| Leadership Team Review | 11/30/21 | Luke Shortridge |
| Evaluate Signage that is affected by change | 12/01/21 | Findlay Team |
| Assess the key Saturday night families that will need individual conversation with Campus Pastor  | 12/04/21 | Findlay Team |
| Vision and Roll Out Doc Prepsented to Exec Team | 12/06/21 | Luke Shortridge |
| Vision Doc and Rolled out Doc Submitted to Leadership Team  | 12/07/21 | Luke Shortridge |
| Staff Video Update Include Vision and Roll Out Doc | 12/08/21 | Casey Wagner |
| Submit Arts Request For Updated Signage  | 12/08/21 | Chris Baney |
| Submit Arts Request For Website | 12/08/21 | Chris Baney |
| Contact Findlay Saturday Night Dream Team Assess their ability to move to Sunday | 12/08/21 | Phil Wells  |
| Sit Down/ Phone Call Conversations with Key Saturday Night Attendees | 12/09/21 | Chris Baney |
| Send Communication to Findlay Active Dream Team  | 12/10/21 | Chris Baney |
| Add Service Time Update To Findlay DT Huddle Communication  | 12/11/21 – 12/24/21 | Chris Baney |
| Weekend Stage Announcement  | 12/11/21 – 12/24/21 | Chris Baney |
| Email Findlay Parents about New Kids Service coming in January  | 12/29/31 | Jaime Shank |
| Build Out PCO and Rock Check In for 1:00 Service Time | 12/29/31 | Findlay Staff and Jason Jones |
| Send email out to Findlay Actives 18+ about Service Time Shift | 12/29/21 | Chris, Liz, Peyton |
| Set Up New Building Signage and Mall Signage | 12/29/21 | Phil Wells  |
| Findlay Campus Groups Page Promotion | 12/29/21 01/02/22 | Chris Baney |
| Adjust building doors schedule and active code  | 12/29/21 | Phil W and Bryan B. |
| Include updated kids service information in January Family Ministries Update | 01/03/22 | Jaime Shank, Sarah Bucher |
| Execute New Service Time Strategy  | 01/08/22 | Findlay Team  |
| Evaluate Effectiveness of Service Time Shift Exec Team | 04/4/22 | Exec Team  |
| Evaluate Effectiveness of Service Time Shift Leadership Team | 04/5/22 | Leadership Team |

**Staff Role**

* Findlay Campus Pastor
	+ Draft and deliver vision and roll out docs
	+ Champion execution plan
	+ Work with arts for communication and building signage updates
	+ Cast vision to DreamTeam and weekend guest on the shift of service time.
* Findlay Next Steps
	+ Build and redirect dream team to accommodate a 1:00 service.
	+ Put up new signage throughout building and mall.
* Findlay Kids Director
	+ Build kids dream team to accommodate a 1:00 service
* Central Kids Team
	+ Help communicate change an evaluate effectiveness.
* Ministry Services:
	+ Update date website to reflect Findlay service changes
	+ Build out actives email list
	+ Give accurate data to aid in evaluation
* Central Arts Team
	+ Order and deliver new service signage
	+ Proof read and deliver actives email.
* Exec Team
	+ Review vision and roll out doc and give feedback
	+ Help guide communication plan and strategy
* Leadership Team
	+ Review and give feedback to the vision and roll out doc
	+ Help cast vision for this change
	+ Help evaluate the effectiveness of this shift in early April.

**DreamTeam Role**

* Carry clear vison on why we are making this shift and how it helps us reach achieve our mission.
* Transfer into 1:00 service and help build that team and experience.
* Sit a service and attend a service all the way through.

**FAQ’s**

**How will we measure the effectiveness of this shift?**

We set up regular evaluation points for check in conversations throughout the winter semester. Evaluations will occur throughout January, February March and April. At the April evaluation there will be a more formalized decision around the following outcomes for the 1 pm service;

* *Increase kids average attendance from a 2021 average attendance of 66 to 120.*
* *1:00 service would meet 25% to 40% auditorium fill rate or 115 to 182 average attendees.*
* *Number of community connection meetings with church attendees and dream team the Findlay Staff* *have moving from a staff total meetings 12 per week to 18 connection meetings a week or 3 meetings per staff member a week.*
* *80% of Saturday Night Dream Team that move to Sunday serve*
* *Add 8 to 10 new dream team after the shift.*

**How will this impact the metrics?**

*The dashboard will reflect the 1:00 service change and will only impact campuses that are recording service attendance there. This will include weekend head count and kids check in. This will require additional service times on weekend dashboard and weekly attendance reports.*

**Will this be the new plan forever?**

*We will run this play for the first semester of the ministry season from January 2022 through May of 2022. There will be a formal evaluation prior to the first week of May to give time for communication of any changes or success leading into summer semester.*

**What about the guest who can only attend on Saturday Night?**

*We know this change will impact the only service time someone can attend. At this time, we will be handling those conversations individually as they come up and proactively with a few consistent Saturday night guest. We will offer our online experience and our Perrysburg Campus offering as options. One idea is to honor guest who make the shift to the 1:00 through a personalized gift or t-shirt give away to say thank you for being on mission with us through this shift.*

**Potential Friction Points For Satruday Night Attenders:**

* I work on Sundays
* This is our date night experience
* This is convenient for my schedule
* We attend another church on Sunday but enjoy attending here too.
* We attend on Saturday but serve on Sunday
* I like my Sunday mornings free.

**Solutions:**

1. Listen well through inidivdual meetings, and make their feedback feel heard.
2. Provide creative ways to give them a great experience at our other campuses who offer Saturday night (gas card, gift card, etc.) Not reoccurring but to assist in transition.
3. Provide clear communication around online experience and ways to be in community and make a difference outside of Sunday

**How will we care for, communicate, and transition Saturday Night DreamTeam members?**

**What will we do about the 1:00 message portion of the service?**

We will rebroadcast the 11:00 message at the 1:00 experience. There will be a few times a year when we incorporate live voting where we can be up front that the voting has already closed. Additionally, there would be an opportunity to try new things and have Ben surprise drop into Findlay’s 1:00pm experience and teach live at Findlay to build further connection.

Is 4 weeks enough time to communicate, plan for, and make this change?
We acknowledge that the timing of this change is not ideal. Our runway is shorter than it could be, and that our hope is to give us more time to evaluate, make decisions, and clearly communicate those decisions going forward. Looking at an evaluation in early April instead of mid-April.

What are the expectations for Central Support?
We ask that each central support senior leader has a conversation with his or her employees about the impact of these changes. Each senior leader should record and collect feedback from his or her team that can be used during the evaluation period in April. We won’t just be evaluating the effectiveness of the times we selected, we’ll be evaluating how this process has played out. Learning from consequences, bumps, and gaps over the next few months will help us make better decisions in the future.

What about staffing going forward? What if additional service times are added?
If central support isn’t able to support the campuses and number of services offered, we will need to prioritize, adjust, and potentially add additional central support staff. This would mean growth and it would be cause for celebration for all! It also might mean that we need to shift resources away from a certain area or ministry to better set up central teams for success. Each senior leader should monitor the workload of his or her employees, saving that information until evaluation time.

Should Central Support change their schedules/rhythm to better mirror campuses?
We think there might be something worth exploring here and plan to address it in the Organizational Innovation Win Initiative. It would be a big shift for sure and eliminates the traditional, “I’m a 9-5 M-F employee”. This may have unintended consequences that we don’t quite fully see at this time.

How are we explaining this change to people?We are not cutting a service but rather shifting our resources. This will impact some attendees’ regular church experience. We have identified that there are some friction points that these guest who enjoy Saturday night will experience and we will provide solutions for them.  At the same time, this shift will allow us to learn for the future what are the obstacles and opportunities of service time shifts. We believe it is worth the risk so that we can learn, grow and improve to inform future service time decisions and potentially maximize the impact of the Findlay/South Campus at achieving our mission.

**Green = Complete
Yellow = Update from last version of this document**