

VINEYARD CHURCH-URBANA

GUIDELINES FOR MULTISITES

July 12, 2011

INTRODUCTION

Every organization lives and dies with its vision. As we (The Vineyard Church of Central Illinois) move into our 4th 10 year period, we need a compelling vision to function as a "North Star".

The Vision that follows is indeed big, challenging, and is way beyond what any one of us could accomplish on our own. However we believe this vision on Jesus as He is the Builder of the church (Matthew 16:18).

We believe that God has given us a specific approach to fulfill our mission, and we call it the "10 x 10 Vision". The three centerpieces of this "10 x 10 Vision" are the planting of 10 churches, 10 multisite churches, and the releasing of 10 missionaries over a 10 year period.

The "10 x 10 Vision" in general, and the launching of two Multisite (MS) campuses over the last year in particular, have caused us to re-evaluate many of our church wide practices and processes. In fulfilling this vision we have also seen the need for a framework on which to build the future of the Vineyard Church; that is the purpose for these Guidelines for Multisites campuses. While these guidelines represent the best of our thinking at this moment, nevertheless this is a living document, which will grow and change as God provides new challenges and opportunities. The bottom line is that everything be done "decently and in order" as we continue to fulfill God's purpose for The Vineyard Church.

MISSION

The Mission of The Vineyard Church is to "continue the work of Jesus" locally (Here) in our towns, cities, and villages, trans-locally in Central Illinois, regionally (Near) in the Vineyard's 5- state Midwest Region, and internationally (Far Away) in Mexico and China. We want to be a people who experience and extend the empowering presence of God, extending the Kingdom to the lost, the sick, and the poor.

CORE VALUES

The Vineyard Campuses emphasize the following Core Values:

- God's empowering presence in us
- The Kingdom of God
- The Bible
- Experiencing the Holy Spirit and His gifts
- Genuine relationships
- Compassionate healing to the lost, sick and poor
- The value of the individual
- Culturally relevant mission

STRATEGY

Part 1: IDENTIFICATION

We need to identify the right people for: Campus Pastor, Worship Leader, Children's Leader and others. Our primary focus will be on our Campus pastor. In addition to the qualifications of character, conduct and calling outlined in 1 Timothy 3 and Titus 1, we want our campus pastor to reflect the traits set up by Vineyard Midwest.

- Exercises a sense of call
- Possesses a faith driven ministry
- Disciple making skills
- People gathering skills
- Healthy communication skills
- Creative evangelistic skills
- Intentional planning skills
- Financial management skills
- Vineyard values and methods
- Solid marriage/family or healthy singleness
- Emotional maturity
- Vital spiritual life
- Member of the Vineyard community
- Be a consistent giver of a tithe (10%) to the church

We need to identify the right place.

- Is there a need in the Community?
- Are the demographics conducive to a church like Vineyard?
- Is the campus located in a growing community?
- Are there current Vineyard worshippers living in the community already?
- Are there any Vineyard small groups meeting in the community?

We need to identify the right time.

- Has the main leadership for the new campus been identified?
- Is the Urbana campus prepared and resourced for launch?
- Does there seem to be momentum and the wind of the Holy Spirit behind the emerging MS campus vision, activity, and people?
- What is the ideal time for starting the new campus?
 - Beginning of the year
 - A few weeks before Easter
 - Fall (After school starts)

Part 2: BUILDING THE CORE

Once the key leader or Campus Pastor has been identified the following strategy is followed.

Campus Pastor

A new Campus Pastor undergoes 3-12 months of training at the Champaign-Urbana Campus before being sent to his campus. Training consists of books, classes, hands on experience and immersion in Vineyard DNA. The Campus Pastor may consider relocating to the proposed town for the campus.

Core Group

The second step is to start a small group(s). The purpose of the small group is to build a core of leaders for the new campus. Small group members come from people in the MS community that are currently attending the Urbana Campus, their acquaintances, people that have Vineyard connections, and people the MS Campus Pastor and core team draw. The group meets weekly for vision casting, relationship building and outreach.

Cafe Group

Once the Core Group reaches 20-30 committed adults they move to the Cafe stage. A medium size space is secured for midweek celebration meetings and the group multiplies into 2 or more small groups. The Pastor continues to meet weekly with the key leaders. At the midweek celebration, all of the small groups come together for worship, teaching and children's ministry.

Campus

Once the Core Group reaches 60-80 committed adults, they are ready for the Campus Launch, which ideally begins with 250-350 people on day one. Preferable time from Core Group to Campus is 6 months.

Part 3: LAUNCHING THE CAMPUS

Successfully launching a new campus requires the coordination of many key elements. Timing is essential for success. Key elements are:

Site Selection

An ideal site is essential for the successful launch and growth of the MS campus. Choosing the wrong site can cripple a new campus. An ideal site will...

- Seat a minimum of 300 people. This will allow the campus to grow to over 500 people in two services before having to consider a new site.
- Have space for 60 children divided into 4 areas.
- Have parking for 100 cars.
- Have high visibility in a growing area, surrounded by housing developments. Same rules as a good retail space.
- Rent for less than \$2,000 per month.

Leadership Team

Key Leaders must be identified, trained, experienced, and deployed with teams in place in the following positions:

- Worship Leader
- Kingdom Director
- Technical Director

- Small group coach and leaders
- Welcome team (Parking, greeting, ushers, bookstore and cafe)
- Financial team leader
- Administrative Assistant
- Revolution Director

In the beginning all workers are unpaid volunteers. As budget permits, the Campus Pastor, Administrative Assistant, Worship Leader and Kingdom Kids Director will likely be the first paid positions. As the campus grows other leaders are hired. We also understand that each campus is totally unique, and the mix of people, spiritual and natural gifts, place and station in life, capacity to serve without pay, and other factors varies widely and may result in some change to this hiring order.

Equipment and supplies

The Campus Pastor and Central Support Team will be responsible for overseeing the resourcing of all teams. This includes purchasing all equipment and supplies (at least) 4 weeks prior to launch. They will do this in concert with various teams, including: Kingdom Kids Director, Worship Leader, Operations Pastor, and more. Equipment is divided into the following areas:

- Technical (Sound, lights, video, stage, storage)
- Children's (Tables, chairs, dividers, rugs, toys, etc.)
- Lobby (Bookstore, Cafe, Information Center)
- Supplies (Bulletins, offering envelopes, curriculum, growth track materials)

Marketing

The core group will create a marketing plan for each campus. The plan may include one or all of the following elements:

- Signage: Signs need to be large, clear and portable. All signs will be approved and distributed by the Operations Team.
- Mailers: Four direct mail pieces will sent to households in a 5-10 mile radius prior to launch.
- Informational picnics and gatherings, and events.

Part 4: PRACTICE AND LAUNCH SERVICES

- First Setup service (Launch minus 3 weeks)
- Set everything up, plug everything in
- Create a list of needs and fixes
- Second service (Launch minus 2 weeks)
- Run through as many service elements as possible
- Final practice service (Launch minus 1 week)
- Run through a full service

Campus Operations

Part 1: COMMON AREAS

- To maintain the Vineyard DNA at each campus, the following areas are the same at each campus:
- Weekend service times will be the same (both 9:15am and 11am services will begin at launch)
- DVD format at each campus and assigned live preaching
- 75% of worship music will be same as the home campus
- Ministry time methods and practices (ex: 5 step prayer model)
- Name Recognition of things like Kingdom Kids, Revolution and Guest Central.
- Children's programming during both services.

Part 2: GROWTH TRACK

Each campus will offer the same basic growth track with synchronized scheduling when possible. Elements include but are not limited to the following.

- Newcomer Welcome
- Beginnings
- ALPHA
- Small Groups
- Communion
- VLT Meetings each month

Part 3: MINISTRY ACCOUNTABILITY

Each campus is operated under the leadership of the Campus Pastor. The Central Support Team at the Champaign-Urbana Campus operates in the role of support, and provide encouragement in concert with the Campus Pastor.

- Each local ministry leader remains accountable to the Campus Pastor.
- Authority flows from Senior Leadership Team, through the Central Support Team to Campus Pastor.
- Each campus needs a Core Team consisting of:
 - MS Pastor
 - PAC representative
 - 2-3 other key local leaders
- Each multisite will have a campus team (CLT). This group will be responsible for budgets and facilities. They are under the authority of the PAC of the Urbana campus. This campus team will work with the multisite pastor (who is an automatic member of the campus team), to determine budgets, salaries, and facilities.
- The campus team will be selected jointly by the multisite pastor, executive pastor, and the leadership team at that site. This team should consist of five members, including the multisite pastor and the executive pastor.

Part 4: FINANCES

Startup Costs

Startup costs are funded from a number of sources. They include the Vineyard Central Support and from the core team of the new campus. Startup costs encompass only budgeted expenses incurred prior to the launch. Budgeted startup costs are set at

\$50,000, plus the money the core team raises during launch. Startup costs generally include:

- Purchase of equipment
- Marketing of new location
- Lease and Utilities
- Building Improvements

Should a multisite require more than \$50,000 to get started, the Central Support Team will work with the multisite to develop a plan.

- OPTION #1 - raise money from the people going to plant the church. This money would need to be beyond normal giving – above and beyond the tithe.
- OPTION #2 - borrow money from the general funds of The Vineyard Church. This money would be paid back over a two year period.

Operating Budget

All income and expenses after launch are charged to the operating budget. The operating budget is set by multiplying expected average attendees by expected average giving. In most cases the beginning budget is set on the following formula:

- Starting assumptions: 200 people average \$15/week in giving
- 200 attendees times \$780 per person/per year=\$156,000
- Vineyard recommends that campus set its budgets at 60% of projected income.

1st Year Multisite Target Budget

Income

Attendees	200
Giving per person(annual)	\$ 780
Projected Income	<u>\$156,000</u>
Total Income	\$156,000

Expenses	Percentages	Amount
Payroll	25%	\$ 39,000
Rent & Util	20%	\$ 31,200
Savings	5%	\$ 7,000
Ministry Exp	10%	\$ 15,600
Central Support	40%	<u>\$ 62,400</u>
Total Expenses	100%	\$156,000

Budget of Campus	60%	\$ 93,600
-------------------------	------------	------------------

Category Explanation:

- Compensation: This the total of salaries of all persons paid by the campus, insurance benefits, housing allowances, and employment taxes, allowances, 401K contributions, and other benefits.
- Occupancy Expenses: Rent, utilities, cleaning expense, equipment expense, maintenance and repairs.

- Ministry Expenses: This is money used to fund programs, building, ministry supplies, etc.
- Savings: This is used for emergencies, contingencies, etc.
- Central Support Costs: 40% of the campus budget goes to the Central Support to cover administrative costs. Central Support pays Vineyard dues and Outreach Ministry International.

Financial Assumptions: For now the finances work on the following situation.

Stage 1: Is in effect until the later of the 1st anniversary or receiving \$4,000 per week average for at least 2 months.

- 60% retained at the multisite
- 40% sent to the Central Support Team (30% admin, 10% Kingdom)
- Central support will pay all outreach from funds received

Stage 2: Over 1 year and \$4,000 per week income (both are required)

- 70% retained at the multisite
- 30% sent to the Central Support Team (20% admin, 10% Kingdom)
- All fees still paid by CST

Day to Day Finances

- Will need one computer and scanner
- Identify 2-3 people to process weekly offering
- Set up checking account with local bank (\$500 to open account)/order checks, deposit books, get 2-3 bank bags, get night deposit key
- Training by Central Support financial team on how to process weekly offering
- Multisites are responsible for paying their salaries. The priority should be the senior pastor.
- Stipends should be withheld as long as possible
- Special gifts may be designated to multisites under the following circumstances:
 - The contributor is a committed tither and is current on giving.
 - The gift comes from an outsider who has no other connection to the church other than to simply bless it; the special gift cannot be received for a period of 6 months before a campaign; if a gift is given during that time, the SLT will make a case by case decision as to whether it goes to the giving campaign or can be allowed as a special gift.

Part 5: GROWTH EXPECTATIONS

All Campuses should grow in yearly attendance. A campus is expected to grow a minimum of 10% in attendance each year. No new hires are advised until growth in attendance has happened over a period of at least 6 months.

Part 6: GOALS

The health of a campus is measured in the following categories:

- Average Attendance
- Average Weekly Small Group Attendance
- Total number of small groups
- Baptisms
- Newcomers Attendance
- Average Alpha Attendance
- Average weekend Volunteers
- Per Person Giving
- Total number of children in Kingdom Kids
- Total number of teens in Revolution
- Goals and leaders emerging within 3 years for your own church plant.

Part 7: PERMANENT FACILITIES

We are certain that campus facilities will need to be improved or purchased as time goes along. For campus expansion and renovation planning purposes, a multisite should think of 3 times its annual income as the upper limit on anything that it might be purchasing or building. In other words, if a multisite has \$400,000 of annual income, the maximum that could be spent on a permanent building site is \$1.2 million. There obviously might be circumstances that would change this. However this number gives everybody a good idea of where to begin.

Part 8: Giving Campaign

Giving campaigns will be conducted on a joint basis with all sites participating. There will be an arrangement developed before the campaign begins stating how much each site will receive. Gifts may be specified for specific multisite. If they go over and above their amount, the remaining funds will be directed to the larger pool of funds for other sites. The bottom line—we need to remember we are one church in many locations.

Administration

Part 1: STRUCTURE

Campuses are overseen by a Central Support Team which is accountable to the Senior Leadership Team at Urbana Vineyard Campus. The Central Support Team consists of three pastors. These pastors work with the Five Ministry Champions in each ministry area (Worship, Children's, Youth Small Groups and Outreach) and the Campus Pastor. They provide training, support and accountability for each campus.

Part 2: REPORTING

Campuses submit the following reports to the Urbana Vineyard:

- Every Monday a report on attendance and tithes for the weekend.
- Quarterly campus budgets are reviewed to ensure that the campus is on track Financially.

Part 3: Meetings of Campus Pastors

Part 4: Multisite Pastor Removal

The multisite pastor may be removed for issues such as doctrinal issues, moral issues, or ethical concerns. The multisite pastor may also be removed by the executive pastor in conjunction with the senior pastor of the Vineyard Church.

Part 5: CHURCH EXIT STRATEGY

Multisite moving to church plant policy.

- If a campus wants to move to an actual church plant, they may do so if the congregation (those who are official members of that site) vote affirmatively by at least 80%.
- The church may apply to become a part of the Vineyard nationally. Approval of that will depend on the Regional and Area leaders as well as the National Vineyard Policies.
- If the church leaves within the first 2 years of its official start date. It will owe \$100,000 to the Urbana campus. This includes the \$50,000 paid as start up money as well as additional cost incurred.
- If the campus leaves in year 3 or 4, they will owe \$50,000.
- If the campus leaves after year 4, there will be no payment if the church remains a Vineyard.
- If the campus leaves the Vineyard system within 10 years, it will be asked to pay \$50,000 to the Urbana campus.
- If a building is purchased, it will be titled in the Vineyard Church's name. If the church leaves the Vineyard system, this organization must purchase property paid over 5 years at the current rate of interest.
- These agreements are subject to periodic changes.