



The Vineyard Church Of Central Illinois

Guidelines for Multi-site Campus Development

March 2014
revised

INTRODUCTION

Every organization lives and dies with its vision.

Vision

God has given us a very clear vision of what He wants us to do in the next 5 to 10 years. We call this vision “Crescendo” which we see as our opportunity/assignment to partner with Jesus Christ. It is so exciting to be involved on a daily basis in the things of God that make a difference both now and throughout all eternity.

The Vineyard Church’s cornerstone verse is John 14:12 - “we would do the same and greater works than Jesus”. This is exciting that we as lay people could be involved with the things that Jesus was doing.

What does this mean for The Vineyard Church? We are committed to continuing the works of Jesus through the local church. We will do this through multiplying campuses in Central Illinois with the possibility of expanding beyond the Illinois borders. We will also plant churches near and far away. Our areas of interest are in the United States as well as Mexico, China and Taiwan.

How will we do this? Through mobilizing leaders that have been called to start churches. We believe that the best way to do this is to imitate what God has done and so we send our best. This may mean that we send people that are great leaders in our local campus and train up leaders God sends to us.

Mission

The Mission of The Vineyard Church is to “continue the work of Jesus through the power of the Holy Spirit” locally (Here) in our towns, cities, and villages, trans-locally in Central Illinois, regionally (Near) in the Vineyard’s Midwest Regions, and internationally (Far Away) in Mexico, China and Taiwan. 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

Holy Spirit Expectation

Small Groups/Community

Worship

Training - “Everybody Gets to Play”

Care Ministry

Authenticity

STRATEGY 1

Identifying the right people, place and time.

Identify The Right People

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 The Vineyard Church of Central Illinois:

- 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*

A Campus Pastor will work with Champions of each area and Senior Leadership to identify a Worship leader, Children's ministry director, Revolution director, Connect Team director and Small Group Director.

Key people in starting a campus

Staffing internally or externally

Campus Pastor

In addition to the qualifications of 1 Timothy 3 a Campus Pastor should be a recognized leader in his circle of influence, team builder and developer of other leaders. He also must have a pastoral heart, passion to reach the local community and entrepreneurial mindset.

Worship Director

Revolution Student Ministry Director

Kingdom Kids Children's Ministry Director

Small Group Director

Connect Team Director

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 worshipers living in the community already?

Are there any Vineyard small groups meeting in the community?

Identify The Right Time

Has the main leadership for the new campus been identified?

Is Central Support 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

- Two weeks before Easter

- Fall (After school starts)

STRATEGY 2

Building the core.

Campus Pastor

A new Campus Pastor undergoes 3-12 months of training at the Urbana Campus before being sent to their campus. Training consists of School of Kingdom Ministry along with other resources, classes, hands on experience and immersion in Vineyard DNA. The Campus Pastor should relocate 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 6-12 months.

STRATEGY 3

Launching the Campus.

Site Selection

An ideal site is essential for the successful launch and growth of the MS campus. Choosing the wrong site can hinder a new campus. An ideal site will have the following attributes:

Seat a minimum of 200 people. This will allow the campus to grow to over 400 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 Director, Kingdom Kids Director (Children’s Ministry), Technical Director, Small Group Director, Connect Team Director (parking, greeting, ushers, bookstore and cafe), Financial Team Leader, Administrative Assistant and Revolution Director (Jr/Sr High Ministry).

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

	Low	High
Technical (Sound, lights, video, stage, storage)	\$34,000	\$51,000
Children’s (Tables, chairs, dividers, rugs, toys, etc)	\$2,500	\$4,000
Lobby (Bookstore, Café, Information Center)	\$3,000	\$4,000
Supplies (offering envelopes, curriculum, etc)	\$500	\$1,000
Total	\$40,000	\$60,000

Promotion/Marketing

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

	Low	High
Signage <i>Signs need to be large, clear and portable. All signs will be approved and distributed by Central Support.</i>	\$2,500	\$4,000
Mail out <i>15,000-25,000 direct mail pieces are sent to the surrounding zip codes 1-2 weeks before the launch</i>	\$6,000	\$6,000
Radio/Newspaper <i>Ads are run 1 week before and the week of the launch</i>	\$1,000	\$3,000
Personal Invitations <i>These are printed and distributed to core team and to other campuses. They are handwritten and hand addressed to friends who live in the area.</i>	\$500	\$1,000
E-vites <i>E-vites are made available on the Vineyard website.</i>	\$0	\$0
Community events	\$1,000	\$1,000
Totals	\$11,000	\$15,000

STRATEGY 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 1

Maintaining The Vineyard DNA at every campus.

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)

Live streaming format at each campus and assigned in-person preaching

75% of worship music will be same as the home campus

The style and length of services

Ministry time methods and practices (ex: 5 step prayer model)

Name recognition of things like Kingdom Kids, Revolution and Connect Central.

Kingdom Kids children's programming during both services.

Central Support

The idea of Central Support is to move as much of the programming and administrative efforts from the campus to the church. These include: weekend messages, videos, human resources, information technology, accounting, banking relationships, annual auditing services and cash management.

CAMPUS OPERATIONS 2

Establishing the growth track.

The Basic 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, ALPHA, Discover, Small Groups, Communion, and Vineyard Leadership Team Meetings.

Variables

Small Groups

Small groups can choose a wide range of topics to organize around. There is no set time for small groups. We operate on a free market concept.

Missions

Missions are centrally planned and coordinated on an annual basis.

Special Events and Projects

Each campus has events and projects unique to its community.

CAMPUS OPERATIONS 3

Operating with ministry accountability.

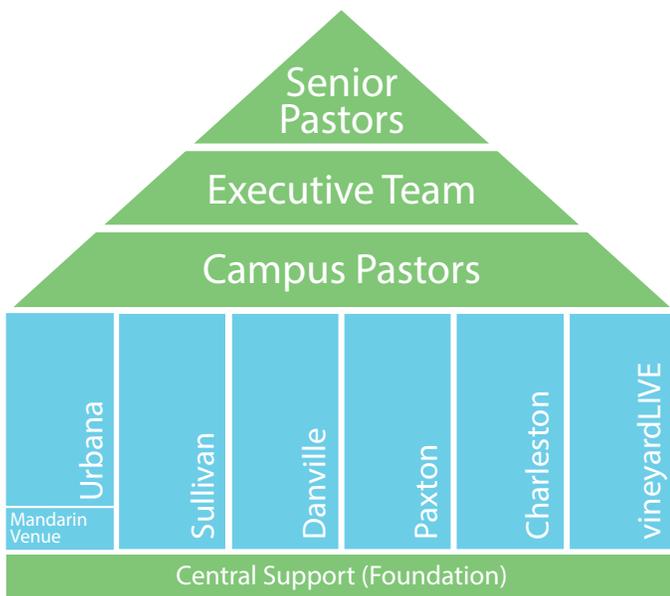
Each campus is operated under the leadership of the Campus Pastor. The Central Support Team operates in the role of support and provides encouragement in coordination with the Campus Pastor.

Each local ministry leader remains accountable to the Campus Pastor.

Authority flows from Senior Leadership through the Executive Team to the Campus Pastor.

Each multi-site 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 Vineyard Church of Central Illinois. This campus team will work with the multi-site pastor (who is an automatic member of the campus team), to determine budgets and facilities.

The CLT will be selected jointly by the multi-site pastor, executive pastor, and the leadership team at that multi-site campus. This team should consist of at least five members, including the multi-site pastor and the executive pastor.



As one church with many campus locations, we operate as teams across campus boundaries.

Executive Pastor & Campus Pastors

Revolution Champion & Directors

Children's Champion & Directors

Small Group Champion & Directors

Worship Champion & Directors

Connect Team Champion & Directors

CAMPUS OPERATIONS 4

Managing finances.

Assumptions

Our financial model is designed for each campus to be self-sustaining within the first twelve to fifteen months. Three guidelines in all financial decisions are:

Maximize impact while minimizing risk or regret

Think big, plan conservative

Financially, we are managed as businesses

No individual campus should negatively impact the financial health of The Vineyard Church of Central Illinois. A campus is considered to have a negative impact when, after twelve to fifteen months, it has a bottom line of -\$25,000.

Long term obligations will be entered into cautiously and must be approved by the PAC of The Vineyard Church of Central Illinois. A campus that is not self-sustaining within 18 months of launch may be closed or may require other changes to their financial budgets except under special circumstances.

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 \$75,000-\$100,000.

Startup costs generally include purchase of equipment, marketing of new location, lease and utilities and building improvements.

Should a multi-site campus require more than \$100,000 to get started, the Executive Team will work with the multi-site campus leadership 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 of Central Illinois. This money would be paid back over a two year period.

Sample Budget

	Low	High
Purchase of equipment*	\$40,000	\$60,000
Promotion/Marketing leading up to the launch**	\$11,000	\$15,000
3-6 months of 50% campus pastor salary pre-launch.	\$10,000	\$10,000
Lease of space prior to launch	\$ 9,000	\$15,000
Budgeted startup costs per campus	\$70,000	\$100,000

*see page 6 for details

**see page 7 for details

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 Multi-Site Target Budget

Income

Attendees	200
Giving per person (annual)	\$780 (\$15.00)
Projected Income	\$156,000
Total Income	\$156,000

Expenses

Compensation	25%	\$39,000
Occupancy	20%	\$31,200
Savings	5%	\$ 7,000
Ministry	10%	\$15,600
Central Support	40%	\$62,400
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, 403B contributions, and other benefits.

Occupancy: Rent, utilities, cleaning expense, equipment expense, maintenance and repairs.

Ministry: This is money used to fund programs, building, ministry supplies, etc.

Savings: This is used for emergencies, contingencies, etc.

Central Support: 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 latter of the 1st anniversary or receiving \$4,000 per week average for at least 2 months.

- 60% retained at the multi-site

- 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 multi-site

- 30% sent to the Central Support Team (20% admin, 10% Kingdom)

- All fees still paid by CST

During the Crescendo Generosity Initiative, we transitioned to an "all in" method (this may be utilized in the future).

Day to Day Finances

Supply computer(s) and scanner/copier

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

Multi-site campuses are responsible for paying their salaries (priority should be the Campus Pastor).

Stipends should be withheld as long as possible

Special gifts may be designated to multi-sites 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.

CAMPUS OPERATIONS 5

Growth expectations.

Campuses

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.

Facility Leases

Startup campus building leases are generally no longer than one year (maximum of 2 year lease). Emphasis will be placed on short term liquidity & long term flexibility.

Guidelines to Purchase Land/Building

Must be a growing campus in attendance...

They are experiencing significant crowding in their prime time service(s)

Campus goals have been consistently met or exceeded

Must be open for at least two years from launch of campus. Trends take time to develop and a church takes time to grow. We wouldn't want to build too early and confine God by the box that we build

Must be approved by Vineyard Executive Team

Must be approved by PAC if debt or additional leases are required

In the event that an existing church is potentially gifting their assets to The Vineyard Church of Central Illinois as part of becoming a Vineyard campus, these are some of the factors which must be considered prior to going forward:

Location (Is the property in an area where Vineyard is considering opening a campus?)

Long term debt of existing church (Any assumption of assets should have a neutral or positive effect on the overall financial picture of Vineyard.)

Operating cost (Are they currently operating with a positive cash flow?)

Environment & Organization of existing church

Compatibility with The Vineyard Church of Central Illinois

The process for considering these filters is as follows:

Executive Team and Senior Pastor informed of a potential merger.

Preliminary meeting with the pastor/governing body and the Executive Team.

An agreement, outlined by the Finance Office, with the governing body to go forward with a study and timeline for the potential merger.

Executive Team outlines the study and brings the necessary people to the table to find the answers needed. *These people could include ministry leaders, church attorney and CPA firm & auditors*

Executive Team decides whether to pursue or not pursue the merger

Merger taken before the PAC and approved or disapproved

Vineyard Senior Pastors give final approval or disapproval

Merger approved or disapproved by the governing body of the merged church.

Church is reopened as a Vineyard multi-site campus.

Central Support

An overall 40% of campus tithe income is given to Central Support, broken into two categories:

20% contributed to Central Support infrastructure

20% contributed to missions, VUSA, church building leases & payments (utilities not included)

CAMPUS OPERATIONS 6

Measuring campus health.

Campus 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.

The following is a template of what a healthy campus would look like during the first year in each of the categories above:

Local Campus

Average total attendance	350
Average Weekly Life Group Attendance	50% of total adult attendance
Baptisms	10% of total adult attendance
Newcomers attendance	3% of total adult attendance per month
Average weekend volunteers	15% of total adult attendance per week
Per adult giving	\$750

Distance Campus

Average total attendance	250
Average Weekly Life Group Attendance	50% of total adult attendance
Baptisms	10% of total adult attendance
Newcomers attendance	3% of total adult attendance per month
Average weekend volunteers	15% of total adult attendance
Per Person Giving	\$650

Helping a Campus in Crisis

One or more of the following warning signs indicate a campus is entering crisis stage mode:

Missed opening attendance goal. Attendance falls below 250 people for a campus

A net loss of \$25,000 after the first year

Annualized tithes are less than \$650 per person for a campus

Leadership failure / struggles / deficiencies

After one year, weekly attendance is less than 150 people for a distance campus and less than 250 people for a local campus

Monthly Newcomers attendance consistently falls below 2% of total church attendance

When it is determined that a campus is in crisis mode the following steps will be taken:

A team is sent to the campus to assess the situation

Growth plan objectives are set by the team

A growth plan with milestones is agreed on by Campus Pastor and Executive Pastor

Campus Pastor meets monthly with Executive Pastor to give updates on the growth plan

Assessment team makes a second visit

Assessment team reports on progress

Campus is measured against warning signs above

If a campus remains in crisis mode after the above process is completed one of the following three steps will be taken with the approval of the PAC and Executive Team:

The campus will be closed down and the campus pastor either released or relocated to another campus

The campus will be given additional time to come out of crisis mode and then reassessed.

CAMPUS OPERATIONS 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 multi-site 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 multi-site 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.

CAMPUS OPERATIONS 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 multi-site. 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

Structure

Campuses are resourced by a Central Support Team which is accountable to the Executive Leadership Team at The Vineyard Church of Central Illinois. The Central Support Team consists of pastors who work with the ministry champions in each primary ministry area (Worship, Children's, Youth, Small Groups and Connection/Assimilation) and the Campus Pastor. They provide training, support and accountability for each campus.

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.

Meetings of Campus Pastors

Campus Pastors will participate in a weekly meeting (SLT) and conduct a monthly CLT meeting at each campus.

Multi-Site Pastor Removal

The Multi-Site Pastor may be removed for issues such as doctrinal issues, moral issues, or ethical concerns. The Multi-Site Pastor may also be removed by the Executive Pastor in conjunction with the Senior Pastors of The Vineyard Church.

Church Exit Strategy

Multi-Site 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.

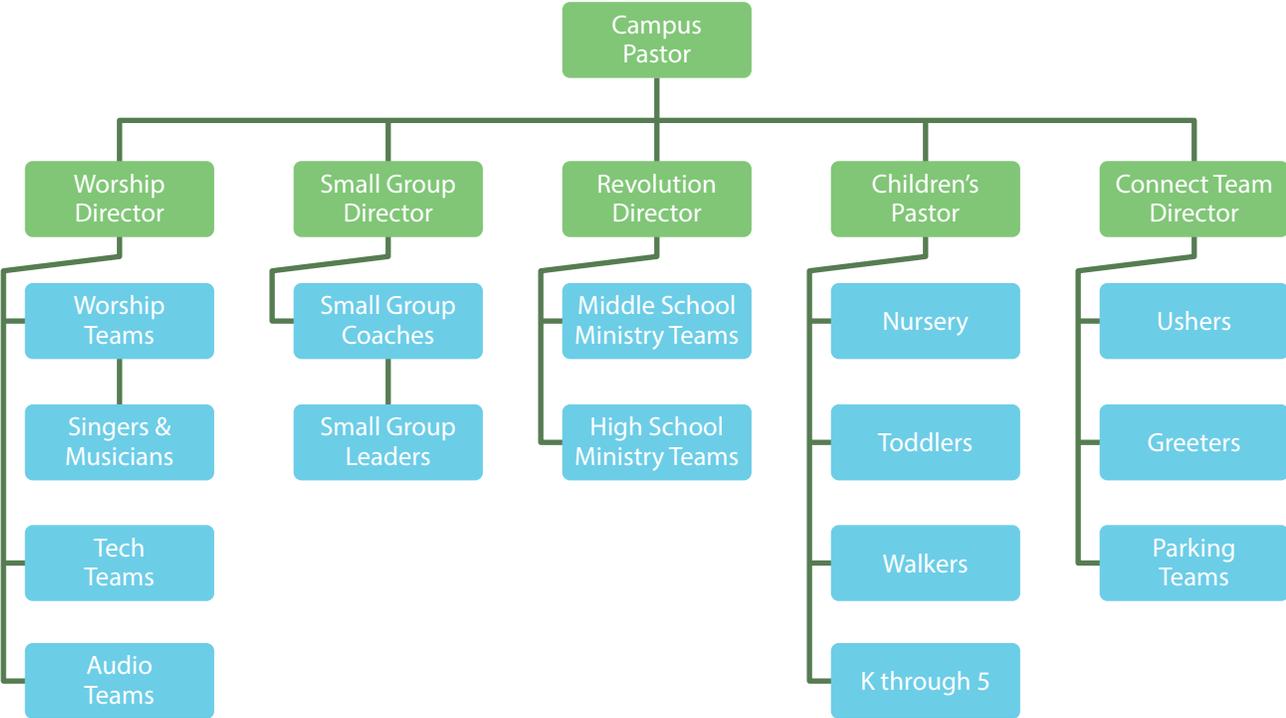
If the campus leaves the Vineyard system within 10 years, it will be asked to pay\$50,000 to the Urbana campus.

If a building is purchased, it will be titled to The Vineyard Church of Central Illinois. If the church leaves The Vineyard Church of Central Illinois system, this organization must purchase property paid over 5 years at the current rate of interest (*negotiated percentage of current appraised value*).

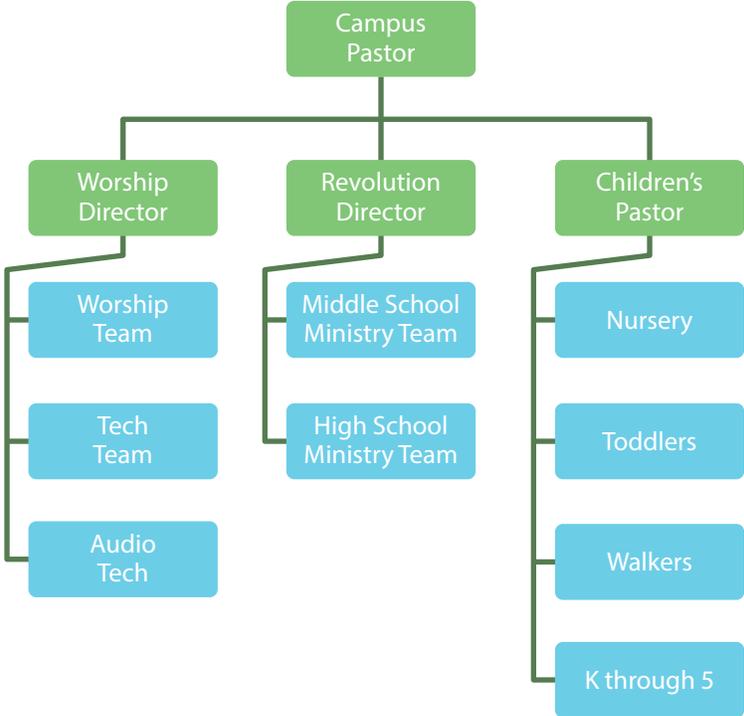
These agreements are subject to periodic changes.

ORGANIZATION CHARTS

Staff Structure for a Mid-Size Vineyard Church of Central Illinois Campus



Staff Structure for a Small/Startup Vineyard Church of Central Illinois Campus



The guidelines expressed in this booklet continue to be a living document as development and growth is realized throughout the campuses of The Vineyard Church of Central Illinois.



URBANA | SULLIVAN | DANVILLE | PAXTON | CHARLESTON | vineyardLIVE

***thevineyardchurch.us* | 217.384.3070**