

Thornapple Valley Church Multi-Site

What is the purpose for TVC's Multi-Site (MS) strategy?

- Connect more people with God which is the mission at TVC. Letting people gather weekly in their own neighborhood, makes it easier to be involved and easier to ask others to join you.

TVC Campus Constants

1. **Mission, Vision and Values** are agreed upon and championed at every campus.
2. **Teaching** – Series topics are picked out by the senior pastor with input from the teaching team.
 - The Campus Pastors are included in the conversation of each series whenever possible through our programming meetings.
 - The typical weekend will include a message on video from the Hastings campus. The Campus Pastor may need to trim or modify the beginning or the ending to meet the needs of that weekend. For instance the logo at the beginning may be missing audio and that will change the in point. Maybe the CP feels like the ending doesn't transition well so they find a place a couple minutes before or after that part to stop the video. Each week in programming it will be discussed what the speaker will need to do to close out their message. (pause/close for all campuses through prayer)
 - Campus Pastor may speak "live" at times when a video can't be produced or each campus is looking to do something different for that weekend. If they do this it must be communicated with the senior staff.
 - Hastings campus will experience video teaching on Sunday morning up to 4-6 times each year so the weekend Teaching Pastor can teach "live" at a different campus.
3. **Worship/Arts** – Every service will have worship & art that connects with the unchurched, and is consistent at all campuses.
 - Every campus worship leader will pick out the songs for that weekend. Every campus doesn't have to do the same songs but the songs that are selected should be songs that are done church wide. When any attender goes to another campus to check it out they should know the songs that are being sung.
 - Music style should be consistent at all the campuses. We do recognized that at times the feel of the music might be different based on the worship leader's style.
 - If specials are done on the weekend for a series each campus will try to do that special. If the talent isn't available for that special then that campus can choose not to do it.
 - Each campus will use the same graphics for the series and event promotions on the weekend. People should be able to walk into any of our auditorium and get a feel that they are at the same church. Sometimes how this is done can be different. For instance at the Hastings campus the back wall might have the logo on it and at the Middleville campus the logo is used on the sidewall. Both are using the same logo but just placed in a different spot.

4. **Financial Model** – We are one church with one budget, but we will keep track of the finances separately as well to see how each campus is doing. Our goal is that every campus will be fully sustainable financially on their own.

- Every campus will submit a budget to the Director Of Operations at the designated time and that will be reviewed and approved by the Lead Team and board of directors.
- We use a fiscal year from October 1st-September 31st.
- Budgets should cover all the operational costs along with programming costs
- The campus pastors job is to manage his/her own

5. **Central Support** – Each campus will be ran and have oversight from the campus pastor. There will also be central support for each ministry area that will give dotted line support to each campus as well.

- The ministry directors at the Hastings Campus will be a part of The Central Support Team. They will be selected by the Lead Team. They have a dual responsibility of leading ministry at one campus, and serving as champions of best practices and values for every campus. They will have an established track for training and coaching volunteer or staff leaders at the Multi-Site campuses. However, these leaders are not responsible for staffing those ministries. That is up to the Campus Pastors.
- The ministry leaders that are Central Support should do everything they can to plan their content so it is scalable and can be easily implemented at the Multi-Site campuses by volunteer teams. However, when this is not possible, it is up to the multi-site campus leaders to find an alternative.
- Hiring decisions are a collaborative effort. The campus pastor leads this process by pulling together potential candidates he/she wants on the team. The campus pastor must follow the hiring process put into place at TVC. The Central Support leader (example: Youth Pastor if we are hiring a youth leader) is also involved to help with skills and ability analysis. The Executive Pastor is always involved to help with overall fit with the DNA and vision of the church. Bringing someone on as paid staff means that all three of these individuals are in agreement on the decision.

6. **Branding** – For the clearest communication to our congregation, we use the same language to refer to areas at all our campuses. The Director of Communion at Central Support will be in charge of making sure that everything is staying consistent.

- Examples of what this includes: Guest Services, Fusion412, TVC KIDS, LifeGroups, Volunteer positions, Series titles & outreach events.
- Examples of what would not be included: Specific events that are geared just for one campus.
- Every campus will be called “Thornapple Valley Church” to keep uniformity and branding consistency.
- Every campus should run branding change requests through the Communications Team at Central Support. They will collaborate with the Campus Pastor on what needs to be consistent across all campuses, and what can be customized.

7. **Leadership** – Everything rises and falls on our ability to select and support great leaders.

- •Each campus has a pastor who has a heart and passion for his/her people and the community they are in.

- o Each ministry area of a campus is led by capable local leaders—and not by Central Support.
- o Each campus will start out with a CORE 4 staffing structure which may or may not be paid positions.
 1. **Campus Pastor:** This person will oversee the campus and staff. They also have the duty to fulfill LifeGroups and Outreach.
 2. **Worship Leader:** This person will oversee all the worship and programming for the weekend. This includes the set design and service orders. They will be responsible to report to the CP of their site but will also get dotted line leadership from the Central Support worship leader.
 3. **TVC KIDS Pastor:** This person will oversee our TVC KIDS and the gathering that takes place on the weekend. They will be responsible to report to the CP of their site but will also get dotted line leadership from the Central Support TVC KIDS team leader.
 4. **Administrative/Host:** This person will be responsible to fulfill any administrative duties that are needed at their campus. This will include making sure flyers and handouts are ready to go for the weekend. They will also be in charge of the Guest Services at the campus and all that is involved with that. They will be responsible to report to the CP of their site but will also get dotted line leadership from the Central Support Guest Service Director.

CAMPUS IPODS	I=Initial Required For Launch	P=Priority Within 12 Months	O=Optional As Possible	D=Discouraged Never Is Fine
Worship	Worship leader along with band that can be	Multiple teams for worship.		

	from other campuses.			
Promotions	Central Support will handle printing and getting all your promotions for series and launch of campus	Somebody who is willing to oversee making sure your campus is being promoted	Campus specific signage that is approved through the Central Support Team.	Posting your own promotions through social media and other avenues.
FUSION412	Nothing	Weekly gathering for 6-12 th grade where students can be transported to another campus when fusion412 is held	Student Ministry on campus.	A separate SM where there isn't any oversight from Central Support.
Tech	Staging, sound and audio equipment along with equipment for the band members. This will be provided by Central Support	Campus teams that handle all the use of the equipment and how it is being stored and taken care of	A volunteer staff member who can trouble shoot any tech issues you may have on the weekend.	
Staff	Campus Pastor	Core 4 should be completed in either a volunteer role or part time paid roles. These include Admin/Host staff volunteer, CM Director and a worship leader	Others as needed	
Guest Services	Full GS with greeters and coffee led by CP and volunteer teams	Better signage for your guests	Parking Lot Team	
LifeGroups	None but having start up groups would be great	Groups should be made available and promoted by the CP through Central Support guidance.	Goal of 50% of your campus be in groups.	
TVC KIDS	Fully staffed (volunteers) TVC KIDS for infant through 5 th grade		TVC KIDS options and events outside the weekend service	
Facility	A space to meet weekly at	Own building that can be called home (up to	An office presence when needed	

		3 years)		
Budget	Full budget put together for the ministry year and approved by the LT		Able to self sustain yourself as a campus	
Big Events	Can invite people to another campus for some big events if you are unable to put on a service (Christmas Eve)	Need to have a full engaging service for our Celebration/Easter and Christmas	Christmas Eve Services	
Outreach	None	Work with Central Support to have a full outreach program put together for the year. Doesn't have to be at the same scale as other campuses	Full Outreach Ministry	
Extras	Poor Box People available to pray after service			