

GCC Multi-Site Q&A

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

- Expand the reach of Granger Community Church. Letting people gather weekly near their own neighborhood, makes it easier to be involved and easier to ask others to join you.
- Bring cultural relevance to the neighborhood level. By living in and among the people, the staff and leaders of a MS location will be able to minister more effectively.
- Extend the attractational model locally, in order to become more effective on a missional level.

Is this a church-planting strategy?

- No. Although we believe strongly in the power and purpose of planting churches and will continue to do so by the hundreds, our regional Multi-Sites are not intended to become autonomous, organized churches.
- We will do everything we possibly can to keep every MS campus unified and passionate about our shared vision and values.

Is it our goal to reproduce the “Granger Experience” at each MS location?

- Yes, as it relates to values. Every campus will champion all our shared values, such as cultural relevance, doing ministry in teams, offering clear biblical teaching and being intentional about community transformation.
- No, as it relates to experiences, opportunities and environments. At one campus, you may be greeted by a traffic team—at another campus, this may be unnecessary. At one campus, you may find a bookstore in the lobby—at another campus just an option to buy the resource of the week. Two campuses may offer local Journey Bible Classes or an OutLoud Team—a third may not.
- Not only will we recognize that certain things will be different from campus to campus (e.g., facility, music, affinity groups, etc.), we encourage it. We won't apologize for our differences, but celebrate attribute, vibe and event diversity from campus to campus, while uniting around shared values, teaching and macro brands.
- We will maintain branding through every campus where considered necessary and helpful to facilitate our platform communication.

Is the Granger campus on University Drive the “Main” campus?

- We won't call it that in public, but it is “The HUB”. It is where central services are staffed and the service content is captured. Because of the large investment in facilities and property over the past 20 years at the Granger campus, this will likely be “The HUB” indefinitely.
- In essence, the Granger campus is the distribution center for all MS campuses, Essential Churches and WiredChurches.com.

GCC Campus Constants

1. **Mission, Vision and Values** are agreed upon and championed at every campus.

2. **Teaching** – Series topics and big ideas are generated by the SMT.
 - The Campus Pastors are included in the conversation and formation of each series whenever possible.
 - The typical weekend will include a message on video from the Granger campus. The Campus Pastor may trim/modify an ending or beginning as helpful to meet the needs of their specific congregation.
 - Campus Pastor may speak “live” up to 6x each year on weekends of their choice. If they do this during a promoted series, they will need to stick to the big idea.
 - Granger campus will experience video teaching on Sunday morning up to 4x each year so the weekend Teaching Pastor can teach “live” at a different campus.
 - It’s possible that occasionally a church-wide series won’t *ring the bell* at every campus. For example, a campus with mostly single adults may not resonate with a series focused toward married couples. Campus pastors are encouraged to suggest alternative plans when this happens.

3. **Worship/Arts** – Every service will have art that connects with the unchurched, draws people toward God and contributes to the *big idea*.
 - A MS campus that meets in a movie theater may have every arts element on video.
 - A campus may choose to perform/lead some or all of the arts elements “live” as talented artists are discovered locally. This choice should not produce a burden for any other campus.
 - Music style is not a constant. Excellence is a constant. One campus may have a pop/rock feel and another campus a reggae or country vibe.
 - As a campus develops and has more capacity, they may sometimes choose an alternative element (replacing one that was programmed). This is fine as long as it still contributes to the big idea. However, this will not be possible when the Teaching Pastor is teaching “out of” or “in to” an element—in which case consistency is required.
 - Every campus will receive a set of deliverables (print, video, banner, web, etc.) to leverage online and off for all church or series promotions. However, the same deliverables may not be a constant from campus to campus. We will experiment with different publicity methods at different sites based on the scope, demographics, facility, budget, etc.

4. **Financial Model** – We are one church with one budget, but we use a 70/20/10 financial model that enables successful campuses to continue to fund their growth.

- For the initial 12 to 24 months, the campus budget falls under the Granger Community Church budget.
- Beginning as soon as the 2nd year, the campus transitions to a 70/20/10 financial model:
 - i. 70% of its offerings will fund the operations and staff at that local campus.
 - ii. 20% of its offerings will support central services at The HUB.
 - iii. 10% of its offerings will funnel to a centralized account used to fund new church endeavors—such as additional campuses or new technology to expand our reach.
- Following normal approval processes, the Campus Pastor can manage his/her own staffing decisions, equipment purchases and operating expenses from the 70% that is available at that campus.
- These percentages are guidelines and not rules. There will be times when we will change the percentages in order to help a campus in an under-resourced area, or to fund an all-church initiative.
- All commitments for capital purchases, facility expansion, loans, rentals and all other contracts will need pre-approval and signatures from The HUB.

5. **The HUB** – For the highest efficiency and stewardship, all business services happen at one location, including banking, staffing, payroll, benefits, capital projects, lease agreements, data management (F1), website development, content distribution and more.

- The ministry directors at the Granger Campus (i.e. Director of Children’s Ministry, Pastor of Youth Ministries, Guest Services Director, Pastor of the Arts) are part of The HUB. 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 MS campuses. However, these leaders are not responsible for staffing those ministries.
- The ministry leaders at The HUB should do everything they can to plan their content so it is scalable and can be easily implemented at the MS campuses by volunteer teams. However, when this is not possible, it is up to the MS 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 HUB leader (example: Pastor of Arts if we are hiring a worship 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 those areas most often referenced as church-wide next steps during the message.

- Examples of what this includes: Guest Services, Student Ministries (GSM?), Children’s Ministry (All Stars?), Groups, Volunteer, Journey Bible Classes, Second Saturday, Christmas Offering,

Series titles.

- Examples of what would not be included: Monday Night is Groups Night, First Wednesday, Labels for kids rooms, Monroe Circle Community Center, Voluntour, The Gathering.
- Every campus will be called “Granger Community Church – CITY” to keep uniformity and branding consistency.
- Every campus should run branding change requests through the Communications Team at The HUB. 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.
- Each ministry area of a campus is led by capable local leaders—and not by The HUB.
- There is a church-wide initiative that brings Campus Pastors together with other senior leaders for feedback, training, connection and cohesiveness on the vision.
- As has been true through our history, the SMT is not populated by position or representation. It is not a value nor goal to have some or all the Campus Pastors on the SMT. We will, however, pull them in as possible to talk series planning or other all-church initiatives.

Campus IPODS

	I =Initial Required for Launch	P = Priority Within 12 months	O = Optional As Possible	D = Discouraged Never is fine
Worship (unless 100% video site)	Worship Leader, Band, Vocals (can be supplemented by another campus)	Non-supplemented worship; Artists all from local campus.	Paid worship leader w/ focus on building local teams of artists.	Paid artists
Promotions	HUB handles launch publicity deliverables and signage, series and all-church promotions and weekly communication vehicles.	Campus specific news, publicity & signage handled by campus with proofing/consulting through the HUB.		Media relations handled by individual campuses. (The HUB builds those relationships for credibility and maximum buying power in the same market.)
Tech	Staging, sound, audio and lighting equip. (The HUB leads and sources, or at a minimum, approves)	MS volunteers handling all things tech (with support as needed).	PT paid tech support	
Tech Ops (I.T.)	HUB outfits campus pastor with necessary equipment and campus with check-in or giving kiosk equipment.	HUB continues to be filter for compatibility of software and hardware decisions for standardization & security		
Staff	Campus Pastor	PT children, PT admin	Others as needed.	
Guest Services	Full guest services, Coffee, limited resources	Expanded café, additional resources	Traffic Team (if needed)	
Groups	None	Groups are available and promoted	Starting Point or other easy entry group options	
Kids Ministry	Great care for babies through 3 rd grade led by equipped volunteers.	Great care up through 5 th grade led by volunteers w/oversight from PT staff	Children's Ministry options expand beyond the weekend.	
Student Ministry	None	Weekly gathering for 6 th through 12 th grades	Full student ministry	
Local Missions	Connect to church-wide projects. Collaborate w/ another campus on their focus (i.e. MC3)	Implement 2 nd Saturday; begin to discover laser-targeted local missions focus.		
Global Missions	Connect to church-wide teams and trips.	Adopt a location in our church-wide vision—such as a village in India.		Work in a completely separate part of the world outside our network.
Facility	A space for weekly gatherings		A local office presence	Own a building
Budget	\$150,000 for launch raised from local families.	Able to self-support operations.	Following 70/20/10 financial model.	
Video	Occasional videos for promotion created by The HUB.	Identify artists from local congregation who can create videos.	Begin creating videos that are so amazing other campuses begin to use them.	Video Staff
Special Events	Invite people to Granger campus for Xmas Eve, 1 st Wednesday, etc.		Begin to offer local options for these big events as they fit.	
Bible Classes	Invite people to Granger campus or podcast for Journey Bible Classes and more.		Begin to offer local options as they fit.	

Snapshots

What GCC's regional MS campus* might look like at different times...

Pre-Launch 6 months (Womb)

- A campus pastor has been identified and hired. He/She works along with Granger's Multi-Site Facilitator (currently Melanie Rosander) to begin building teams, identifying leaders and working out details.
- Volunteer leaders are being identified and trained in each of the key areas. The HUB ministry leaders are highly involved in the training of these leaders.
- Equipment is being purchased as necessary, and The HUB ministry leaders are highly involved in selection, installation and training for this equipment.
- A promotional plan has been developed by the Communication Team from The HUB, and they handle the ordering of signage and other deliverables.

Month #1 (Infancy)

- Services launch with full weekend children's ministry (at least through 3rd grade), led by a trained volunteer who is committed to this local campus.
- The arts are led by a mix of local artists and volunteers from other campuses who have made a short-term commitment to help in the launch.
- Ministry leaders from The HUB visit often to facilitate, train, observe and help as needed.
- Offerings are counted separate but finances and budgets are handled from The HUB.
- The Campus Pastor focuses most his time on identifying leaders and building teams.

Month #12 (Childhood)

- By now, 75% of the arts are led by local volunteers. Supplementing from other campuses still happens on occasion, but it is becoming less frequent.
- Children's Ministry now offered through 5th grade.
- The presence of The HUB leaders is diminishing as the ministries mature and leaders begin to soar.
- A weekly gathering for students has begun and is led by impassioned and gifted volunteer leaders.
- The finances are still joined with The HUB—but it is apparent that the campus is paying for itself.
- The Campus Pastor continues to focus most his time on equipping and motivating his leaders, and identifying and connecting future leaders.
- Church-wide communications still come from The HUB, but the campus now manages campus-specific news, publicity and videos with collaboration (proofing/coaching) with The HUB.

Month #24 (Young Adult)

- More staff has been hired as needed—but not to "do" ministry. They have been hired to build teams and pour into leaders.
- All ministries are led by local volunteer or staff leaders. Teams of volunteers have been raised from within the MS congregation to create videos, take photos, design campus-specific promotions and handle all details for events.

- Only once or twice a year is help required from The HUB or another campus to fill a slot for leading worship or making a video (as examples). All collaboration now is organic—not necessary—and the entire church benefits from the strength of multiple campuses.

Month #36 (Reproducing Adult)

- The campus is self-supported in every sense of the word. It is heavily involved in launching a new MS campus. It is within their DNA to reproduce, and they are excited to fund and help lead a new campus.
- The HUB continues to provide accounting, business, human resources and management services—as well as content development and distribution. They also facilitate the connection of leaders from all campuses.
- The mission and values of the entire church are celebrated and championed at every level.

** This snapshot really only refers to a typical regional location—it does not relate so much to a movie-theater based site or an inner-city site.*