

# Centralizing Operations for Multiple Campuses

ZAC SMITH & FRIENDS

## Who We Are

IT, web, communications. NS is one church, 4 locations (Charleston coming soon). Not 4 distinct churches. Anderson is the first campus, and where all the content is generated. Then Greenville, Florence, and Columbia.

## What We Do

- Our job is to create the same look and feel for all campuses.
- Gville and Florence are portable campuses, load in, load out. Having the same look and feel for them is a unique problem.
- Excellence is core value here. That's a vision from Perry down throughout the organization.
- Comm both external and internal: media, direct mail, advertising. Face to face conversations, email, phone communication internally.
- Our team visits the other campuses at least once a quarter on Sundays. It's difficult for us to fulfill a need for another campus if we haven't been there.
- We try to get rid of the home base mentality, in terms of Anderson campus being the home base for the church. Not all the good ideas come from Anderson, although Central Ops is centrally located here in Anderson.

## Q&A

### DESCRIBE TECH THAT'S NEEDED TO START MULTICAMPUS

Choices when getting sermon from one place to another: DVD, satellite, video over IP (stream box solution, metro ethernet link (dedicated pipe, expensive)), or a week delay. Content is a week late to another campus

### MOBILE CAMPUS ADVICE? HOW TO BALANCE HOME BASE/NON HOME BASE MENTALITY?

Make it LOOK & FEEL permanent. Parkers, signs, volunteers, that there's a NS process. You have to work to make it excellent, i.e. spend TIME. Website matches signage matches videos, etc. Gville starts load in at 4am and it takes 4 hours.

### MESSAGES ALL SENIOR PASTOR?

Yes, live bands, Perry's message piped in via internet, also live, to each campus. 2 sidescreens are iMag, same in Gville with a center screen that has life size Perry, and Florence and Columbia just have iMag footage.

Website has landing page for ea campus, but only w/ location info. Anything we do at NS Anderson we try to replicate at each campus (membership class, for instance). We don't do campus specific events for the most part.

### CHILDREN'S MINISTRY CONTENT?

All created here at the Anderson campus. KidSpring staff create all KidSpring content and ship it to each campus.

#### SUNDAYS WHEN TECH JUST CRASHED?

YES. Lots of errors w/ video over IP, less w/ metro connection in Gville. A 3 second blip is minor, but then there have been 45 seconds dropped, content lost to other campuses. More redundancy now than at first.

#### WHAT'S THE BACKUP PLAN IF THE VIDEO FEED IS LOST AT EACH CAMPUS?

Dvr kindof things at each campus, so if current message is lost, they can play that.

#### INTERNAL COMMUNICATIONS?

We're here to serve other ministries at other campuses. We are one church. Whatever we do DOES need to be replicatable at all the other campuses. We have to think through how what we do affects other campuses.

#### WHAT'S THE VEHICLE FOR COMMUNICATIONS?

Visiting other campuses, phone calls, relational time. So key. Be purposeful about pursuing other campus staff. Central Ops is like a middle man b/t other campuses, to make sure things connect and are relevant to all.

#### WHAT LIVE COMM DO YOU HAVE B/T CAMPUSES ON SUNDAYS?

Sync up feeds b/t each campus on Sundays, google chat. Other 3 campuses are on a 5 minute delay, so there's a bit of a buffer. Lots of production guys are around to troubleshoot. No conf call all service long. More shooting from the hip.

#### STRATEGY FOR LAUNCHING A SATELLITE CAMPUS?

We expanded b/c God told Perry to. It wasn't a growth strategy. Listen to God, do what He says. If we're over capacity, we add more services. Strategy is based on "Where does God want us to go?"

#### WHAT TECH DO YOU USE TO HAVE 5 MINUTE DELAY?

COL & FLO use streambox. DVR is made by DoReMi. Joel Yates' breakout session has the complete breakdown of all their tech. STREAMBOX IS A STAND ALONE BOX YOU BUY.

#### BANDWIDTH?

50 meg. gets us to the internet, FLO, COL. 20-something to Gville.

#### WHAT IS STAFFING LIKE AT OTHER CAMPUSES?

Campus pastor, worship leader, children's director. Expansion as needed. Gville has 7 staff, we think. We use assistants very heavily. FLO is looking for Fuse student minister next. Each campus has an office.

#### HOW DO YOU TRAIN NEW PEOPLE, OR WHAT CRITERIA DO YOU LOOK FOR IN PEOPLE WHO WANT TO SERVE?

Volunteers! Sundays on all campuses, probably 1000 people serve as volunteers. Central Ops is not good at raising up volunteers. Very difficult to find people with the right skill set, esp. IT.

If a gifted IT or web person wants to serve, generally they'll find their way to you. They're savvy like that. Broadcast calls for specialized roles are very difficult to manage.

#### GREENVILLE A-CONTROL BOXES ARE HERE. HOW TO PUT TOGETHER?

Joel Yates, talk to him or see his breakout notes. LNG consultants helped a lot with setting that up.

#### DIRECTION DISSEMINATED HOW?

Vision comes top-down from Perry. You couldn't walk away from here and not know what NS is about. We don't release specific details on a new campus launch or other events UNTIL we have them. Currently there's no specific time-frame for the Charleston launch.

#### VIDEO-FEED: COST PRODUCTIVE WAY TO GET VIDEO THERE?

Cheapest option is to burn a DVD and do a week delay. Streambox solution is cheap, but risky. Satellite is very expensive and very reliable. Zac thinks there's more and more reason to do week delay.

#### BIGGEST SUCCESS IN CENTRALIZING YOUR TEAM?

We had launched FLO & GVILLE before we ever were officially centralized. But our team was already thinking that way: "How is this going to affect the other campuses?" Process of trial and error until other ministries recognized the value of what we do. We're starting to centralize other ministry positions & have campus specific ministry heads: so, KidSpring Central Staff, Greenville KidSpring Staff.

#### PERSONAL WIN FOR ZAC IN HIS RESPONSIBILITY?

Every big project that comes along successfully is a win.

#### OTHER AVENUES FOR COMMUNICATION INTERNALLY?

We don't do much. All-staff emails. Need to know videos on Sundays are across all campuses. Campus pastors speak each Sunday. Bulletins might have some announcements that are campus specific.

#### CROSS-GENERATIONAL SUGGESTIONS FOR GETTING PEOPLE ON THE WEB?

Have an easy to use website. It may take a while, but if you're consistent with your comm style, you'll make it. It's been a two year process of moving guest services to computers, pushing people to the web for announcements, newspring.cc for info. BE INTENTIONAL OVER TIME. Even in rural SC, there aren't a lot of people who DON'T have the internet.

#### WHAT KIND OF OVERSIGHT IS THERE FOR PERRY'S BLOG? HOW TO HELP A PASTOR COMMUNICATE EFFECTIVELY?

Edit for him. But don't belittle the importance of your pastor's style being REAL, genuinely him. You don't need to tell him you fixed a spelling error, but don't over-correct, and thus take your pastor's personality out of the equation. Know you pastor.

#### ALTAR CALLS MULTISITE?

Perry usu says during creativity meeting before a service WHEN he wants the video feed cut off. Sometimes he does the altar call on the video feed. It works.

#### MEN'S / WOMEN'S MINISTRIES? WHY?

We have never had them. We are simple, it's always been that way. That was a call from Perry from the beginning.

#### CREATING ATMOSPHERE OF SPACE FOR DIFF MINISTRIES?

We make them look as similar as possible across campuses. KidSpring COL looks different than Anderson, but the theming is the same for preschool rooms, etc. A physical "tree" in Anderson might be a sign in FLO, but it's the same theming. We work with the ministries to make sure things LOOK consistent. Specifically with signage.

**CROSS-CAMPUS VOLUNTEERS?**

No, generally volunteers are at specific campuses. Except for an event like UNLEASH, where today we have volunteers from Greenville.