

SURVEY OF 1,000 MULTI-SITE CHURCHES

Latest Insights on a Growing Movement

by Stephen Shields

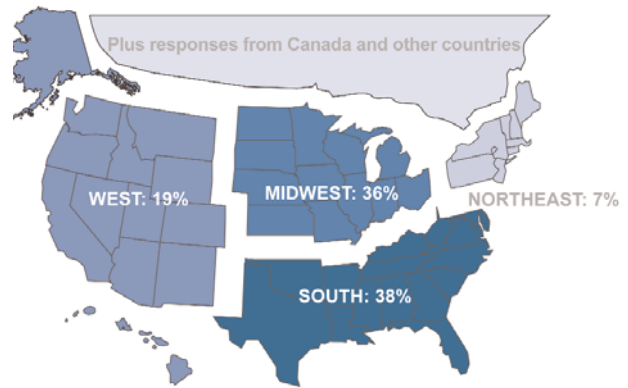


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John Bishop, Lead Pastor of Living Hope Church, (<http://www.livinghopechurch.com>) a multi-site church in Washington state with seven venues on six sites, is excited about what God is doing in their communities. He notes, "The growth by conversion has been one of the things we are most excited about. In 36 months we have baptized 2000 people in a church of 3000 people a year ago. In 2006 alone we baptized 1030 people, including many at our multi-sites."

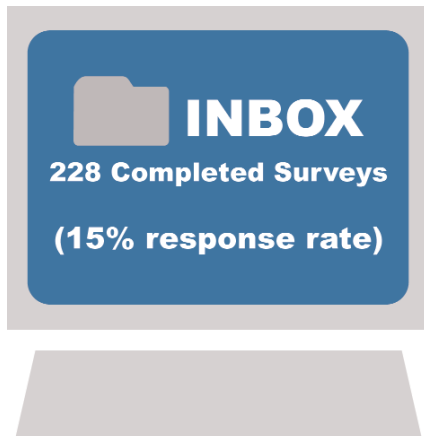
Leadership Network (<http://www.leadnet.org>) recently completed the largest survey ever conducted of multi-site churches, with Living Hope among its participants.¹



National Response

Responses came from every region of the U.S., plus a handful of other countries

Pastor Bishop isn't alone in his enthusiasm for the multi-site approach as a strategy for fulfilling the Great Commission. The leaders of these multi-site churches are positive about their overall development. Nearly 75% of those surveyed rated their development as either "good" or "excellent."



Major Survey

Leadership Network tracked down emails for 1,510 multi-site churches. It sent a survey to each (plus two reminders), resulting in 228 completed surveys

Some 15.1% of the 1510 churches successfully contacted filled out the survey, with responses coming in from every major region of the United States and from a few other countries as well.



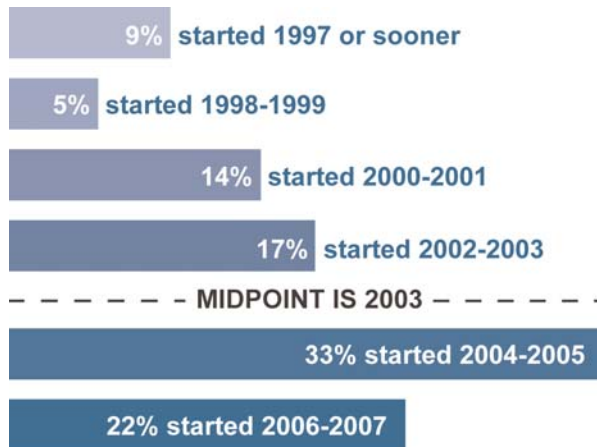
Overall Multi-Site Development

More than 7 of 10 surveyed churches rate their development as either "good" or "excellent"

Moreover, the longer that a church has been multi-site, the higher they tend to rate their development. One leader at Community Christian Church (<http://www.communitychristian.org>) in Illinois which became multi-site in 1998 commented, “We realized the only years we haven’t experienced a double-digit growth rate were years when we did not start a new location.”²

Other insights from the survey findings—in addition to the comments of the multi-site leaders themselves—can serve both churches considering a move to a multi-site and those that wish to improve the execution of their current multi-site strategy. It is also helpful to compare the results of this survey with the one Leadership Network completed in 2003.³

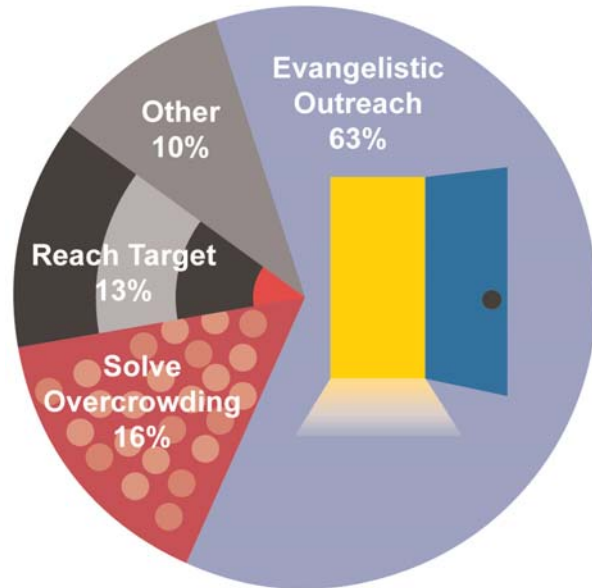
Over half the 2007 multi-site church respondents launched their first separate campus within the past 3 years.⁴ Over a quarter of these churches launched their first new site over five years ago, with 6.5% beginning their multi-site path over ten years ago.



Credible Track Record

On average surveyed churches started multi-site in 2003

From the perspective of church growth, so far the multi-site project shows solid evidence of being successful: The churches surveyed experienced 33% average attendance growth since becoming multi-site, with an average yearly growth of 13%.⁵



Reaching People

63% listed “evangelistic outreach” as their “primary motivation for doing multi-site”

MOTIVATION FOR MULTI-SITE

As Leadership Network found in its 2003 survey, the desire to reach more people for Jesus Christ is the motivation point for most church leaders who take the multi-site plunge. 63% of respondents listed “evangelistic outreach” as their “primary motivation for doing multi-site.” That number rises to 76% if you include those churches that selected “bring our church closer to a target area.” Predictably, churches that selected evangelism as their main motive for going to multi-site evidenced higher median annual growth rates (14%) than churches which did not (12%).

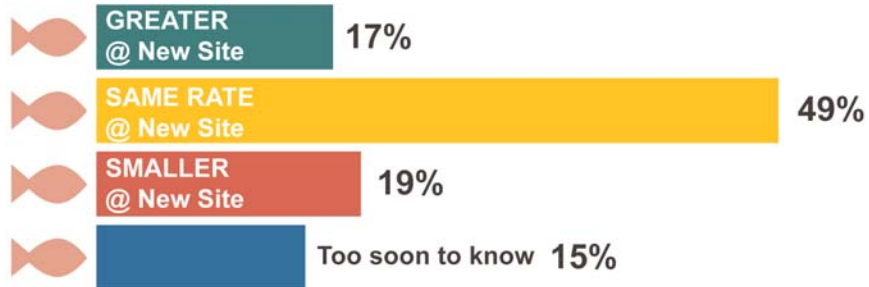


LifeChurch.tv in Edmond, OK celebrates a baptism at one of their nine campuses.

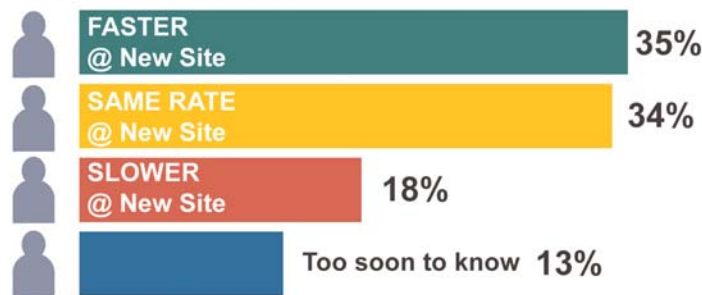
REACHING MORE PEOPLE FOR JESUS CHRIST

The survey asked multi-site churches about both *attendance growth* and *conversion growth*. 69% reported that the *attendance* at their new sites are growing either at the same rate as or faster than their original site. Interestingly, 52% of the leaders reported that their *attendance* growth at their original site was the same or greater than at their alternative sites.⁶ However, regarding *conversion growth*, even more survey respondents—68%—reported that they are also seeing the same or higher rates at their original campus than they observe at their other locations. One cause for conversion growth at the original site may be that the very act of sending out new sites can invigorate the evangelistic vision of the sending location.

CONVERSION GROWTH



ATTENDANCE GROWTH



Growth Through New Sites

While conversion growth (top) is roughly the same at both new and original campuses, attendance growth (bottom) tends to be slightly faster at the new site(s) than at the original site.

In explaining the similar rate of attendance growth between their new sites and their original campus, Mark Burch, Senior Pastor of Willow Park Church (<http://www.willowparkchurch.com>) in Kelowna, British Columbia, Canada, comments that “the initial ‘burst’ at the new site represented a faster growth rate than we saw at the original campus. But once it was established, the new site grew at the same rate as the overall church.” Pastor Burch explains, “I believe it is because outreach and evangelism receives the same emphasis on all campuses.” Regarding the growth of their original location, National Community Church (<http://www.theaterchurch.com>) in Washington, DC, commented, “As our church gets bigger, it expands our name in the community, and our original site is the most well-known, so it seems to get the highest volume of visitors.”

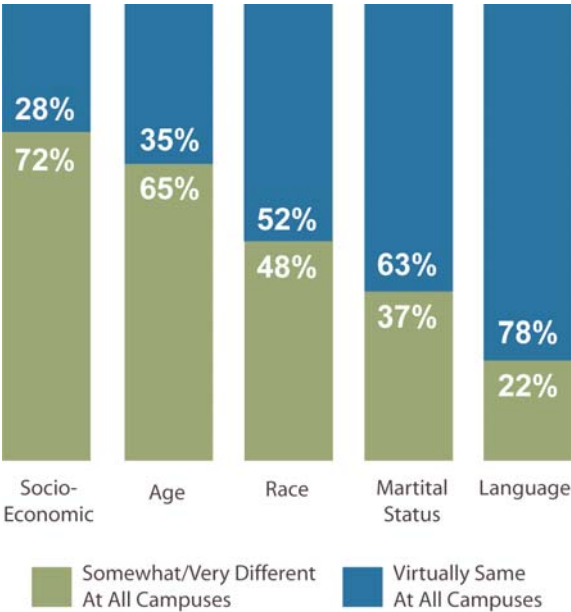
REACHING NEW KINDS OF PEOPLE FOR CHRIST

As with many new church trends, the movement toward multi-site has begun mostly in metropolitan locations. 87% of survey participants characterized their areas as urban or suburban—63% in the suburbs and 24% in urban areas.

93% of responding church leaders with churches in more than one location advised that their new sites are within an hour’s driving distance or on the same campus of their original location.

Cities are characterized by demographic diversity when it comes to socio-economics, race, language, etc. As a result, urban or suburban churches that are today at just one location have the opportunity to reach out to a *significantly different demographic* by launching a new location that’s within driving distance of an existing site. Either by

intention or serendipity, the survey revealed that many churches are experiencing such diversity as a result of their efforts to begin new sites. Just under half of the respondents said that the racial make-up of their different campuses are “somewhat” to “very” different from each other. 22% are finding increased language diversity. Perhaps the most significant finding was that 72% of the churches reported that their multi-site efforts have resulted in greater socio-economic differences between their locations. These differences indicate that churches do not need to launch short-term mission teams or send missionaries half-way across the world to experience cross-cultural ministry (not that there’s anything wrong with that!). These folks just have to jump in their car. Ray Johnston, Senior Pastor of Bayside Church (<http://www.baysideonline.com>) with sites in Roseville and Granite Bay, CA, comments simply, “Our campuses reflect the diversity of economy in our region.”

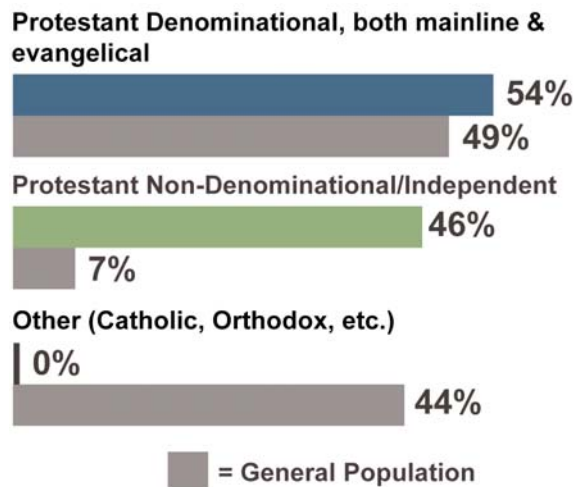


Different Socio-Economics

More than half the multi-site churches surveyed reach different types of people, especially in terms of socio-economics, at their various campuses

Sociologist Michael Emerson has estimated that nearly 95% of all churches in the United States are racially homogenous.⁷ Consequently, local churches that wish to both reach people for Jesus Christ and grow congregations that reflect the racial and socio-economic agnosticism that Paul sets forth in Galatians 3:28 (“there is neither Jew nor Greek...”) can use the multi-site approach to great advantage.

The capacity for reaching new types of folks was mentioned a number of times when Leadership Network asked leaders what had surprised them the most since their churches had become multi-site. Eric Hystad of Second Baptist Church, (<http://www.second.org>) located in various cities in Texas, mentions his surprise at “the opportunity to reach families of various ethnic and racial backgrounds. There do not seem to be any barriers.” Don Wolfe, the Executive Pastor of New Life Foursquare Church (<http://www.newlifecenter.org>) in Everett, WA, notes, “It has attracted a totally different type of person to church than would attend our regular Sunday morning service.”



Not Typical

More multi-sites are non-denominational; fewer are mainline than the general church population

In fact, one of the more interesting findings from the survey was that the greater the socio-economic diversity of the people who attend a church’s sites, the greater the growth—a 25% median annual growth rate compared to the 13% figure for all multi-site churches surveyed.

SERVING THEIR NEW COMMUNITIES

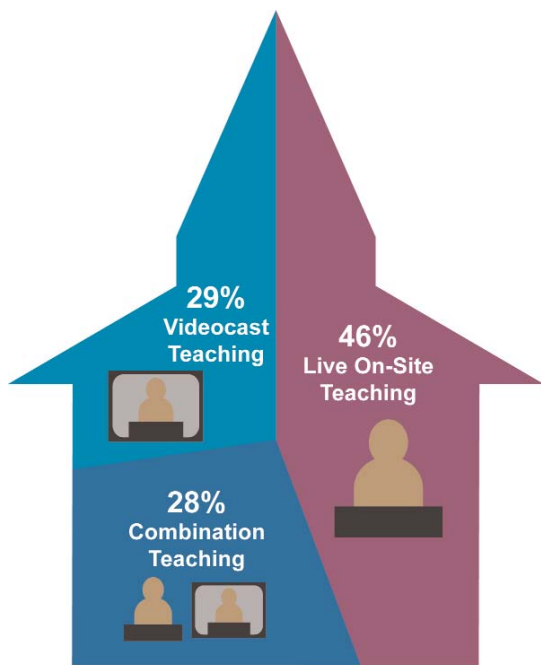
Leaders working on multi-site campuses continue to search for the best ways to serve the folks at their various campuses and venues.

“It Don’t Mean A Thing (If It Ain’t Got That Swing) ”⁸

Multi-site leaders seem to be finding that the *teaching component* of their Sunday morning experience is easier to replicate across campuses than the *worship component*. In Leadership Network’s 2003 survey, 60% of churches used live on-site preaching at their various venues. In this more recent survey, this percentage declined to 46%. This percentage decrease indicates that churches today are *more likely* to utilize various types of technology to broadcast sermons site-to-site (e.g. satellite hookups, burned DVDs that are driven site-to-site, etc.).



Churches today are more likely to utilize various types of technology to broadcast sermons site-to-site.



Teaching

Live on-site teaching is the dominant teaching style in multi-site churches, but the fastest-growing multi-site churches use both in-person and video teaching

However in terms of replicating *worship, the opposite trend* was evident: Whereas in 2003, 67% of respondents reported that they use live on-site worship, for this survey 82% of the participating churches reported that they have a live band on-site. This implies that when it comes to worship, the physical presence of worship leaders is more important than it is for the preacher.

Greg Ishmael, Senior Pastor of Central Christian Church (<http://www.cccofsn.com>) in Snohomish, WA, explains, “People want a sense of being part of something. Worship is intimate and personal and requires a corporate feeling to it that is live, not Memorex. Live worship, although more difficult logistically and organizationally, allows people to be involved with the use of their giftedness.” Willow Park’s

(<http://www.willowparkchurch.com>) Mark Burch concurs and suggests why live teaching might be less critical: “The personal interaction of the worship leader with the congregation—reading the ‘spirit’ in the room and directing that particular audience toward the Lord in worship—seems critical. The teaching component of the service is usually a one-way dialogue. People are so used to watching video for every activity that they have accepted the video teaching quite well.” In fact, when asked what their greatest positive surprise was in move to multi-site, a number of leaders noted how easily or quickly video teaching was accepted by their new site congregants. Mark Burch mentioned “the immediate acceptance of the video teaching model and the number of people who are willing to invite their friends to a satellite—knowing that it will be video teaching.” Raul Palacios, Executive Pastor of Operations at Flamingo Road Church (<http://www.flamigoroad.org>)—with sites in South Florida and Lima, Peru—mentions “the number of life change stories coming from video teaching.”

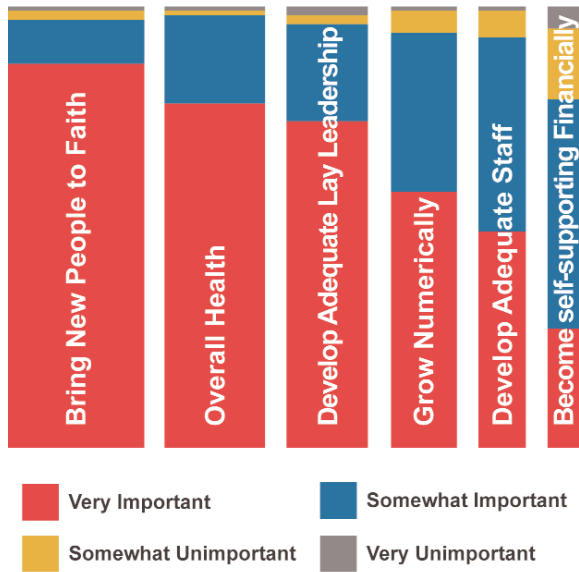


The physical presence of worship leaders interacting with the congregation and leading them into worship is critical.

Though in the minority, nevertheless some of the respondents made clear their belief that live teaching is critical as well. Dan Bennett,

Associate Pastor of Southside Community Church (<http://www.southside.ca>) in British Columbia, Canada, comments, “We see in-person teaching as better representing what a pastor should be—not simply preaching truth, but truth in a local context with people he/she knows.”

Those observations, combined with the survey’s finding that churches with the lower staff-to-attendeeratio had a higher yearly attendance growth, suggests that some churches might hire site pastors who offer occasional live teaching during the worship service.



Success measures

For most multi-site churches, success means conversion growth and spiritual health

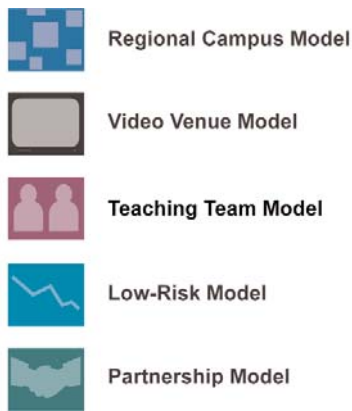
There’s evidence their conviction might have a sound basis. Churches that used only in-person teaching grew the fastest annually (14%), with churches that do a combination of live and video teaching close behind (13%). By comparison, churches that use video teaching only grew at 10% annually.

What about the Kids?

Survey results also indicated that multi-site church leaders today are placing even more of an emphasis on children and youth ministries at their new sites than they have in the past.

In 2003, 37% of survey participants affirmed the statement “We have youth ministry at most of our off-sites.” Now, multi-site churches affirm that statement 63% of the time. Similarly, multi-site churches seem to be more likely today to have ministries for nursery/preschool and elementary-age children than they did four years ago. 55% of churches indicated that they maintained alternative site elementary-age ministries in 2003. Today, fully 87% of the churches surveyed report that they’ve begun these types of ministries at their new sites. In 2003, 60% said they had nursery/preschool ministries. Today, 81% report they’ve set up these services for their new locations.

Where these churches locate these children and youth ministries seems to be as diverse as the sites they choose for new locations to begin with. Leaders report that they use pod areas, classrooms, hallways, lobbies, banquet hall meeting rooms, daycare facilities, temporary rooms with dividers, etc.



Models

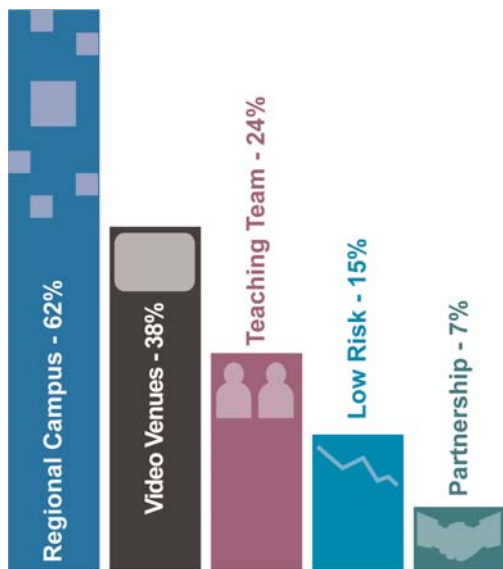
Five approaches to multi-site have been identified with many churches using more than one approach

MULTI-SITE APPROACH

Multi-Site Models

When provided with a choice of several different multi-site models, respondents showed a preference for the the Regional Campus Model (62%). The second choice was Video Venue Model at 38%.⁹

24% of those surveyed reported that they use the Teaching Team Model.



Models

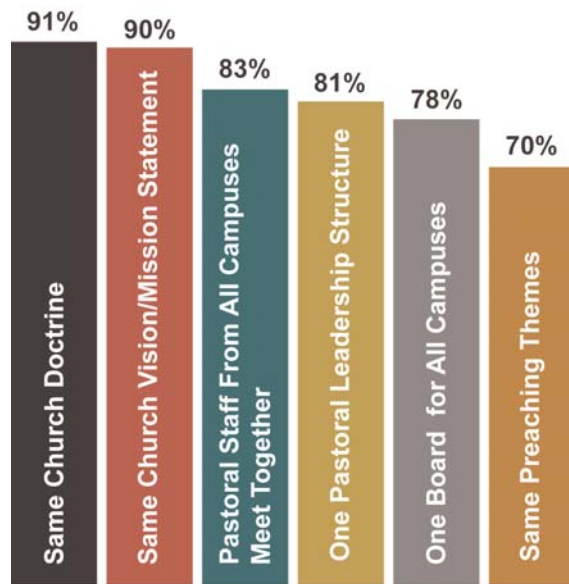
Regional campus is the most popular approach

Interestingly, the least popular multi-site model with the survey participants showed the highest rate of growth: churches that selected the Partnership Model had a median annual rate of growth of 33%. Which multi-site model showed the least rate of growth? That would be a tie between, the Teaching Team Model and the Low-Risk Model (both 11%), which ranked third and fourth in popularity.

“One church in multiple locations”: replicating the church’s DNA across campuses

Multi-site church leaders that responded to the survey identified a number of strategies as important for maintaining a “one church in multiple locations” look and feel. At least 80% of survey participants rated the following three approaches as “very important” (in order):

- *same church vision/mission statement (90%)*
- *pastors/staff from all campuses regularly meet together (83%)*
- *one overall pastoral leadership structure (81%)*



One Church Identity

Doctrine, vision and mission are the most important shapers of a multi-site’s DNA

From a church growth perspective, the 52% of churches which affirmed “same or similar worship style at all campuses” as “very important” or “important” for maintaining a “one church” atmosphere experienced higher growth than churches selecting other options. These churches reported an impressive 11% growth rate per year.

Leadership Development

Leadership Network wanted to get a sense of how multi-site churches have “launched or developed leadership” for their new sites and venues. The most popular response was that leaders who had the *most experience* were the ones who were sent out (58%). Grace Church, (<http://www.graceohio.org>) with sites in Norton and Fairlawn, OH, evidenced their commitment to the value of this by sending their “main visionary pastor” to start one of their new sites! Nearly half of the multi-site leaders who responded indicated that they executed leadership development in the same manner irrespective of venue or location. Chartwell Baptist Church (<http://www.chartwellchurch.org>) commented, “I’m not sure that there is anything better than one leader investing in another person’s life by ‘doing life and ministry’ together. It’s not so much a cognitive model of passing down information but a relational model of spending time together. It’s building into their character and heart rather than simply a transfer of skill.” Just over 30% of the multi-site churches responding said that the choice to become multi-site led them to modify the way that they do leadership development.

The survey results indicated significant fruit for churches that focus specifically on the development of campus pastors with a defined development track. While only 14% of respondents affirmed that they have such a program, these churches were the ones that displayed the most growth, with an average 25% annual growth rate.

47% of the leaders indicated that they rely on startup teams when they launch new locations. Billy Hodges, a Campus Pastor at Bell Shoals Baptist Church (<http://www.bellshoals.com>) in Brandon, FL, learned the hard way the importance of launching a new site with a well-developed team. He explains, “When our first off-site campus was launched, we did not have an adequate start-up team from the ‘main’ campus. Having a core leadership team seems to be absolutely necessary. I would have liked to have had a larger, better, stronger, more committed core leadership team in place prior to launching this campus.” In looking back on a launch, Bruce Miller, Senior Pastor of McKinney Fellowship (<http://www.mckinneyfellowship.org>) in McKinney, TX, also appreciated the importance of a strong launch team: “We did not build strong enough teams at the start who felt ownership.”

A failure of attention on leadership at the new sites was the most commonly mentioned area of focus when Leadership Network asked multi-site leaders, “What was the biggest mistake you made? What do you wish you had done instead?”

Don Gulley, Pastor of Campus Development at Crossroads Community Church (<http://crossroadscn.com>) in Illinois, confessed that they made the mistake of “launching a campus way too quickly before the leadership was ready.” A significant number of leaders focused in their comments on a failure to adequately select or prepare the site pastor. Willow Park’s Mark Burch noted that their biggest error was “underestimating the critical importance of a campus pastor or team leader for each campus. The ‘face of the place’ has to be much more than simply a weekend host. He must provide the actual shepherding and leadership for that congregation—connecting people into community—doing

the ‘traditional’ work of a pastor with the exception of not having to prepare a message every week.” Living Hope Church’s John Bishop was forthright: “When we launched five campuses on Easter last year, I underestimated the importance of the campus pastor.”

On the flip side of the leadership question, when Leadership Network asked multi-site leaders, “What has been the most unexpected *benefit* of doing multi-site?” one of the most common answers had to do with the unexpected leadership development opportunities that the multi-site strategy afforded them. Jeff Logan, who works with Community Impact and International Ministries for First Baptist Church of Calgary (<http://www.firstbaptistcalgary.com>) in Alberta, Canada, noted that their church was surprised by “‘unknown people’ with whom we didn’t have a connection becoming leaders and ‘known people’ stepping up to new levels of leadership.” Peter Couser, who works with College and Young Adults at St Paul Lutheran Church (<http://worship.stpaulfw.com>) in Fort Worth, TX, concurred, saying that they’ve been “seeing previously uncommitted members from our first campus become highly involved in significant leadership at the new campus.”

The multi-site leaders surveyed provided Leadership Network with a number of different strategies when they were asked to describe “their best leadership development practice.” Joel Schmidgall, one of National Community Church’s Point Pastors, shared, “We’ve started having apprentice leadership in ministries. So when opportunity comes to launch a new location, we already have leaders with experience that we trust to step up to a greater role.” Illinois’ Community Christian Church Lead Pastor Assistant Pat Masek let Leadership Network know that all their “staff, coaches and leaders have

apprentices for ongoing leadership development.” New Life Community Church (<http://www.newlifechicago.org>) in Chicago related, “We have a nine month track called Launch Leaders, which has a strong emphasis on impartation and shadowing the Campus Pastor. Every nine months we reload the PipeLine.” Campus Pastor Michael Trostrud, of South Mountain Community Church (<http://www.smccutah.org>) in Moon South Jordan, UT, was succinct: “Apprentice and delegate. 1) I do it, you watch. 2) We do it together. 3) You do it, I watch. 4) You do it. Then rinse & repeat.”

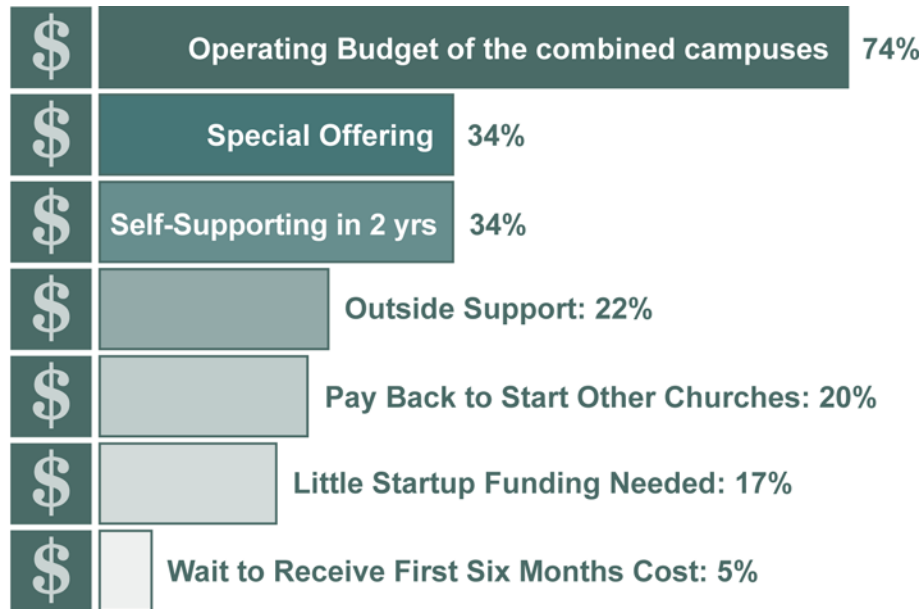
MULTI-SITE OR CHURCH PLANT?

12% of the leaders responding to the survey reported that they have spun off sites to become self-standing churches. For at least around 70% of these churches, the transition to a free-standing local church was intentional. These leaders either strategized for this change at the beginning or decided to make the move when circumstances seemed favorable for such a decision. New Hope Christian Fellowship (<http://www.enewhope.org>) in Hawaii commented that the transition from site to independent local church is “a great way to raise up new young leaders while under the same covering.”

MULTI-SITE LOGISTICS

“Money is the answer to everything” (Ecclesiastes 10:19b)

89% of the surveyed multi-site church leaders felt that having one budget for all sites was “somewhat” to “very important” for maintaining one church in many sites. Regarding start-up costs for new sites, almost 3 out of 4 churches affirmed “We fund most or all of the launch costs through our regular operating budget.” Just over a third of the survey participants indicated that they



Funding Startup Costs

Most multi-site churches fund their launch costs through their regular operating budget

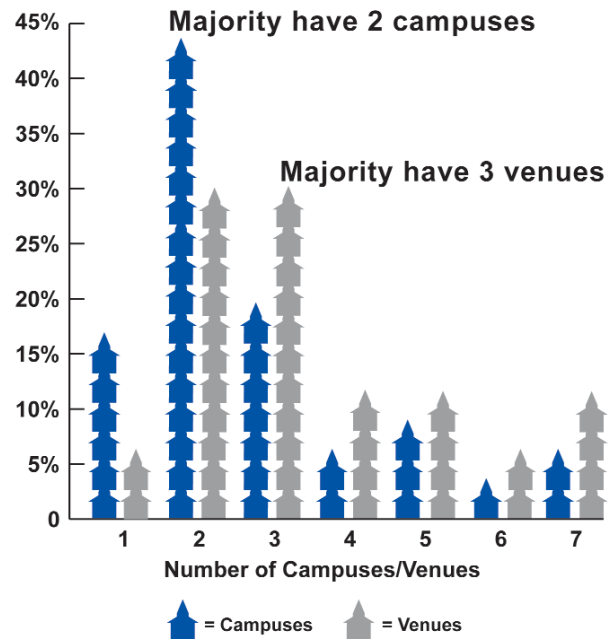
encourage special giving for their new sites (e.g. special offerings). But not everyone approaches multi-site launches as necessarily a financially intensive affair: 17% affirmed “we launch new sites very simply, with little start-up funding needed.”

Just over a third set the expectation with their new site leaders that new locations should be self-supporting within 2 years. Moreover, two out of ten respondents desire to see their newly launched sites eventually contribute themselves to the launching of *future* new sites.

Location, Location, Location

VENUES

30% of responding churches with multiple venues reported that they have services in three venues, which was the most frequently chosen number of venues. 29% indicated two venues. 10% meet in over seven.



Multi-Options

The majority of surveyed churches have 2 campuses and 3 venues



One church in multiple locations: Oklahoma City (left) and Edmond,OK (right).

CAMPUSES

The most frequently chosen answer (44%) to the question of how many locations or campuses multi-site churches have was two. 18% reported they meet on three campuses. 9%, however, meet on 6 or more *campuses*.

WHAT KIND OF BUILDING?

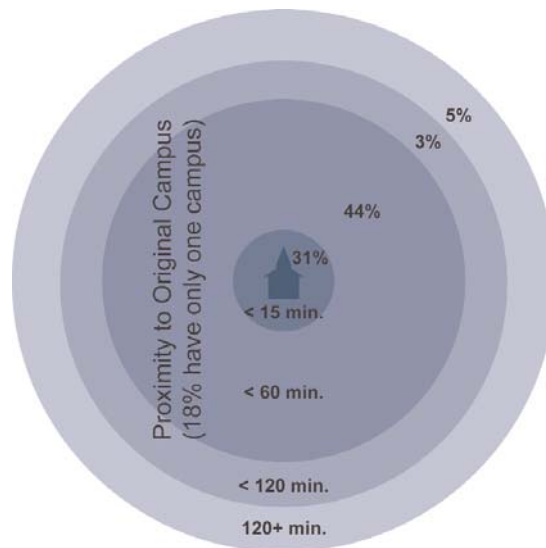
Few will be shocked to hear that multi-site leaders select schools 3 out of 4 times when they are choosing a location for a new site. A distant second choice is “Industrial/business park” (16% of responses) with “Restaurant, sports bar or similar” coming in third with 11% of responses.

HOW CLOSE TO THE ORIGINAL CAMPUS?

As noted above, 75% of churches with multiple locations indicated that all their sites were within an hour’s drive of their original

location. 31% indicated that their campuses are within 15 minutes of their first location. At the other extreme, 5% reported that they had launched at least some new sites over two hours away from their original location. And Leadership Network is aware of churches that have sites in multiple countries.

Does the distance between campuses impact growth? There is no overwhelming difference in the annual growth rates between churches with all venues on one campus (13%), all campuses 0-15 minutes apart (10%) and all campuses 0-60 minutes apart (12%). Churches with campuses greater than 60 minutes away expressed high growth rates (averaging 33%), but with only 13 churches in that group, not too much confidence can be placed in the findings.



75% of new sites are within an hour’s drive of the original location

“He ain’t heavy; he’s my brother”¹⁰

30% of the multi-site leaders who responded to this most recent survey indicated that at least one of their alternative sites was developed when they assisted or took responsibility for a declining church, with another 10% indicating that they were planning to do so. 94% of the churches who had done so indicated that they would be willing to do this again. Living Hope Church’s John Bishop says, “It works. We have merged with three different churches (including our original church) and now are pursuing an international merger. It has worked extremely well for us and is now very much a part of our strategy for the future.” However, Bell Shoals Baptist Church’s Billy Hodges cautions, “But if we don’t take an adequately trained, prepared, *called* core group into these declining churches, we’re only adding a ventilator to prolong life, rather than experiencing a resurrection which would lead to growth, ministry, people coming to faith, and the launching of even more new campuses.”

One issue with such endeavors is the different cultures of the two churches. Another issue that must be finalized is what to do about the different leadership structure in both churches. One church leader in RockPointe Church in Alberta, Canada indicated that they have a firm policy for negotiating potential culture clashes: “...we would not consider the declining church as a merger with our church. The vision, in addition to the organizational and operating structures would belong to the assisting church, not the declining church. We would not accept staff from the declining church unless they were hired through an open posting for new positions.” Reggie L. Epps, Teaching Pastor of Legacy Christian Church (<http://www.lcc.org>) with sites in Kansas and Missouri, wishes they had been clearer on this point when they worked with a declining church. He told Leadership Network that if

Legacy were to do this again they would be “more bold— aggressive even dogmatic—in making sure that everyone understood that the old ministry was being replaced by something new and not just supported.” Bill Blue, Business Administrator for Grace Church with sites in Fairlawn and Norton, Oh, put it bluntly: “We demanded full control in decision making. They yielded. A different church wanted to be a campus but would not yield full control. We declined.”

Leadership Structure

One of the choices that churches have to make when they are considering the structuring of their paid staff in a multi-site environment is whether to have staffers reporting to individuals on the same site or across sites. For example, a particular site’s Children’s Pastor might report to the Site Pastor or to a Director of Children’s Ministry on another campus. 42% of survey respondents affirmed “One person on each campus oversees almost all staff and volunteers on that campus.” 21% indicated that they have cross-campus reporting structures. Some churches began with cross-campus reporting but later transitioned to a more site-centric model. First Baptist Church of Calgary’s Jeff Logan comments, “In the beginning, we were planning a very integrated staffing (one CE for all, one Youth for all, etc.) but we have changed to a more site-autonomous model where the lead pastor at each site oversees the ministries at that site.” Paul Ulring, Senior Pastor of Upper Arlington Lutheran Church (<http://www.ualc.org>) in Columbus, Upper Arlington, and Hilliard OH, reports that they currently use both types of leadership structure at their sites but states, “I believe it will change to more specific campus or even venue supervision.” Some multi-site churches maintain a primary report—to structure on site, but staff members have a secondary dotted-line relationship with a function leader on another campus. Community

Christian (<http://www.communitychristian.org>) —with eight sites in Illinois—noted, “The Campus Pastor oversees staff at that campus, but then we have executive directors (arts, children, students and small groups) that have a horizontal influence for best practices in those areas.”

THE BEST STRATEGY OF ALL

The survey confirmed what Leadership Network has observed for some time now: Though the multi-site church requires a significant amount of planning and effort, church leaders across the country are using this approach as an effective means to make disciples of Jesus Christ in extended communities that they would not have reached otherwise. Multi-site church pastors are making it work. That being said, the multi-site leaders that will effect the greatest change in their communities will be those that realize that their best spiritual impact strategy is wholesale dependence on God



For LifeChurch.tv, one of the most unexpected benefits of going multi-site has been reaching the unchurched in the surrounding communities.

as the Psalmist wrote, “Unless the LORD builds the house, its builders labor in vain” (Psalm 127:1a, NIV). After detailing the impressive growth Living Hope Church has seen in the last three years, John Bishop evidenced just such an attitude when he said, “We stand in awe of what God is doing here. Our motto has become ONLY GOD.”

To download additional copies of this report, including the complete survey results, go to http://www.leadnet.org/resources_downloads.asp



STEPHEN SHIELDS

Primary writer was Stephen Shields under the direction of Warren Bird, Director of Research at Leadership Network. Stephen is a freelance writer and the founder of <http://www.faithmaps.org>, he currently serves on the Leadership Development Team of Grace Community Church in Columbia, MD. Graphics were provided by John Gilmore of Gilmore Marketing. Statistical consultation came from Marc Glassman, Ph.D. Contact them through Julia Burk Julia.Burk@leadnet.org

ENDNOTES

¹ 1500 is the estimated number of U.S. multi-site churches currently, according to Geoff Surratt, Greg Ligon, and Warren Bird, *The Multi-Site Church Revolution* (Grand Rapids: Zondervan, 2006), 9. They define a church as multi-site “if it has more than one worship venue, more than one campus, or a combination of both.” See also Geoff Surratt, Greg Ligon, and Warren Bird, “The Multi-Site Church Revolution,” Pastor Resources, <http://www.pastorresources.com/review.asp?id=143>

² For the story of how Community Christian Church does multi-site, see *The Big Idea* by Dave Ferguson, Jon Ferguson, Eric Bramlett. Zondervan, 2007. <http://www.thebigideaonline.org>

³ <http://www.leadnet.org/DownloadFile.asp?ID=109&Type=Downloads>

⁴ Since January 2004.

⁵ Both figures are median values. “Growth rate” in this report is the average annual change in attendance expressed as a percentage of “baseline” attendance since the church became multi-site.

⁶ The two figures add up to over 100% because “same as” growth is included in both percentages.

⁷ Adelle Banks, “America’s Churches Still Largely Segregated by Race,” Baptist Standard, http://www.baptiststandard.com/2002/4_29/pages/segregation.html

⁸ Phrase is the title to a famous Ella Fitzgerald song.

⁹ Survey recipients could select more than one model.

¹⁰ This is the title to a song by 60s band The Hollies.

SURVEY OF 1000 MULTI-SITE CHURCHES

DEFINITION: If you are meeting in two VENUES on the same campus, then you are a multi-site church. For example, if you have one service in the sanctuary and one service in the gym, you are a multi-site church for purposes of this survey.

- 1) Did your church add a new worship VENUE (a separate room or building) on your current campus(es) in the last twelve months?
 Yes No

- 2) Did your church expand to an additional CAMPUS (a geographically separate location) in the last twelve months?
 Yes No

- 3) How likely is your congregation to add a new worship venue (same campus) in the NEXT twelve months?
 very likely somewhat likely somewhat unlikely very unlikely

- 4) How likely is your congregation to add a new worship location (new campus) in the NEXT twelve months?
 very likely somewhat likely somewhat unlikely very unlikely

- 5) What year did you first become multi-site – “one church in two or more locations” (venues or campuses)?
 We are not multi-site at present (skip to [Question #35](#))
 2007 2006 2005 2004 2003 2002
 2001 2000 1999 1998 1997 1996 or earlier

- 6) If you checked "1996 or earlier," please estimate a specific year:

- 7) The next two questions ask about campuses and venues: In how many CAMPUSES (geographically separate locations) does your church currently hold weekly worship services? Please circle one:
1 2 3 4 5 6 7 or more

- 8) In how many different VENUES (total number of locations, all campuses combined) does your church currently hold weekly worship services?
1 2 3 4 5 6 7 or more

- 9) How many WORSHIP SERVICES does your church currently offer in a typical week on all its campuses combined? (Include any specialized meetings that are primarily for worship, such as for youth or single adults, or a service offered at a convalescent home or prison.) Please circle one:
1 2 3 4 5 6 7 8 9 10
11 12 13 14 15 16 17 18 19 20 or more

10) How would you describe the geographic locations of your campuses? (Check ONE.)

- We do all our venues on one campus
- All are a 0-15 minute drive of the original campus
- All are a 0-60 minute drive of the original campus
- All are a 0-120 minute drive of the original campus
- Our farthest campus is more than a 120-minute drive from the original campus

11) If you answered “more than 120 minutes” above, roughly how many MILES away is your farthest campus? If it’s in a foreign country, please name the country.

12) How important are each of the following to the success of your **children’s ministry** off-site campuses (1=high, 5=low)?

Location	1	2	3	4	5	Don’t Know or Not Applicable
Facility	1	2	3	4	5	Don’t Know or Not Applicable
Service time and day	1	2	3	4	5	Don’t Know or Not Applicable
Local leadership team	1	2	3	4	5	Don’t Know or Not Applicable

13) Which of the following generalizations about ATTENDANCE GROWTH (adults AND children) best fits your church since it became a multi-site church? (Check one)

- Our new site(s) are growing FASTER than our original site
- Our new site(s) are growing at the SAME RATE as our original site
- Our new site(s) are growing SLOWER than our original site
- It’s too soon to know

14) Which of the following generalizations about CONVERSIONS best fits your church? (Check one)

- Our new site(s) are seeing a GREATER percentage of people come to faith compared to our original site
- Our new site(s) are seeing the SAME percentage of people come to faith compared to our original site
- Our new site(s) are seeing a SMALLER percentage of people come to faith compared to our original site
- It’s too soon to know

15) How would you rate your general, overall development as a multi-site church?
Circle One

Excellent

Good

Fair

Poor

16) Rate how important the following factors are in determining what “success” looks like for your additional sites?

	1 very important	2 somewhat important	3 somewhat unimportant	4 very unimportant
become self-supporting financially				
grow numerically	1	2	3	4
bring new people to faith	1	2	3	4
develop adequate lay leadership	1	2	3	4
develop adequate staff	1	2	3	4
overall health	1	2	3	4

17) Which statement best represents your leadership situation? (Check one)

- All our sites are on the same campus under the same leadership.
- One person on each campus oversees almost all staff and volunteers on that campus.
- Staff at each campus report to a supervisor on another campus (example: children’s directors at East and South campuses are supervised by children’s director at West campus)
- None of these options describe us well

18) What is your **primary motivation** for doing multi-site? (Circle the ONE best answer)

Evangelistic outreach	Solve overcrowding	Raise quality level
Offer multiple styles	Bring our church closer to a target area	Cross language or ethnic barriers

19) What is your **secondary motivation** for doing multi-site? (Circle the ONE best answer)

Evangelistic outreach	Solve overcrowding	Raise quality level
Offer multiple styles	Bring our church closer to a target area	Cross language or ethnic barriers

20) Have you used your multi-site approach to assist (or take responsibility for) a declining church? (Check one)

- Yes
- No
- No but we plan to in the future

21) Would you choose to assist a declining church again?

- Yes No

22) Which models represent your approach to multi-site? (Check ALL that apply)

- Video Venue Model**—a church extends its reach by creating one or more on-campus environments that use videocast sermons, often varying the worship style from venue to venue in order to attract different segments of its surrounding population.
- Regional Campus Model**—a church extends its reach by replicating the experience of the original campus in additional campuses across the region with the intention of being more accessible and quicker to reach.
- Teaching Team Model**—a church extends its reach by leveraging a strong teaching team across multiple locations at the original campus or at offsite campuses.
- Partnership Model**—a church extends its reach by a decision to partner with a local business or nonprofit organization (from YMCAs to local colleges to apartment clubhouses) to use its facility beyond a mere “renter” arrangement, many times leading to a mutually beneficial collaborative relationship.
- Low-Risk Model**—a church extends its reach through locations that have low risk in terms of simplicity of programming and financial investment yet offer potential for high returns in terms of growth.

23) At your various off-site campuses and on-site venues, how do you handle the teaching/preaching/worship? (Check ALL that apply)

- We use MOSTLY live on-site teaching
- We use MOSTLY videocast teaching
- We use a COMBINATION of live and videocast preaching
- Most of our worship music is live on-site (band, etc.)
- We do drama regularly, and it’s primarily via video
- We do drama regularly, and it’s primarily live on-site
- We don’t do drama regularly
- Most of our other worship elements (testimonies, etc.) are live on-site

24) The next section is applicable only if you utilize multiple campuses. If you answer no below, skip down to [Question #29](#). Do you have multiple campuses?

- Yes No

25) To what extent are you reaching the same kind of people on each campus?

	1 virtually the same	2 at all campuses	3 somewhat different between campuses	4 very different between campuses
Race				
Language	1	2	3	4
Socio-economic	1	2	3	4
Age	1	2	3	4
Marital status	1	2	3	4

26) Where do your campuses meet, not counting your original campus? (Circle ALL that apply)

- restaurant, sports bar or similar
- at a "Y" (as a YMCA)
- retirement center
- industrial/business park
- civic center
- school - College campus
- school - Private school
- school - Public school

27) How do you handle **children's and youth ministry** area at your off-site campus(es)? (Check ALL that apply)

- We do elementary-age ministry or youth ministry only at our main campus
- We have nursery/preschool childcare at most of our off-sites
- We have elementary-age ministry at most of our off-sites
- We have youth ministry at most of our off-sites

28) What types of rooms do you use for **children's ministry** at off-site campuses? (examples: hallways at movie theaters) How do you make these spaces work? (i.e. temporary dividers and parachute as "carpeting")

29) What has been the most unexpected benefit of doing multi-site (the greatest positive surprise)?

30) What was the biggest mistake you made? Why? What do you wish you had done instead?

31) What has been the most difficult aspect of doing multi-site?

32) How do you do your financial record-keeping? (Check the ONE best answer)

- We keep mostly separate funds or budgets for each campus/venue
- We have one overall budget, but it can identify line items for each campus/venue
- We have one combined fund, we don't distinguish between campuses/venues
- Other: _____

33) How have your budgeting practices changed over time since you became multi-site?

34) How important are the following in developing and maintaining an **identity of “one church in multiple locations?”** (The word “location” includes the gym down the hall or a totally separate location.)

	1 very important	2 somewhat important	3 somewhat unimportant	4 very unimportant
One general budget that funds all campuses				
Same or similar worship style at all campuses	1	2	3	4
Regular exposure to preaching heard at other campuses	1	2	3	4
Same or similar preaching themes at all campuses	1	2	3	4
On-site live campus visits by the church's lead pastor	1	2	3	4
Creating times when all campuses meet together for worship	1	2	3	4
Same name for children's/youth programs	1	2	3	4
Same name used at all locations for adult small groups (<i>example: they're called "care circles" at all campuses</i>)	1	2	3	4
Same or similar church name at all campuses	1	2	3	4
Same or similar church logo	1	2	3	4
One overall pastoral leadership structure	1	2	3	4
One board that gives oversight to all campuses	1	2	3	4
Same church vision/mission statement	1	2	3	4
Joint service projects among campuses	1	2	3	4
Regular bulletin (worship folder) mention of other campuses	1	2	3	4
Same church website	1	2	3	4
Using common published materials at all campuses	1	2	3	4
Regular verbal mention of other campuses	1	2	3	4
One “central services” office to support all campuses (bookkeeping, etc.)	1	2	3	4
Pastors/staff from all campuses regularly meet together	1	2	3	4
Same church doctrine	1	2	3	4
Regular use of a phrase like “we’re one church in multiple locations”	1 very important	2 somewhat important	3 somewhat unimportant	4 very unimportant

35) What is your church's CURRENT weekend worship **ATTENDANCE (not membership)** at all services on all campuses combined? Please count adults AND children.

36) What was your church's overall weekend worship **ATTENDANCE (not membership)** when you first went multi-**VENUE** on your original campus (additional services in gym, fellowship hall, etc.)?

- We are/were not multi-venue
 - Please specify number (rounded numbers are fine)
-

37) What was your church's overall weekend worship **ATTENDANCE (not membership)** back when you first went multi-**CAMPUS** (i.e., additional, separate campuses)?

- We are/were not multi-venue
 - Please specify number (rounded numbers are fine)
-

38) What category best describes your role in your church? (Check one.)

- Pastor—senior pastor, lead pastor or solo pastor
- Pastor—campus pastor, or other pastor on staff
- Staff—not called a pastor, but 20-plus hours/week (paid or volunteer)
- Lay leader—not on church staff

39) Where is your church's original campus? (Select the best answer)

- Midwestern U.S. (IA, IL, IN, KS, MI, MO, MN, ND, NE, OH, SD, WI)
- Northeastern U.S. (CT, MA, ME, NH, NJ, NY, PA, RI, VT)
- Southern U.S. (AL, AR, DC, DE, FL, GA, KY, LA, MD, MI, NC, OK, PR, SC, TN, TX, VA, VI, WV)
- Western U.S. (AK, AZ, CA, CO, HI, ID, MT, NM, NV, OR, UT, WA, WY)
- Canada

40) How do you describe the location of your **original** campus? (Check one)

- Urban
- Suburban
- Small town or rural

41) Which denomination or group best describes your church? (Check one)

- non-denominational or independent (Protestant)
- denominational, both mainline and evangelical (Protestant)
- Orthodox (Eastern Orthodoxy)
- Roman Catholic

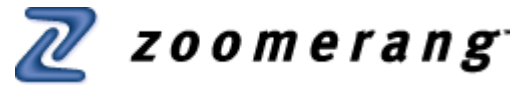
42) What is your church's main website? (example: www.firstchurch.org)

43) What is the **total number of people on your church's payroll**, not including teachers if your church sponsors a school. Count everyone from paid janitors to paid pastors. Please give full-time equivalent (i.e., two part-time people equal one full-time person). An estimate is better than no answer at all!

44) Please write any additional comments in the space below:

Survey of 1000 Multi-Site Churches January 2007

Results Overview



Date: 1/26/2007 1:16 PM PST
Responses: Completes
Filter: No filter applied

THANK YOU for participating in the largest survey ever conducted on congregations that are "one church in two or more locations."

Your experience is very important for us to know about. This survey should take about 20 minutes to complete.

Suggestion: Only one survey is going to each church, so perhaps ask your in-house multi-site expert to fill it out, or to supply you with *attendance and year started for each of your church's site*. (Once you start the survey, you cannot close it and come back another day.)

The combined findings should be a treasure trove of helpful information, which we will send to YOU and all other participants in Feb. 2007. Plus we offer you a complimentary podcast as an additional "thank you" gift.

Warren Bird, Research Director, Leadership Network (warren.bird@leadnet.org)

DEFINITION: If you are meeting in two VENUES on the same campus, then you are a multi-site church. For example, if you have one service in the sanctuary and one service in the gym, you are a multi-site church for purposes of this survey.





1. Did your church add a new worship VENUE (a separate room or building) on your current campus(es) in the last twelve months?

Yes		77	34%
No		151	66%
Total		228	100%



2. Did your church expand to an additional CAMPUS (a geographically separate location) in the last twelve months?



Yes		97	43%
No		130	57%
Total		227	100%

3. How likely is your congregation to add a new worship venue (same campus) in the NEXT twelve months?














very likely		78	35%
somewhat likely		46	21%
somewhat unlikely		41	18%
very unlikely		58	26%
Total		223	100%

4. How likely is your congregation to add a new worship location (new campus) in the NEXT twelve months?








very likely		69	35%
somewhat likely		48	24%

somewhat unlikely		45	23%
very unlikely		34	17%
Total		196	100%

5. What year did you first become multi-site – “one church in two or more locations” (venues or campuses)?

we are not multi-site at present		31	14%
2007		6	3%
2006		38	17%
2005		39	17%
2004		25	11%
2003		22	10%
2002		10	4%
2001		14	6%
2000		15	7%
1999		5	2%
1998		5	2%
1997		5	2%
1996 or earlier		13	6%
Total		228	100%

7. The next two questions ask about campuses and venues: In how many CAMPUSES (geographically separate locations) does your church currently hold weekly worship services?

1		34	17%
2		87	44%
3		36	18%
4		8	4%
5		14	7%
6		4	2%
7 or more		13	7%
Total		196	100%

9. In how many different VENUES (total number of locations, all campuses combined) does your church currently hold weekly worship services?

1		10	5%
2		57	29%
3		59	30%
4		21	11%
5		22	11%
6		8	4%
7 or more		19	10%
Total		196	100%

11. How many WORSHIP SERVICES does your church currently offer in a typical week on all its campuses?

combined? (Include any specialized meetings that are primarily for worship, such as for youth or single adults, or a service offered at a convalescent home or prison.)

1		1	1%
2		2	1%
3		19	10%
4		20	10%
5		21	11%
6		26	13%
7		21	11%
8		19	10%
9		17	9%
10		10	5%
11		8	4%
12		5	3%
13		2	1%
14		4	2%
15		5	3%
16		1	1%
17		1	1%
18		1	1%
19		0	0%
20 or more		13	7%
Total		196	100%

The survey has up to 60 questions, many of them very quick to answer. Thank you for staying with it!

13. How would you describe the geographic locations of your campuses? (Check ONE.)





We do all our venues on one campus		35	18%
All are a 0-15 minute drive of the original campus		60	31%
All are a 0-60 minute drive of the original campus		86	44%
All are a 0-120 minute drive of the original campus		5	3%
Our farthest campus is more than a 120-minute drive from the original campus		10	5%
Total		196	100%

15. How important are each of the following to the success of your **children's ministry** off-site campuses (1=high, 5=low)?





Top number in the						
-------------------	--	--	--	--	--	--

count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	1	2	3	4	5	Don't Know or Not Applicable
Location	7 5%	23 18%	35 27%	26 20%	3 2%	36 28%
Facility	15 12%	32 26%	22 18%	18 14%	5 4%	33 26%
Service time and day	10 7%	48 32%	30 20%	23 15%	5 3%	34 23%
Local leadership team	97 54%	26 14%	8 4%	9 5%	8 4%	33 18%
Other	4 8%	0 0%	2 4%	1 2%	2 4%	42 82%





17. Which of the following generalizations about ATTENDANCE GROWTH (adults AND children) best fits your church since it became a multi-site church? (Check one)

Our new site(s) are growing FASTER than our original site		68	35%
Our new site(s) are growing at the SAME RATE as our original site		65	34%
Our new site(s) are growing SLOWER than our original site		35	18%
It's too soon to know		25	13%
Total		193	100%

19. Which of the following generalizations about CONVERSIONS best fits your church? (Check one)

Our new site(s) are seeing a GREATER percentage of people come to faith compared to our original site		33	17%
Our new site(s) are seeing the SAME percentage of people come to faith compared to our original site		95	49%
Our new site(s) are seeing a SMALLER percentage of people come to faith compared to our original site		36	19%
It's too soon to know		29	15%
Total		193	100%

21. How would you rate your general, overall development as a multi-site church?

Excellent		42	22%
Good		102	52%
Fair		44	23%
Poor		7	4%





Total	195	100%
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You're at least one third of the way done with the survey's 60 questions. Thank you for your help in what will become a widely distributed, definitive report.

23. Rate how important the following factors are in determining what "success" looks like for your additional sites?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	very important	somewhat important	somewhat unimportant	very unimportant
become self-supporting financially	51 27%	102 53%	30 16%	9 5%
grow numerically	114 58%	70 36%	9 5%	2 1%
bring new people to faith	170 87%	20 10%	3 2%	2 1%
develop adequate lay leadership	144 74%	43 22%	5 3%	3 2%
develop adequate staff	95 49%	83 43%	12 6%	2 1%
overall health	152 78%	39 20%	1 1%	2 1%

24. Which statement best represents your leadership situation? (Check one)

All our sites are on the same campus under the same leadership.		36	19%
One person on each campus oversees almost all staff and volunteers on that campus		82	42%
Staff at each campus report to a supervisor on another campus (example: children's directors at East and South campuses are supervised by children's director at West campus)		41	21%
None of these options describe us well		35	18%
Total		194	100%

26. Have you closed any campuses (or do you plan to do so soon)?








Yes		30	15%
No		165	85%
Total		195	100%

28. Have you spun off any sites to become self-standing churches?

Yes		24	12%
No		172	88%

Total		196	100%
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30. What is your **primary motivation** for doing multi-site? (Check the ONE best answer)

Evangelistic outreach		122	63%
Solve overcrowding		31	16%
Raise quality level		1	1%
Offer multiple styles		9	5%
Bring our church closer to a target area		25	13%
Cross language or ethnic barriers		1	1%
Other:		5	3%
Total		194	100%

31. What is your **secondary motivation** for doing multi-site? (Check the ONE best answer)

Evangelistic outreach		30	18%
Solve overcrowding		45	27%
Raise quality level		3	2%
Offer multiple styles		26	16%
Bring our church closer to a target area		45	27%
Cross language or ethnic barriers		6	4%
Other, please specify		9	5%
Total		164	100%

32. Have you used your multi-site approach to assist (or take responsibility for) a declining church? (Check one)

Yes		59	30%
No		109	55%
No but we plan to in the future		19	10%
Other:		10	5%
Total		197	100%






33. Would you choose to assist a declining church again?

Yes		62	94%
No		4	6%
Total		66	100%





You've passed the halfway mark. It will keep moving fast. THANK YOU for helping in this massive research project -- *your church* will benefit from the findings, as will thousands of others.





35. Which models represent your approach to multi-site? (Check ALL that apply)

Video Venue Model —a church extends its reach by creating one or more on-campus			
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environments that use videocast sermons, often varying the worship style from venue to venue in order to attract different segments of its surrounding population.		74	38%
Regional Campus Model —a church extends its reach by replicating the experience of the original campus in additional campuses across the region with the intention of being more accessible and quicker to reach.		119	62%
Teaching Team Model —a church extends its reach by leveraging a strong teaching team across multiple locations at the original campus or at offsite campuses.		47	24%
Partnership Model —a church extends its reach by a decision to partner with a local business or nonprofit organization (from YMCAs to local colleges to apartment clubhouses) to use its facility beyond a mere "renter" arrangement, many times leading to a mutually beneficial collaborative relationship.		13	7%
Low-Risk Model —a church extends its reach through locations that have low risk in terms of simplicity of programming and financial investment yet offer potential for high returns in terms of growth.		29	15%

36. At your various off-site campuses and on-site venues, how do you handle the teaching/preaching/worship? (Check ALL that apply)

We use MOSTLY live on-site teaching		90	46%
We use MOSTLY videocast teaching		56	29%
We use a COMBINATION of live and videocast preaching		54	28%
Most of our worship music is live on-site (band, etc.)		160	82%

We do drama regularly, and it's primarily via video		16	8%
We do drama regularly, and it's primarily live on-site		26	13%
We don't do drama regularly		98	50%
Most of our other worship elements (testimonies, etc.) are live on-site		109	56%









38. The next section is applicable only if you utilize multiple campuses. If you answer no below, the survey will automatically skip the next set of questions. Do you have multiple campuses?

Yes		160	81%
No		37	19%
Total		197	100%

39. To what extent are you reaching the same kind of people on each campus?




Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	virtually the same at all campuses	somewhat different between campuses	very different between campuses
Race	83 52%	57 36%	19 12%
Language	124 78%	27 17%	8 5%
Socio-economic	45 28%	89 56%	25 16%
Age	56 35%	82 52%	21 13%
Marital status	100 63%	43 27%	15 9%

41. Where do your campuses meet, not counting your original campus? (Check ALL that apply)

Restaurant, sports bar or similar		9	11%
At a "Y" (as a YMCA)		5	6%
Retirement center or similar		6	8%
Industrial/business park		13	16%
Civic center		3	4%
School - College campus		8	10%
School - Private school		7	9%
School - Public school		53	66%





43. How do you handle **children's and youth ministry** area at your off-site campus(es)? (Check ALL that apply)

We do elementary-age ministry or youth ministry only at our main campus		17	11%
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We have nursery/preschool childcare at most of our off-sites		127	81%
We have elementary-age ministry at most of our off-sites		135	87%
We have youth ministry at most of our off-sites		99	63%

You've passed the two-thirds mark. The final question will ask if you'd like a complimentary copy of the findings.











48. How do you do your financial record-keeping? (Check the ONE best answer)

We keep mostly separate funds or budgets for each campus/venue		17	9%
We have one overall budget, but it can identify line items for each campus/venue		133	69%
We have one combined fund, we don't distinguish between campuses/venues		40	21%
Other:		4	2%
Total		194	100%

50. How are your new sites or new venues funded? Note that this question asks about **start-up costs** for a new campus, and the "comment" box asks about *ongoing* costs. (Check ALL that apply)

We receive outside support, such as from our denomination		42	22%
We fund most or all of the launch costs through our regular operating budget		143	74%
We take a special offering (or equivalent) for the new sites		66	34%
We launch new sites very simply, with little start-up funding needed		32	17%
We don't launch until we have funds for at least the first six months of costs		10	5%
We want each new site to be self-supporting within 2 years		65	34%
We expect our new sites to "pay back" toward starting other sites		38	20%

52. What best describes the way you've launched or developed leadership for your new sites/venues? (Check ALL that apply)

We sent out some of our most experienced people		111	58%
We're not very satisfied with our plan to replace those we send out		29	15%
We do leadership development roughly the same at all locations including venues at the main site		93	49%
We hire from outside		42	22%
We use experienced small group leaders		54	28%
We use interns or seminary students		37	19%
We have a focused, intentional track for training campus pastors		26	14%
We rotate our leadership between campuses		30	16%
We use a startup team for launching new campuses		89	47%
Doing multi-site has caused us to change the way we do leadership development		59	31%



54. How important are the following in developing and maintaining an **identity of "one church in multiple locations"**? (The word "location" includes the gym down the hall or a totally separate location.)

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	very important	somewhat important	somewhat unimportant	very unimportant
	One general budget that funds all campuses	120 62%	53 27%	14 7%
Same or similar worship style at all campuses	37 19%	63 33%	51 27%	41 21%
Regular exposure to preaching heard at other campuses	89 47%	48 25%	35 18%	18 9%
Same or similar preaching themes at all campuses	135 70%	35 18%	15 8%	7 4%
On-site live campus visits by the church's lead pastor	80 41%	67 35%	29 15%	17 9%
Creating times when all campuses meet together for worship	27 14%	54 28%	75 39%	36 19%
Same name for children's/youth programs	93 48%	40 21%	45 23%	14 7%
Same name used at all locations for adult small groups (example:	103	47	25	17

they're called "care circles" at all campuses)	54%	24%	13%	9%
Same or similar church name at all campuses	132 69%	34 18%	12 6%	14 7%
Same or similar church logo	125 65%	45 23%	14 7%	9 5%
One overall pastoral leadership structure	158 81%	28 14%	5 3%	3 2%
One board that gives oversight to all campuses	151 78%	28 15%	8 4%	6 3%
Same church vision/mission statement	175 90%	15 8%	2 1%	3 2%
Joint service projects among campuses	62 32%	75 39%	50 26%	7 4%
Regular bulletin (worship folder) mention of other campuses	104 54%	63 33%	20 10%	6 3%
Same church website	129 66%	39 20%	13 7%	13 7%
Using common published materials at all campuses	104 54%	58 30%	21 11%	9 5%
Regular verbal mention of other campuses	114 59%	67 35%	8 4%	4 2%
One "central services" office to support all campuses (bookkeeping, etc.)	130 68%	46 24%	10 5%	5 3%
Pastors/staff from all campuses regularly meet together	161 83%	25 13%	4 2%	3 2%
Same church doctrine	176 91%	15 8%	2 1%	1 1%
Regular use of a phrase like "we're one church in multiple locations"	119 61%	45 23%	14 7%	17 9%

You're almost 90% done. Thank you for staying with the survey. It will help many, many churches – including yours!

56. What was your church's overall weekend worship **ATTENDANCE (not membership)** when you first went multi-**VENUE** on your original campus (additional services in gym, fellowship hall, etc.)?





We are/were not multi-venue		92	41%
Please specify number (rounded numbers are fine):		131	59%
Total		223	100%

57. What was your church's overall weekend worship **ATTENDANCE (not membership)** back when you first went multi-**CAMPUS** (i.e., additional, separate campuses)?






We are/were not multi-campus		63	32%
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Please specify number (rounded numbers are fine):		137	68%
Total		200	100%




58. What category best describes your role in your church? (Check one.)

Pastor - senior pastor, lead pastor or solo pastor		91	41%
Pastor - campus pastor, or other pastor on staff		72	32%
Staff - not called a pastor, but 20-plus hours/week (paid or volunteer)		32	14%
Lay leader - not on church staff		1	0%
Other, please specify		28	12%
Total		224	100%



59. Where is your church's **original** campus? (Select the best answer)

Midwestern U.S. (IA, IL, IN, KS, MI, MO, MN, ND, NE, OH, SD, WI)		77	34%
Northeastern U.S. (CT, MA, ME, NH, NJ, NY, PA, RI, VT)		15	7%
Southern U.S. (AL, AR, DC, DE, FL, GA, KY, LA, MD, MI, NC, OK, PR, SC, TN, TX, VA, VI, WV)		81	36%
Western U.S. (AK, AZ, CA, CO, HI, ID, MT, NM, NV, OR, UT, WA, WY)		40	18%
Canada		14	6%
Other Country, please specify		0	0%
Total		227	100%

60. How do you describe the location of your **original** campus? (Check one)

Urban		55	24%
Suburban		143	63%
Small town or rural		30	13%
Total		228	100%

61. Which denomination or group best describes your church? (Check one)

non-denominational or independent (Protestant)		103	46%
denominational, both mainline and evangelical (Protestant)		120	54%

Orthodox (Eastern Orthodoxy)		0	0%
Roman Catholic		0	0%
Total		223	100%

THANK YOU. If you have specific questions or comments, please contact warren.bird@leadnet.org (Warren Bird is Research Director for Leadership Network).

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