

RESEARCH ON KEY FACTORS OF
LAUNCHING A NEW DAYBREAK CHURCH CAMPUS

A Research Paper Presented
To Daybreak Church

For the purpose of determining the best location

To launch our second campus

by

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RESEARCH ON POTENTIAL LOCATION OF A NEW DAYBREAK CAMPUS

CHAPTER 1: RESEARCH PROBLEM

Research Concern

Daybreak Church was planted ten years ago. The focus of Daybreak Church has been to bring people far from God into an environment where they can authentically experience God, and experience life change that leads to a fully surrendered life following Jesus. The weekend worship space at Daybreak's current facility has limited our growth for the last three years, and it appears that expanding the current facility will take three to five more years. Daybreak must find alternate solutions to expanding God's kingdom in the Harrisburg area. Daybreak has decided to launch two new campuses in the West Shore area in the next five years to expand its ability to reach the more than 300,000 people who claimed no religious affiliation in the year 2000 census.

Problem Statement

In launching two new campuses in the Harrisburg area, Daybreak Church must determine which areas would be most suitable for the launch of the second campus.

Research question

What are the key factors in determining the launch location of the second Daybreak campus that will contribute to the best environment with respect to evangelistic growth at the new campus?

Significance of Study

Determination of these key factors will have a critical impact on where this first campus launch is approached, how much evangelistic success it enjoys, as well as how future church launches will be approached. These factors should lead Daybreak Church to discover the location of the second campus.

CHAPTER 2: LITERATURE REVIEW

Multi-Site Churches is a compendium of research and anecdotal experiences which identify the key factors about how and when to proceed in launching a new campus. This book is written by Scott McConnell, the associate director of LifeWay Research. McConnell has twelve years of experience researching and communicating the key needs of churches working on kingdom expansion. The purpose of this book is to provide practical advice, common practices, and anecdotes from nine leading multi-site church experts to assist church leaders in assessing how their church could launch a new campus to experience evangelistic growth.

McConnell identifies several areas of vitality that contribute to the successful launch of a new campus. The scope of this paper is to identify the key factors in creating the best environment for evangelist growth in the launch of a new campus in the Harrisburg area. This book discusses the following factors as key to determining the location of a new campus: a large contingent of current attendees who will attend that location, determination of a viable facility, and a large interest in evangelizing people in the target location.

The location of the new campus is critical in determining the evangelistic success as well as a guiding many other downstream decisions. One of the advantages of launching a new campus rather than simply planting a church is launching large. A critical mass at launch time carries a certain critical momentum that energizes a new campus to grow and invite people far from God to check it out. This factor lends to approaching your launch location by understanding where your people already are, and which areas have the most excitement about joining God's movement in their area. Another important factor is the socio-economic attributes of the target area of your campus. One must consider how this target group will respond to your current style of ministry, and if there is a growing population of unchurched people who are more inclined to visit a church like yours. One must also consider the available facilities in the target area. Many factors influence the choice of a viable facility including: a positive

community image, accessibility of the location, ease of entrance, amount of parking, room for growth, noise tolerance, reasonable rent, and room for storage. Understanding the target community of the new location is also important to knowing if the church's strengths will be effective in the new community or if certain adaptations will need to be made to reach this community.

Launching a second campus that reaches people far from God in the West Shore area will require a broad understanding of the demographics of the original campus, the heart of the people who feel the need for a closer campus, and some insights into how God is working in the unique communities that arise as possibilities. It is vital to choose a location that aligns with God's heart for that area, and with the people who God is working in to launch and sustain a new campus. The new campus must become a place that the people of the church have a consistently great experience, have an authentic encounter with God, and are proud to invite their unchurched friends so they too can encounter Jesus.

CHAPTER 3: RESEARCH PROCEDURE

Research Procedures

Based on the literature review, the scope of this research paper will be limited to the following factors: locations within the Route 81 and Route 83 corridors, evangelistic focus of people in those areas, number of possible launch team members in each of those areas, viable facilities in those areas and the demographics of each area which reflect people most likely to be reached by Daybreak's style of ministry.

The possible locations have been determined through mapping data from the church database. Concentrations of attendees along corridors other than the current campus on the Route 15 corridor will be focused on. Viable facilities will be researched by working with a realtor and site visits to potential facilities. Lastly, the socio-economic factors of the area will be determined through an interview with a local expert and census data for the local areas.

With the base of people identified, a set of questions will be developed which allows one to paint a broad understanding of how the people in those possible areas perceive those areas in terms of interest in attending a campus closer to home, and the probability of an unchurched friend or family member attending because that campus is closer to them.

Research Questions

The following survey questions will be used to query the base of people extracted from the attendee database. These questions will broaden the understanding of where peoples' potential interest in particular communities for a new campus, their evangelistic focus, and their interest in being part of a launch team.

The areas determined in the research questions one through three are conclusions drawn from mapping the entire extraction of households onto an area map. Once the area map was analyzed, four communities emerged separated by major driving corridors. The school

district names are used because they are considered major divisions within the West Shore area. These communities include areas along the Route 81 corridor and the Route 83 corridor.

Interest in the two possible locations for a second campus was determined by questions three through six. These questions focused on the attendees interest level in a campus closest to them, the evangelism potential of the target areas, and a question to underscore ownership of this endeavor by all of Daybreak Church.

1. What general area (by school district) do you live in?
2. Daybreak's dream is to have 3 campuses on the West Shore in the next 5 years. The new probable locations are somewhere: off of Route 81 between Rt. 114 and Wertzville Rd. and off of Route 83 between Rt. 581 and north of the Turnpike. The Campus closest to me is...
3. Daybreak's dream is to have 3 campuses on the West Shore in the next 5 years. The new probable locations are somewhere: off of Route 81 between Rt. 114 and Wertzville Rd. and off of Route 83 between Rt. 581 and north of the Turnpike. If those campuses had a weekend service of comparable quality (Preaching, Music, Children's Ministry, Student Small Groups) to our current Mechanicsburg campus, please indicate your level of interest in attending and inviting guests to a campus closest to you?
4. In your circle of influence, how many people do you feel confident would visit Daybreak with you at a campus closer to their home this fall?
5. So we can pray for them, please list the first names of those people below.
6. Given what I know about our church, our local community, and how God works at Daybreak - I think the launch location that stands the best chance of reaching the most people is (just your educated guess):

Informants

The database demographic extraction shall provide the base of people in possible areas along both the Route 81 and Route 83 corridors. The extraction will not include people living along the Route 15 corridor and the zip code of the current campus as they are most likely to attend the current campus. This data will create a broad base of people at least 450 people to survey. Additionally, census data will be analyzed to understand the socio-economic population of each target area.

Instrument

The instrument by which these questions shall be collected and analyzed is via a web survey. Each informant will be mailed a postcard one week before the survey to explain why they are being asked questions and motivate thoughtful response. Informants will then be emailed a web survey of the five research questions via [surveymonkey.com](https://www.surveymonkey.com).

SurveyMonkey.com will eliminate duplicate responses, track responses, and provide an analytic engine by which the data can be interpreted. The final data will be analyzed by informant types, overall responses, and responses from particular communities. These analytics should provide unique insights from the perspectives of those potentially involved in launching a new campus.

The census data and population growth will be obtained from government data as well as from interviewing local realtors whose expertise can shed light on growing communities. This data will be summarized into social and economic demographics to be used for further analysis.

CHAPTER 4: FINDINGS AND ITS MEANINGS

Findings

The web survey collected responses from a broad base of informants. It was created and sent to 467 informants identified through the extraction from the database. The survey results concluded with 56% of informants (260) responding to the survey questions, 5% (24) who were unable to be contacted, and 39% of people not responded. Of the responses by school district area, 27% were from the Cumberland Valley area, 24% were from the West Shore area, 14% were from the Camp Hill/East Penn area, 9% were from areas north and west of Route 81, and 7% were from the Harrisburg areas.

The results of the survey questions are shown below.

(Table 1)

What general area (by school district) do you live in?		
Answer Options	Response Percent	Response Count
Big Spring	1.4%	4
Camp Hill	4.3%	12
Cumberland Valley	26.6%	74
Carlisle	5.8%	16
East Penn	9.4%	26
Harrisburg	3.2%	9
Mechanicsburg	7.9%	22
South Middleton	5.0%	14
Susquehanna	2.5%	7
Susquenita	1.4%	4
West Perry	1.1%	3
West Shore	23.7%	66
Other (please specify)	7.6%	21
<i>answered question</i>		278

(Table 2)

Daybreak's dream is to have 3 campuses on the West Shore in the next 5 years. The new probable locations are somewhere: off of Route 81 between Rt. 114 and Wertzville Rd. and off of Route 83 between Rt. 581 and north of the Turnpike. The Campus closest to me is...

Answer Options	Response Percent	Response Count
Route 83 Campus	32.4%	90
Route 81 Campus	42.8%	119
Route 15 Campus (current campus)	24.8%	69
<i>answered question</i>		278

(Table 3)

Daybreak's dream is to have 3 campuses on the West Shore in the next 5 years. The new probable locations are somewhere: off of Route 81 between Rt. 114 and Wertzville Rd. and off of Route 83 between Rt. 581 and north of the Turnpike. If those campuses had a weekend service of comparable quality (Preaching, Music, Children's Ministry, Student Small Groups) to our current Mechanicsburg campus, please indicate your level of interest in attending and inviting guests to a campus closest to you?

Answer Options	Response Percent	Response Count
Interested, but would need more information	42.1%	117
Excited and would like more information	25.9%	72
Committed and would like to be invited to a launch team interest meeting	8.3%	23
Unlikely. I would continue to drive to the Mechanicsburg campus	23.7%	66
<i>answered question</i>		278

(Table 4)

In your circle of influence, how many people do you feel confident would visit Daybreak with you at a campus closer to their home this fall?

Answer Options	Response Percent	Response Count
1-2	31.4%	66
3-4	22.9%	48
5 or more	9.0%	19
None, can't think of any right now.	36.7%	77
<i>answered question</i>		210

(Table 5)

Given what I know about our church, our local community, and how God works at Daybreak - I think the launch location that stands the best chance of reaching the most people is (just your educated guess):		
Answer Options	Response Percent	Response Count
Route 81 Campus (Between 114 and Wertzville Rd)	38.7%	106
Route 83 Campus (Between 581 and North of the Turnpike)	34.3%	94
Don't Pressure me, I'm just not sure. :-)	27.0%	74
Comments		83
<i>answered question</i>		274

Additionally, these results can be viewed by informant interest (those interested, excited, or committed) and closest campus revealing data which can clarify which possible launch areas have the most interest, informant areas that might attend to each campus, and the areas with the greatest evangelistic interest.

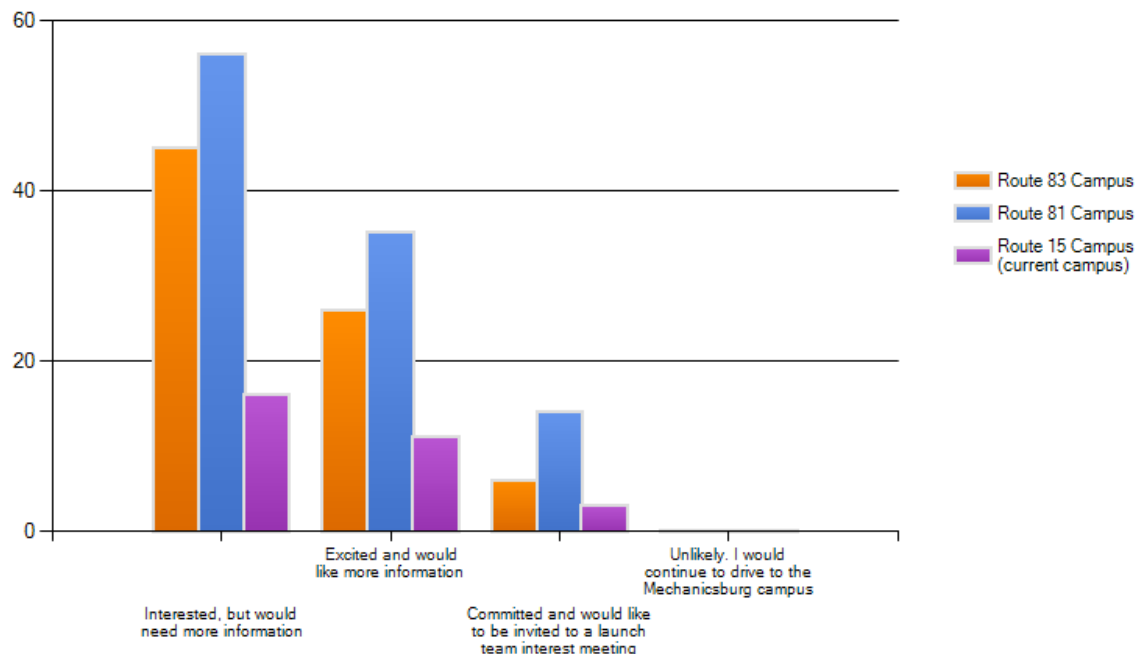
The resulting graphs are shown below.

New Campus Attendance Interest

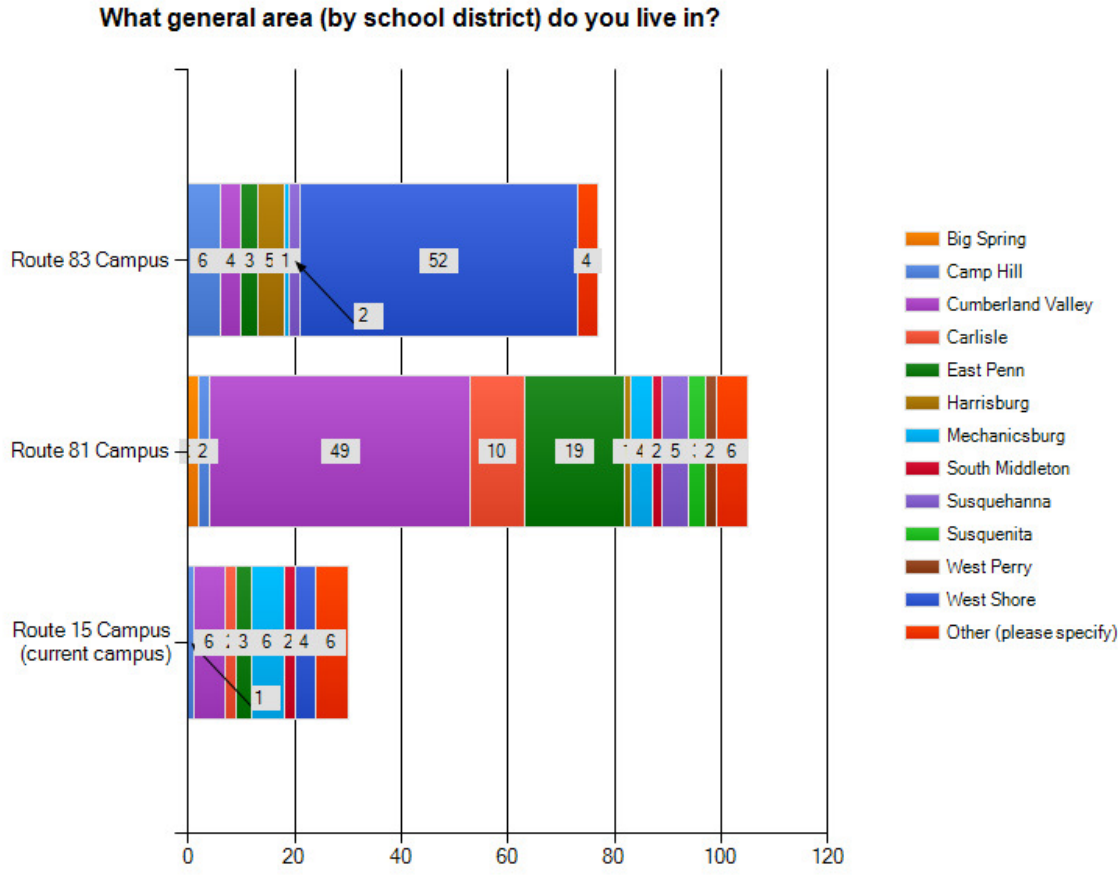
(Graph 1)

Daybreak's dream is to have 3 campuses on the West Shore in the next 5 years. The new probable locations are somewhere: off of Route 81 between Rt. 114 and Wertzville Rd. and off of Route 83 between Rt. 581 and north of the Turnpike.

If those campuses had a weekend service of comparable quality (Preaching, Music, Children's Ministry, Student Small Groups) to our current Mechanicsburg campus, please indicate your level of interest in attending and inviting guests to a campus closest to you?

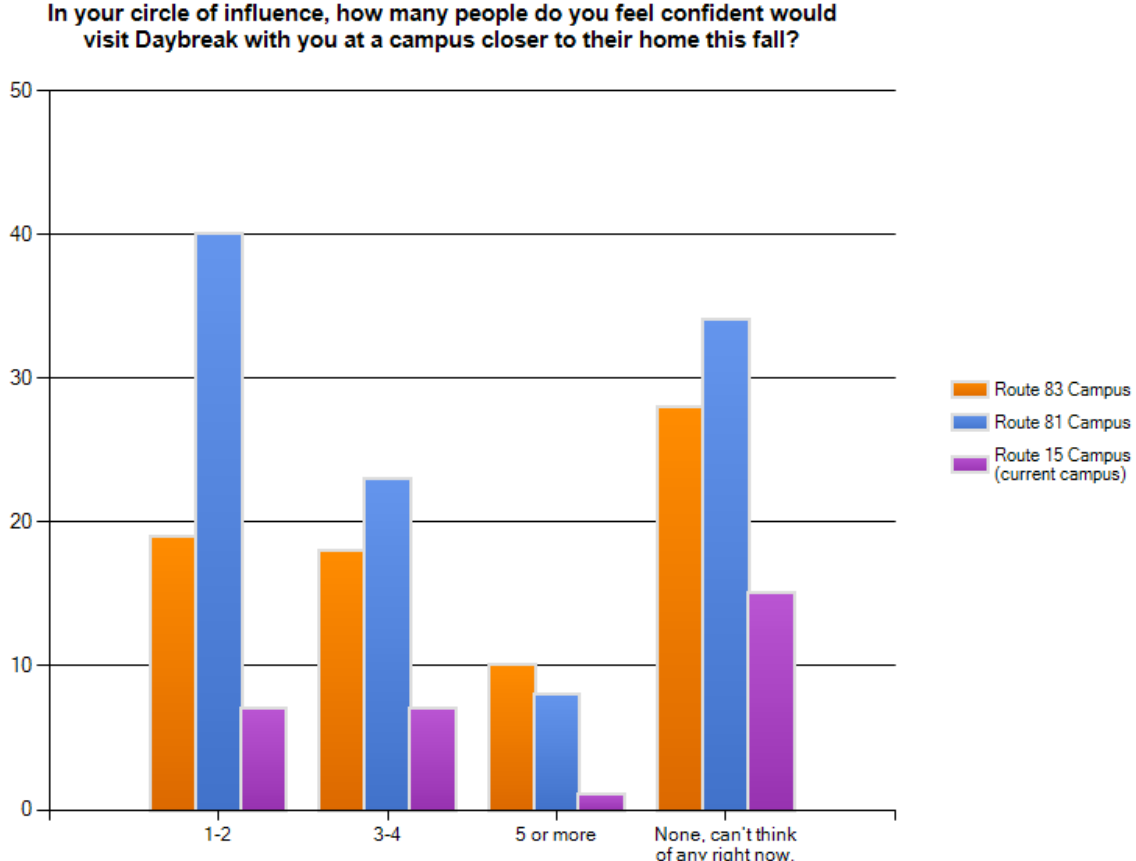


**Informant's from each area that would consider a closer campus
(Graph 2)**



Attendee Area by Evangelistic Interest

(Graph 3)



Additionally, the census data and interview revealed interesting socio-economic factors that should be considered. The census data clearly shows economic differences between the regions. The interview also revealed important factors of community residential growth. The census data has been summarized below along with the two most growing areas in our region.

Table 6

81 CORRIDOR	MEDIAN AGE	MEDIAN INCOME	BA+ DEGREE	PRIMARY ETHNICITY	SECONDARY ETHNICITY
Hampden Twp. 06-08	41.4	\$81,386	48.8%	white 92.3 %	black 1.4 %
Silver Spring Twp. 2000	39.9	\$54,932	30.3%	white 96.1 %	asian 2.3 %
Carlisle Borough 2000	35.9	\$33,969	32.4%	white 88.9 %	black 6.9 %
Middlesex Twp. 2000	38.9	\$50,471	17.2%	white 96.0 %	black 1.5 %
Rye Twp. 2000	39.9	\$50,375	19.5%	white 99.1 %	asian 0.3 %
Enola 2000	33.7	\$36,564	10.8%	white 95.9 %	black 0.9 %

Table 7

83 CORRIDOR	MEDIAN AGE	MEDIAN INCOME	BA+ DEGREE	PRIMARY ETHNICITY	SECONDARY ETHNICITY
Lemoyne 2000	37.4	\$39,803	29.1%	white 96.5 %	black 0.6 %
New Cumberland 2000	40.5	\$44,783	33.9%	white 97.2 %	asian 0.7 %
Fairview Twp. 2000	39.4	\$57,150	28.0%	white 96.5 %	black 0.9 %
Lower Allen Twp. 2000	39.6	\$46,172	24.8%	white 85.7 %	black 10.8 %
Newberry Twp. 2000	35.3	\$48,043	15.6%	white 97.3 %	black 0.8 %
Camp Hill 2000	43.3	\$50,774	44.3%	white 96.1 %	asian 2.3 %
East Pennsboro Twp. 2000	37.6	\$44,473	23.2%	white 93.7 %	asian 2.5 %

Table 8

Areas of growth	Hampden Twp	Silver Springs	Colonial Park	Etters
Residential Growth	Doubled in 10 years and continues to grow	Projected to grow by more than 50% in next 5 years	Projected to grow by more than 50% in the next 5 years	Significant projected growth – based on New Walmart development

Analysis

According to the research presented by McConnell (34, 139), one should look for locations of a campus that have an established group of people from your church already in them. These should be attendees' who express interest in evangelizing their community. The survey results show 33% more people interested in the Route 81 campus. (Graph 1) The Route 81 area also seems to be the campus which would serve more people from surrounding areas thereby extending its potential reach, where the Route 83 campus appears to serve strictly the West Shore School district area. Demographically, the Route 83 area appears to be a lower socio-economic status than the Route 81 campus. This could create a longer time from launch to becoming a fully contributing campus of Daybreak Church than the Route 81 campus which has greater potential financial resources. This observation indicates that the order in which we launch the campuses could affect the timeframe in which two campuses can be launched.

Additionally, the results indicate that both locations have very strong interest both in attending and in evangelism. These results indicate that both locals should be pursued and have high potential to grow and reach people with Christ's good news. Currently, the Route 81 area has slightly higher levels of interest both in attending and in evangelizing their area.

CHAPTER 5: CONCLUSION

Significance of Findings

The purpose of this research was to determine the key factors which create the best location for unchurched people to meet Christ in the launch of a new campus. The research questions provided a broad understanding of what the Daybreak Church family valued in their church, possible locations, what area's might provide the most evangelistic potential, number of possible launch team members. Analysis of this data has provided clues to what further

investigation must be completed, what planning steps must be taken and potential members of a future launch team.

The survey findings indicate that particular locations of a new campus in have greater potential to reach the community than others, but that both the Route 83 and Route 81 corridor have great potential for success. Launching in a location where many attendees already live and appear to have an evangelistic focus may yield the best results. Of those surveyed, it appears that the Route 81 area has 33% more potential guests. The Route 81 campus also exceeds Route 83 only slightly in terms of number of launch team members. Since launch team size and support is a crucial factor in launching a new campus, this research appears to favor Route 81 in evangelistic interest, and only slightly in attendance. Additionally, socio-economic indicators indicate more likelihood of a faster path to a fully contributing campus along the Route 81 corridor than along the Route 83 corridor.

This research has identified the key factors of an evangelistically successful new campus launch as identifying both the Route 81 and Route 83 locations as very strong possibilities with the results currently favoring Route 81. Viable facilities must be identified in these locations before either campus can get off the ground.

Ministerial Implications

As a result of this research, further investigation of particular key issues are required. Items that require further investigation include: a viable list of meeting facilities and a potential size of a launch team from each particular corridor. These items have been listed below with specific planning steps.

1. Viable List of facilities (*3 weeks, delegated task*)
 - Andy Shay researching facilities
 - Inquire about local schools

- Ask about areas considered to be growing in the area
 - Possible facilities within easy access of Route 83 & Route 81
2. Contact people on the committed and excited list to cast vision (*4 weeks, Campus Pastor*)
- a. Create all church communication plan
 - b. Include updates to these people
 - c. Record vision and send to them special updates.

BIBLIOGRAPHY

McConnell, Scott. *Multi-Site Churches*. Nashville, TN: B&H Publishing Group, 2009.