



New Life Christian Church

www.newlife4me.com

Haymarket Campus Launch Plan

April 2004

Table of Contents

Page

I.	Introduction.....	3
II.	Purpose	3
III.	Governing Principles and Considerations	3
IV.	Executive Summary.....	4
V.	Roles and Responsibilities.....	5
VI.	Approach to Developing the Plan.....	7
VII.	Ministry Alignment (vision, purpose, beliefs and values).....	8
VIII.	Target and Demographic	11
IX.	Opening Day	13
X.	Additional Plans/Strategies.....	17
	Outreach Plan.....	17
	Marketing Plan.....	21
	Community Networking	24
XI.	Planning Timeline.....	25

Appendix A – Demographic Information

Appendix B – Launch Plan Checklist (Detailed Actions)

Haymarket Campus Launch Plan

I. Introduction

- A. New Life Christian Church, established in 1993, is a growing multi-site church with an average weekly attendance of over 1200 people on two campuses (Centreville Campus and Dulles Campus). New Life Christian Church values the establishment of new churches as an effective means for reaching the unsaved with the Good News of Jesus Christ and as such is committed to supporting and starting new churches.
- B. Prince William County, Virginia (located in Northern Virginia) is one of the fastest growing counties in Virginia. This explosive growth yields a fertile field for church planting. New Life currently has numerous families attending from Prince William County.
- C. God has blessed New Life and its people with financial support, staff support, heart, and vision for starting a new church in Haymarket, Virginia. In response to God's calling, the leadership of New Life Christian Church is committed to launching this new Church Campus in early 2005.
- D. New Life has adopted a multi-faceted church planting strategy. One dimension of this strategy is to plant additional campuses of New Life. Under this model, proven practices from existing Church campuses are adopted and used at new Church campuses. Resources, including staff, facilities and equipment are shared between campuses. The result can be a higher quality launch that reaches more people at a lower cost. After implementing this model for the start of our Dulles Campus and learning many lessons, we believe the campus model is well suited for the new church plant in Haymarket.

II. Purpose - This written Haymarket Campus Launch Plan serves the following purposes:

- A. To identify a clear vision for startup of the Haymarket Campus.
- B. To identify detailed actions required to achieve the vision and to yield a high impact, high quality startup at minimum cost. The plan is intended to be flexible and adaptable as God leads us, and is not intended to be a fixed, unchanging document.
- C. To provide a clear and concise written plan that will enable participants in the project to understand their roles and responsibilities in support of the vision. The plan is intended to be a guide that empowers, energizes and aligns participants in joyful works.
- D. To provide a clear set of expectations to which the New Life Christian Church Leadership Team (Elders) and other partners can assess and monitor the progress and effectiveness of the project. The plan identifies specific measurable expectations.

III. Governing Principles and Considerations - Throughout the Haymarket Campus church plant, the following principles and considerations will help guide and influence our planning and decision making:

- A. *God's Provision:* We trust and believe that God will do immeasurably more in Haymarket than we could ever ask or imagine. Our commitment is to put our trust and faith in God alone and not in our planning or works.
- B. *Our Purpose:* Church planting provides the most effective means of reaching the lost. In all of our planning and programming, we will stay focused on our core purpose to lead people into a growing relationship with Jesus Christ. Additionally, we will strive to help all of our people at New Life to value and appreciate the importance of church planting, and to experience first hand the excitement of seeing God at work doing miraculous things.
- C. *Our Values:* Our values (see section VII) define what is important to us. Our values shape who we are, what we do, and how we act. In all things, we will strive to model and live our values.
- D. *Faith:* A new church plant challenges us to step out in faith beyond our current comfort levels. God's blessing and provision in the early stages of the Haymarket Campus is abundant. In response, we need to take big steps of faith. In Matthew 25:14-30, Jesus told the parable of the talents. The servants who were entrusted with much were faithful and thus were blessed with even more. We recognize God's blessing on New Life and will strive to be faithful with the abundance He has poured out on us.
- E. *Prayer:* We recognize the power and absolute necessity of seeking God's direction at every stage of this process. Proverbs 16:9 says, "In his heart a man plans his course, but the LORD determines his steps." We will make prayer a priority.
- F. *Relationships:* Establishing, building and nurturing relationships with God, with one another, and with the Community will take priority in all we do. We are committed to love each other (I Corinthians 13), not to a product or process.
- G. *Excellence:* We will strive for excellence in all that we do. Excellence honors God. We desire to eliminate barriers between Christ and the unsaved. Our commitment to and demonstration of excellence will draw unsaved people to be more receptive to hearing and considering the good news of Jesus Christ.
- H. *Genius of the "And":* Launching a new campus in Haymarket will enable us to reach more people AND improve the quality, efficiency and effectiveness of what we do. Conventional wisdom teaches that you can have either quantity or quality. Through the campus model of church planting, we seek to achieve both. As we grow, the work should get easier.
- I. *Planning:* Planning is a means to an end, not the end. We will always seek first to be lead by God without being constrained by our plans. We will use planning as a tool to help us join God in what He is doing and to accomplish what He is calling us to do. Planning will help us coordinate our limited resources to move us from where we are to where God wants us to be. Our plans will serve as a guide to help focus our efforts and will be updated to reflect where God is leading us.

IV. Executive Summary

- A. The Haymarket Campus will be a Church plant that targets young married professional couples with children. The Haymarket Campus will be launched on April 2005 with an expected attendance of at least 400 people. Based on the current and expected growth patterns of our target population, the Church location is being targeted within a 9-mile radius of the Interstate 66 and Route 15 intersection. The Church will meet in the new Battlefield High School.
- B. At launch, a core group of at least 75 people (approximately 50 adults and 25 children) will be actively participating in small groups. At launch, approximately 4-5 small groups will be in place and preparing to multiply within the first 3 months after launch. The development and growth of this core group is considered vital to a successful launch. From this group, future leaders will be developed, ministry teams will be filled, and a strong and active small group ministry will emerge. Considerable effort will be applied prior to launch in training, nurturing and growing this group.
- C. The existing staff of New Life Christian Church will participate in planning and implementation of the Haymarket Campus launch. In addition to existing staff, a Campus Minister with general oversight of all aspects of the new campus will be hired. A Children's Minister will also be hired (part-time, full-time, intern or resident TBD). A Student Minister / Associate Minister may also be hired (part-time, full-time, intern or resident TBD). Karen Pope will provide oversight of the marketing and outreach plans. Bill Oliver will provide general administrative support of the new campus.
- D. The new Campus is expected to be fully self-supporting within two years after launch. During these two years, total New Life funding in the amount of \$100,000 (not counting tithes and offerings) is required. Funding in the amount of \$160,000 is required to support pre-launch activities. No outside funding is currently planned.
- E. A goal of the launch plan is to hold attendance at or above the initial attendance level by leveraging strengths, resources and existing practices of New Life Christian Church. People will be drawn to the Haymarket Campus through one-on-one relationships with members of the core group, through targeted community outreach events and through a targeted marketing strategy. First time visitors will be drawn back and will make the Haymarket Campus their Church home through practical and relevant preaching, culturally relevant worship (including music, dramas and video), a safe seeker-sensitive environment, a strong children's ministry, experiencing first-hand the warmth and love of God, a large selection of life-changing small groups and excellence in everything we do.

V. **Roles and Responsibilities of Individuals, Support Teams and Partners** - The successful plant of the Haymarket Campus requires that numerous individuals and groups work together for the common good of the project. This section identifies these individuals and groups, including a brief description of their responsibilities.

A. *Haymarket Campus Minister* (TBD – hired as soon as possible) - Responsibilities include:

- Serves as Team Leader for the launch team.
- Entrepreneurial ownership (owner’s perspective) of the Campus. This includes the following general aspects:
 - Spiritual pulse of campus
 - Quality pulse of campus
 - Relational pulse of campus
 - Needs pulse of campus
 - Team function/health (includes weekly-on Sundays-contact with team leaders & members to encourage them—signs, Frontline, setup/tear-down, small group coaches, etc.)
- Finger on pulse of real and felt needs. Identifying which special classes are needed and getting them on the calendar.
- Maintaining a list of core leaders and making regular contact with them (e.g. emails, one-on-one meetings, etc.).
- Visiting small groups on a rotating basis
- Marketing/communications about campus-wide events. Feeling personally responsible for making sure everything possible is being done to inform and get people to take next steps (i.e. attending, signing-up, etc). (Lead coordination.)
- Information Booker (switch operator): Point person for getting people plugged in to right place when they are seeking to get information or get plugged in. (Lead coordination.)
- Emergency Room Doctor: Crisis counseling that is beyond small group leader’s ability. (Lead coordination.)
- Marriage Counseling, Marriages, Funerals: Primary campus point of contact for these. (Lead coordination.)
- Unity: First, immediate touch on general disunity issues. Making sure some contact is made within 24 hours (i.e., people leaving church, etc.). (Lead coordination.)
- Staff Coordination: Coordinating staff involvement for campus-wide events. Keeping staff informed about campus issues/events. (Lead coordination.)
- Visitor Follow-up: Calling visitors. (Lead coordination.)
- Up front connecting the dots as the Face on Sunday morning. Adequately preparing before Sunday morning.

- B. *Children's Minister (TBD – hired by August 2004)* – A Children's Minister will be hired. This position will likely be an intern or resident position. As lead Children's Minister, Cindy O'Connor will have oversight responsibility of the lead Children's Ministers at each campus.
- C. *Student Minister (TBD – hired by January 2005 if applicable)* – A Student Minister may be hired. If hired, this position will be an intern or resident position. This person would likely have other duties/responsibilities in addition to Student Ministry (e.g. Young Adults Ministry).
- D. *Executive Minister (Todd Wilson)* - Todd is responsible for overseeing day-to-day operations and performance of all campuses, including management of staff. These responsibilities include long and short-term planning, and quality, efficiency and effectiveness of operations. Todd will provide counsel and support to the Campus Minister in implementing the Haymarket Launch plan and will serve as the Campus Minister until a full-time person is found.
- E. *Marketing and Events Gal (Karen Pope)* – Karen is responsible for overseeing the implementation of the outreach and marketing plans. This includes developing and overseeing an outreach team consisting of people from the launch team.
- F. *General Administrative and Logistics Support (Bill Oliver)* – Bill is responsible for providing general administrative support for the new campus.
- G. *Staff* – Some staff have responsibilities unique to a specific campus. Others have responsibilities over all campuses. With the increased responsibility associated with multiple campuses, the primary responsibility of staff will be defining and communicating vision, and equipping others to carry out the required work of the ministry. Vital to our success is the ability to become equippers versus doers.
- H. *Prayer Team* – A prayer team made up not only of New Life members and staff, but outside partners as well is vital to the success of this launch. A Prayer Team leader will be sought to help build the team and communicate prayer needs on a regular basis to them.
- I. *New Life Leadership Team* - The Leadership Team at New Life Christian Church will oversee and have responsibility for all campuses according to the biblical principles set forth for Elders.
- J. *Passion for Planting (Beth Cygon, Kristal Dove and Pat Furgerson)* - Passion for Planting helps new churches with a wide range of administrative services including launch plan management, marketing and equipment. Passion for Planting will be providing these services to New Life.

VI. Approach - This section provides an overview of the approach taken in developing this Haymarket Campus Launch Plan. This section is included for information to explain the sequence of steps taken in developing this launch plan.

- A. *Seeking to Understand What God is Up To:* We value church planting. Haymarket is one of the fastest growing counties in Virginia, which results in a fertile field for new churches. God has

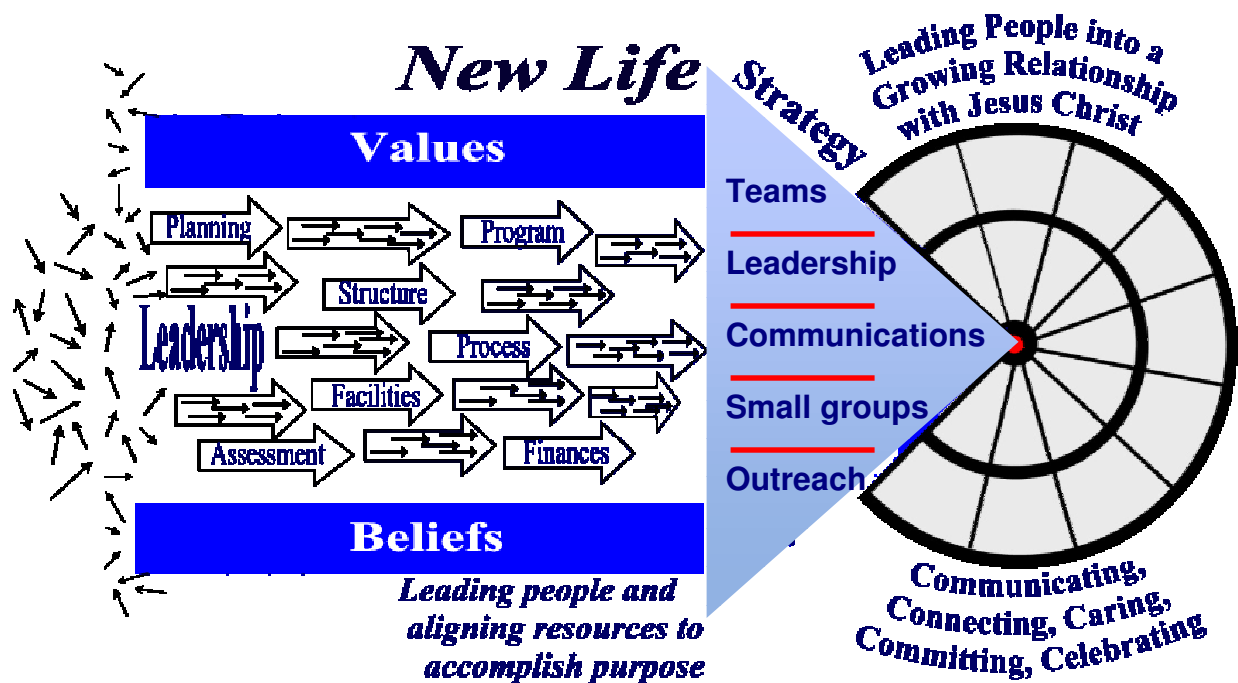
been blessing us with provision to move forward, including additional staff and financial resources. We continue to prayerfully consider where God is leading us in this project.

- B. *Multi-Site Model and Capturing the Best of New Life*: With the close proximity of Haymarket to our other campuses, resources (e.g. staff, marketing, equipment, programming, facilities, etc.) can be shared between the two sites. The result can be a higher quality, higher impact launch at a lower cost (i.e. more people can be reached more effectively). Unlike a traditional church plant where new processes and practices may be implemented, the multi-site church plant improves and builds upon existing proven processes and practices of the church. Where improvements are identified, they are incorporated at both sites. We believe the multi-site approach is well suited for the new church plant in Haymarket. See section VII below for a more detailed explanation of the multi-site model.
- C. *Defining a Target Demographic and Potential Locations*: An important step in laying the plans for Haymarket is to understand the demographics of the population. Specifically, what does the average family in Haymarket look like, including their age, number of children, where they live, what they do, their education, how much they earn, what they like to do, what their needs are, etc. See section VIII and Appendix A below for a more detailed explanation of our target demographics.
- D. *Opening Day (What Will We Look Like at Launch?)*: With the understanding that God's provision in the Haymarket project is large and that He is entrusting us with much, we start our planning by defining a picture of what we sense God calling us to look like at launch (first worship service). By first painting a picture of what we are to become, our planning becomes the road map for getting there. See section IX below for a more detailed description of what we will look like in Haymarket on opening day.
- E. *Defining Areas Critical to Our Success*: After defining what we will look like at launch, we identify the elements/factors that are critical to achieving this goal. For the Haymarket Plant, these elements include a prayer team, core group development, vision casting and communications, small groups, marketing, staffing, facilities, equipment, finance, business and community partnering, ministry teams (e.g. setup/breakdown, worship, hospitality) and post-launch assimilation. Actions are identified for each of these areas.
- F. *Developing an Integrated Timeline of Activities*: After developing written strategies for each of the areas that are critical to achieving our desired goals at launch, a single integrated planning timeline is developed. This timeline is a compilation of the actions identified above. The timeline is essentially a checklist of what needs to be done, when it is to be done, and who will do it. See section XI for a summary of key items from the timeline. Appendix B provides the entire integrated timeline. Separate from this launch plan, network diagrams have been developed to graphically show the relationship between all of the events in the timeline.

VII. **Applying the Multi-site Model to New Life Christian Church** - What does it mean to be one church with multiple sites (or campuses)? In a nutshell, we will function like one church because our purpose, our values and beliefs (which largely shape our culture), and our strategy/approach will be the same between the sites. This section provides an overview of how the multi-site model will apply at

New Life. See the campus sharing and integration strategy (Section XI.I below) for specific details of the multi-site model.

- A. Although larger in scale, launching and integrating additional sites poses many of the same challenges we already face in attempting to integrate and align our existing numerous and diverse ministries (e.g. Young Adults, Student, Men’s, Women’s, Children’s, etc.) at a single site. The following graphic represents our ability to align our ministries and people to accomplish desired results. The small arrows represent people while the larger arrows represent groups of people (e.g. life groups, worship teams, support groups, missions groups, women’s ministry, Adult ministry, church sites). For us, the large arrow represents New Life Christian Church.



- B. So how do we align the Church, with multiple sites, to achieve our desired result? We start by sharing a common purpose to which we are trying to align. As shown above, the bulls-eye on the target graphically represents our purpose. Simply stated, New Life Christian Church exists to lead people into a growing relationship with Jesus Christ. Both sites of New Life Christian Church will share this common purpose.
- C. Aiming at a common purpose, a primary role of leadership is to communicate vision effectively and to equip others to effectively accomplish God’s work. Leadership is a key element of aligning the people and ministries of New Life on our common purpose. Our Senior Minister (Brett Andrews) will have overall leadership responsibility over all sites. Our Leadership Team (Elders) will be responsible for overseeing all sites according to the biblical role for Elders. Our 63 Worship meetings (monthly meeting with New Life leaders) will be jointly held with leaders

from all sites. Our staff will be shared between sites and will have leadership responsibilities over everything within their assigned areas of responsibility.

D. Organizational culture is a powerful tool for aligning people and ministries. Like guardrails along a road, culture helps to keep us from running off the road. Our culture is shaped primarily by our values, our beliefs, our expectations of people (norms) and how we empower our leaders (tether). These elements are shown on the illustration above as our “guardrails along the road.” We will function as multiple sites with one culture. Specifically, all sites of New Life Christian Church will share common values, beliefs, expectations of people (norms), and empowerment of leaders (tether). For example, we value:

1. People and Relationships (a heart for God and a heart for people)
2. Changed Lives (we value people taking the next step no matter where they currently are in their spiritual journey)
3. God’s Leading, Power and Sovereignty
4. Prayer
5. Safe Environment for Seekers
6. Excellence
7. Leadership
8. Continuous Improvement
9. Distinctiveness
10. Fun
11. Purposeful Work

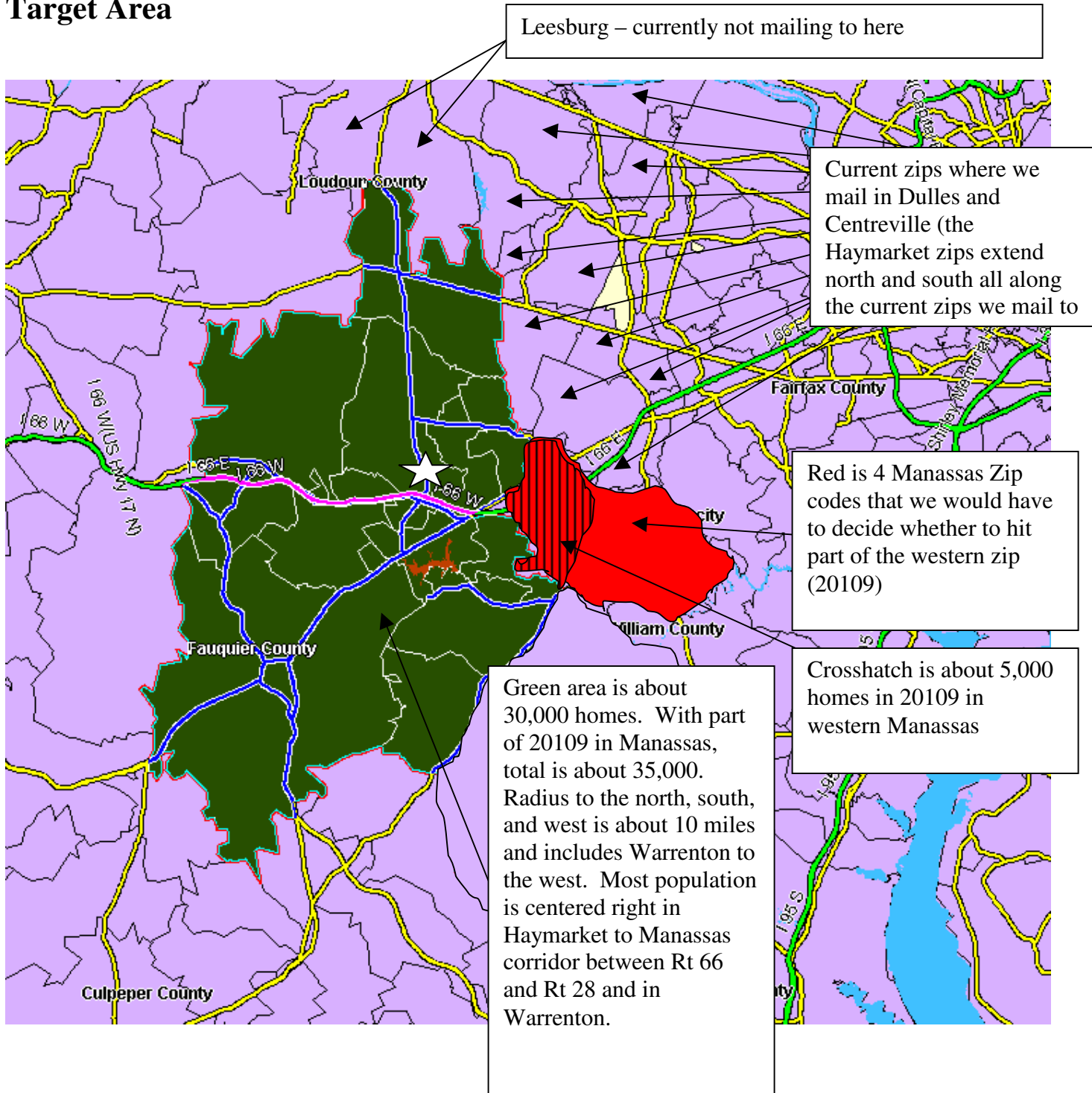
All sites will share these values.

E. Armed with common purpose, leadership, and culture, our approach to managing our resources will be common. Organizational elements that will be managed consistently between sites include communications (internal and external), long-range planning, processes/practices, programs, organizational structure, finances, facilities, and analysis/assessment. Just as culture represents the guard rail that keeps us from running off the road, our approach to managing resources is analogous to the lines on the road that help keep us moving in the right direction on the road. In addition to further helping to align our ministries and our people in achieving our common purpose, a common approach to managing resources should improve the quality and efficiency of our operations. For example, shared marketing allows the creative elements (i.e. staff energy and time) to be done one versus three times, and for printing to be done one time in larger quantity versus three times in smaller quantity (potentially saving money).

F. As stated elsewhere in this launch plan, the multi-site model can be a higher quality, higher impact launch at a lower cost. It is a practical application of the genius of the AND: we can reach more people AND improve the quality, efficiency and effectiveness of all we do. The goal is to ensure that ministry is not limited to the borders of what staff can do on their own. Three potential challenges exist: sharing of staff (healthy volunteer lead teams will be essential), improving the quality of current processes while expanding ministry, and maintaining momentum (starting something new can tend to slow down that which already exists).

VIII. **Target and Demographics:** This section provides an overview of our average target family. Appendix A provides more data.

Target Area



Summary of Demographic Data

Description	New Church Area	Local Trend (+ or -)	Centreville	Sterling
Median age	38.6	+	32.8	34.7
% Population under 18	25.5%	-	9.4%	8.1%
% Population 18-24	7.7%	S	23.1%	22.0%
% Population 25-34	11.1%	-	8.8%	8.9%
% Population 35-44	17.3%	-	17.2%	14.4%
% Population 45-54	16.3%	+	20.9%	21.9%
% Population over 55	22.1%	+	22.4%	24.7%
% Females	50.2%	S	50.2%	50.4%
% Males	49.8%	S	49.8%	49.6%
Average Household Income	\$94,470	+	\$95,246	\$97,615
Median Household Income	\$78,977	+	\$85,762	\$85,779
% Blue Collar workers	29.7%	-	22.3%	23.6%
% White Collar workers	70.3%	+	77.7%	76.4%
Average Family Size	3.11		3.31	3.26
Average Home Price	\$198,367	+	\$188,957	\$177,735
Average years in current geography	3.2 years		3.0 years	3.3 years
% People Owning Their Home vs. Renting	81.2%	S	74.9%	78.4%
% White	89.5%	S	75.4%	79.3%
% Black	6.9%	S	7.9%	8.2%
% Asian	1.2%	S	13.2%	8.7%
% Hispanic	2.8%	S	9.4%	10.4%
% over 16, Unemployed	1.8%	S	2.0%	1.8%
% over 16, not in work force	26.9%	S	20.3%	20.9%
% over 16, in work force	70.8%	S	76.4%	76.8%
% over 16 in armed forces	0.5%	S	1.3%	0.5%
% Adults Married	62.7%	S	58.4%	58.1%
% over 16, never married	20.2%	S	25.1%	22.8%
% divorced	4.3%	-	2.5%	2.8%
% separated	4.8%		5.8%	8.1%
% widowed	8.0%	+	8.2%	8.2%
% with College Degree	40.0%	S	58.0%	50.2%
% with some college but no degree	23.8%	S	20.0%	22.1%
% over 25, no college experience	35.1%	S	22.0%	27.7%

Description of Average Target Family

New Life is a safe place for religious seekers who are interested in spirituality and Jesus, but are suspicious of churches. New Life is a safe place to find and pursue God as the only solution that will really satisfy their elusive search for contentment. New Life's target family is 33 years old, married, considering a second child in the next 2 years, husband and wife both have a college education, half of the families have one spouse staying home with kids, earns over \$100,000 per year, have considerable debt partly resulting from the high cost of living and from a culture that promotes instant gratification, are in some form of transition (e.g. new home, new kids, new job, new friends, etc.), spend a significant amount of time commuting, have their extended families living out of the area, are sensitive to spirituality but not sure that Jesus is real or the only way, had no or some exposure to religion as a child but are now skeptical of their parents (or grandparents) church and are consumed in raising their children (wanting to do better than their parents did).

AGE: 33

EDUCATION: College Grad

FAMILY: Married. One child. 3 years old. Considering another child in the next 2 years.

- Half the church: 2 working professionals
- Half the church: wife is stay at home

INCOME: \$100,000+, and they are in debt (college, house, cars, credit card)

HOMETOWN: Not Haymarket. Not NOVA. Family lives elsewhere. Most friends live elsewhere. Friends here are all new—within the last 5 years.

COMMUTE: 30-60 minutes (one way)

PSYCHOLOGICALLY: Transitional period. Either new child, new marriage, new to area, new job, new to adulthood...transition makes them more open to church than they've been in years (if ever).

CONCERNS: Feel disconnected from people—want friends. Suspicious of churches—interested in Jesus & spirituality. Turned off by “grandma’s church”. Debt... love the stuff, buried by the burden. Raising children—want to do better than divorced parents did. Want to raise kids who are happy, moral & set up for professional success.

IX. Opening Day

What will the new church look like on opening day? A very important question that shapes what we do between now and opening day! This action is not intended to constrain God. It is intended to proactively guide our planning to achieve more than we would otherwise. By defining a target for what we are shooting for (opening day), understanding where we are today and putting a plan together for getting there, we will have a better chance of reaching our goals.

God willing, opening day will look like the following:

The new church will be launched (first public worship service) on Easter Sunday 2004. The entire month of April will be treated as an opening month. We will consider a “launch month” approach rather than a “launch day”.

On opening day, a total attendance of 400 is expected (not counting well wishers and any scaffold team members --- 75 core group, 325 first time visitors – this equates to a 1% response on the direct mail campaign – we saw just over 1% in Dulles launch). Three months after launch, total attendance is expected to be averaging 300 per week (75% retention on total, 65% retention on first time visitors).

At launch, all core group members should be actively participating in small groups within the target area. Through community outreach events and an aggressive small group ministry within the community, the core group will be established and built-up. Not all current New Lifer’s living in Prince William will join the launch team. Some will continue to attend the Centreville Campus while others will not want the high expectations set for launch team members.

At launch, at least 4 life groups will be in place and ready to multiply to 8-10 groups. Within three months of launch, 50 % of the weekly average attendance is targeted to be participating in small groups. Within one year of launch, the average number of people participating in small groups is targeted to exceed the average weekly attendance at worship services.

The style of music will be the same as the other campuses. We will need to decide whether to have an acoustic band similar to the new Café service in Centreville or a band like our main services.

The number of additional worship bands at launch will be at least 1 or 2 depending on rotation.

At launch, the worship teams will be lead by a full-time Worship Minister who will oversee all worship teams at New Life. The Worship Minister will not be specific to Haymarket. Individual teams at Haymarket will be volunteer lead.

At launch, there will be 2 worship services (9:30am and 11am). Currently targeting a video venue but will continue to consider a live sermon depending on how the pilot video service in Centreville goes. Worship service can either be held in the main auditorium or in the atrium outside the auditorium. A Video Café service may work better in the atrium (round tables, etc.).

The typical worship service will be the same as the services at Centreville and Dulles. (e.g. 30 minutes music and creative, 35 minute sermon, 10 minute communion, offering and closing). Campus Pastor will do up front MC responsibilities.

A multimedia projector will be used for worship services. A new sound system will also be needed.

The Children’s Ministry will be fully functional during all services for all ages up through 5th grade. A new security notification system will be needed.

A traditional Sunday morning adult Sunday School will not be implemented. Instead, at least one adult small group will be offered as well as other felt need classes (e.g. money management, marriage, parenting, etc.) on Sunday morning. Selected Passion for Community classes (e.g. 12 step) will also be offered.

Introductory membership classes will be offered within several weeks of launch.

Relational activities with staff (e.g. donuts and coffee Sunday morning, lunch Sunday afternoon, and picnics) will be offered at launch to connect newcomers.

Special techniques to connect visitors at launch include giving each newcomer a visitor package with information about the church, sending a letter to each visitor, calling each visitor to welcome them and to see if they have questions, to specifically invite newcomers to visit a small group, offering a series of fun events/activities within the first 2 months after launch, timing a spring movie series to keep visitors coming back (and bringing their friends)

The initial meeting location will be Battlefield High School in Dominion Valley just off of Route 15 (about 2 miles north of Interstate 66). This new high school features a 1000 seat auditorium. This large auditorium may present challenges in maintaining critical mass. (We may need to consider having one worship service instead of two to ensure critical mass in the theatre). There is a large open area near the entryway to the auditorium. It is large enough for round tables in a video venue type service. We should consider doing service in this food court area rather than the auditorium. We could do most of Children's Ministry in the auditorium (it can be divided into 3 rooms.)

The following ministries will be functioning at launch provided (1) servant leaders are identified and called by God and (2) commitment to a team and small group based ministry exists. Ministries will be small groups and teams based. Major events will be common to all campuses (e.g. retreats, trips, training, etc.).

- Children's Ministry (lead by Resident/Intern team leader) – team based – number of teams based on how ages are grouped. At minimum, 3 teams (nursery/walker/toddler, pre-K/K, elementary). Program and physical environment and security system to be same/similar to other campuses.
- Student Ministry (Middle School and Senior High – lead by Resident/Intern leader) – Initially, ministry to be primarily small groups. Start with one and multiply regularly. Will attempt to establish good relationships within the high school and middle school. Potentially partner on some things. Consider establishing a leadership development program through Passion for Community. Also, consider establishing an office in the high school for P4C to facilitate getting students plugged into community service (to meet graduation requirements). Consider getting some intramural/informal sports leagues going (e.g. 3 on 3 basketball league, flag football league, etc.).
- Young Adults Ministry (probably volunteer lead – potentially lead by Student Ministry Resident) - attempt to get at least one healthy small group started. Percentage of young adults in Haymarket is much lower (less than 10%) than Centreville (>20%).
- Singles Ministry (probably volunteer lead) – attempt to get at least one healthy small group going similar to Centreville.

- Adult Ministry (at least one small group coach for the Haymarket Campus who oversees all small group leaders – coach and small group leaders are volunteer leaders)
- Senior's Ministry (not initially)
- Support Care Ministry (similar to the other campuses, a Coach/lead for Haymarket will be a volunteer. Goal is to offer same types of courses as other campuses) – find passionate leader, start at least one group. Multiply.
- Men's and Women's Ministry (probably start at least one men's small group and one women's small group like Dulles)

Goal in most ministries is to start at least one healthy small group as soon as possible. During prelaunch phase, establish healthy DNA for growth, evangelism and multiplication. Grow leaders and multiply groups.

The new church will be team based.

The following Ministry Teams will be staffed and fully functioning at launch

- Worship Teams (as indicated above)
- Technical/AV Team (sound and lighting production, video editing/production, PowerPoint, etc)
- Worship Support Team (setup/teardown, communion, offering)
- Frontline Team (greeters, hospitality, welcome/information table, tape ministry, etc.)
- Outreach/Events Team
- Marketing/Communication Team
- Children's Team (e.g. setup/teardown, welcome table, material/supplies, curriculum, teachers, etc.)
- Sign Team (Outdoor Signs)

Portable signs/banners will be used in the community to advertise weekend services (similar to Centreville and Dulles). Will consider new lighter weight designs for easier setup. At least 5 portable signs will be used. Depending on sign design, may need new sign trailer. Will consider using smaller light weigh A frames and lightweight "real estate/political ad" type signs (corrugated material).

Inside signs and banners will be used similar to the Dulles Campus (each children's class, auditorium, welcome sign, etc.). Signs to be professionally done by our banner company.

Communion and offering plates/bags to be same as current services.

Bibles and 3x5 cards for main service to be same as current services.

Greeters to be used same as Centreville and Dulles. Parking attendants not required for parking control but should be considered for positive first touch with newcomers at least for first 2 months.

Storage will likely be offsite (away from school). Will need either a panel truck or new trailer (need to evaluate). Storage container design to be evaluated to determine whether same cabinets we currently have should be used.

A church rental space for mid-week meetings (minimum of single large room) will be obtained if right price (<\$600 per month) and right location (good visibility with allowance for New Life sign) can be found.

CD duplicator only needed if sermon is live. For video sermons, message will be taped prior week and may be more economical to have CDs made in Centreville (need to evaluate).

The cost/quality of the initial equipment package (e.g. sound and lighting equipment) is most likely to be (circle one) high quality/high cost (nearly \$30,000 in sound, lighting, Tech A/V).

The hospitality/food table will most likely consist of Starbucks coffee, bagels, donuts, cookies and juice (or equivalent items). Spread to be similar to new video venue service in Centreville. Will consider purchasing single or double carafe coffee brewer (similar to Centreville video venue service) rather than coffee urns.

Staff to consist of full-time Campus Pastor and two residents/interns.

X. **Key Strategies/Plans:** In addition to the plans identified above, the areas of outreach, marketing and community networking each have written plans as shown below:

A. **Outreach Plan:** The purpose of the New Life's outreach plan is to provide a safe and fun environment for seekers to experience New Life before they try our Sunday morning services or life groups. These fun, relevant events, seminars and community service activities offer a safe environment for people to build trust with New Life and provide great opportunities for our launch team to invite their friends. These events start conversations about New Life and Jesus.

Our outreach plan will begin in earnest in June 2004 and extend through launch on Easter Sunday in April 2005. We will conduct at least one major event per month in June 2004 through March 2005 (in some months the number will be well in excess of one --- for example, during the summer months, several backyard VBS events will be held). We will conduct at least one high-quality felt-needs seminar per quarter (July – Sept 2004, Oct – Dec 2004, and Jan – Mar 2005). (i.e. at least 3 community seminars). Life groups will be challenged to plan and participate in at least one community service project per month.

It is a priority to maintain consistent themes throughout our outreach so that the community can connect the dots as we build name recognition. Specific themes include family, children, service, fun and WOW!

Top priorities for events include:

- Family movie nights (ongoing and regular – e.g. 1st Friday night of every month)
- Information meetings (one per quarter to share vision for new church)
- Seminars (parenting, financial, etc.)
- Backyard VBS during the summer months
- Fourth of July picnics

- Fall Carnival – Just before Halloween (not as big as Centreville, but bigger than anything in Haymarket)
- Spring Easter Eggstravaganza just prior to launch Sunday (normal full-size event)
- Christmas Eve Service in school where we will be meeting
- Saturday or Sunday evening concerts in early Fall (after heat but before cold)
- 9/11 memorial and/or Public servant appreciation right after new school opens

Top priorities for seminars include:

- Newcomers Guide to the Community (practical seminar to get new people in the community familiar with the services and features of the community) (this would be ongoing – one day each month)
- College Preparation for Parents Seminar (getting ready for the college years)
- Estate planning workshop (out of the workshop we get people plugged into a second seminar/workshop on finances/budgeting)
- Parenting seminar (lead by a local school principal who is a Christian in cooperation with New Life)

Top Priorities for service projects include: Launch team/small groups to select ongoing service projects. Bias will be to the new high school where we will be meeting and to an adopted community charity/cause (e.g. adopt a highway or road).

The specific schedule of events includes (NOTE: This list does not include Support Care groups or Student Ministry events. These will be added later):

June:

- Backyard VBS
- Neighborhood/community cookouts/pool parties
- Service Project (small group/launch team)

July:

- Backyard VBS
- Neighborhood/community cookouts/pool parties
- Service Project (small group/launch team)
- Community Concert
- Friday Night Fun Night

August:

- Backyard VBS
- New Mover Seminar/Workshop
- Concerts (several Saturday or Sunday nights) in the park
- Friday Night Fun Night

- Service Project (small group/launch team)

September:

- Booth at Haymarket Days
- Parenting Seminar/Workshop
- New Mover Seminar/Workshop
- Family Movie Night
- Service Project (small group/launch team)

October:

- Estate Planning Seminar
- Fall Fun Fest Carnival
- New Mover Seminar/Workshop
- Family Movie Night
- Service Project (small group/launch team)

November:

- Information Meeting (share vision for new church)
- New Mover Seminar/Workshop
- Family Movie Night
- Service Project (small group/launch team)

December:

- Christmas Eve Service
- New Mover Seminar/Workshop
- Family Movie Night (pictures with Santa Claus)
- Service Project (small group/launch team)

January:

- Estate Planning Seminar
- New Mover Seminar/Workshop
- Information Meeting (share vision for new church)
- Family Movie Night
- Service Project (small group/launch team)

February:

- New Mover Seminar/Workshop
- Parenting Seminar/Workshop
- Family Movie Night

- Parent's Guide to College Preparation Seminar
- Service Project (small group/launch team)

March:

- New Mover Seminar/Workshop
- Information Meeting (share vision for new church)
- Family Movie Night
- Service Project (small group/launch team)
- Community Sock Hop/Dance

April:

- Easter Eggstravaganza
- New Mover Seminar/Workshop
- Launch Sunday
- Service Project (small group/launch team)

Communities/neighborhoods directly surrounding the new high school (Dominion Valley and Piedmont subdivisions) where we will be meeting will be targeted with a higher priority than other areas (but not exclusively).

Karen Pope and Bill Oliver will have the lead for overseeing the coordination and implementation of this outreach plan. A volunteer events team will be formed. The team will be lead by a volunteer team leader. Karen and Bill will provide support/coaching to the volunteer team. The launch team will be relied on for manning the events team. . Karen and Bill's responsibilities include assistance in recruiting team members, communicating regularly with team leader, ensuring the church calendar is maintained up to date with planned events, ensuring proper coordination with marketing, keeping New Life staff informed of upcoming events, ensuring the New Life Events Checklist is used for each event, and providing general support and oversight of the events process.

New Life bands will play at as many of the scheduled events as possible. No new equipment is anticipated. A dedicated events band will be considered (potentially the same band that will be used on Sunday mornings). New Life's existing events equipment (e.g. moonbounce, popcorn machine, snow cone machine and cotton candy machine) will be used. No new major equipment is required.

For events and seminars, we will market via handout flyers (door-to-door and placed in local businesses), posters, outdoor signs, invitations mailed to homes, and ads placed in community newsletters, community web sites and on community bulletin boards. We will consider a direct mail card that identifies the upcoming 3 months of events. We will have a high-quality newcomer package to hand out to people at these events. Karen Pope will have the lead for coordinating marketing activities and newcomer packets. The launch team will be relied on for getting the marketing into the community (e.g. flyers, posters, ads in HOA newsletters, etc.).

Short-term priorities include:

- Scheduling events through the summer (including Backyard VBS – being deliberate to have some events near the high school in Dominion Valley)
- Consider daytime kids events (like we did in Ashburn)
- Consider Friday Night Fun Nights (few times during summer) – prelude to Family Movie Nights starting in fall)
- Establish expectations with the launch team for summer service projects
- Developing a “newcomer seminar” (content, speakers, locations, partnerships, etc.)
- Pin down dates for major events (Fall Fun Fest, Easter Eggstravaganza). Confirm plans for Christmas Eve service in Haymarket
- Establish expectations and plans for bands to support summer events (cookouts and concerts)
- Begin planning for Family Movie Nights (they start in the Fall)
- Begin planning for Seminars (they start in the Fall)

We will spend up to 15% of our total expenditures through launch on outreach events.

B. Marketing Plan: The purpose of New Life Christian Church’s marketing is to start and foster relationships with unconnected people. Our strategy for building relationships with unconnected people starts by building a positive reputation and trust throughout our target marketing area so that people will be more likely to respond to a specific invitation to a New Life event/activity. Over the next ten months, we will attempt to establish broad name recognition throughout our target area so that unconnected people will be more likely to respond to an invitation to our opening services.

New Life is a safe place for religious seekers who are interested in spirituality and Jesus, but are suspicious of churches. New Life is a safe place to find and pursue God as the only solution that will really satisfy their elusive search for contentment. New Life’s target family is 33 years old, married, considering a second child in the next 2 years, husband and wife both have a college education, half of the families have one spouse staying home with kids, earns over \$100,000 per year, have considerable debt partly resulting from the high cost of living and from a culture that promotes instant gratification, are in some form of transition (e.g. new home, new kids, new job, new friends, etc.), spend a significant amount of time commuting, have their extended families living out of the area, are sensitive to spirituality but not sure that Jesus is real or the only way, had no or some exposure to religion as a child but are now skeptical of their parents (or grandparents) church and are consumed in raising their children (wanting to do better than their parents did). We will use the following marketing techniques:

Ongoing techniques (at least monthly):

- Ads in newsletters (including HOA newsletters and community associations –attempt to get small ads in all local newsletters and on community web sites) (ASAP)
- Member mailing lists (e.g. letters, group emails, special invitations, newsletters, etc. – mail things to launch team members frequently – at least once per month in addition to group emails) – SEE COMMUNICATION PLAN
- Stationary with church logo and name (ongoing use)
- Adopt a local cause/charity (select a local cause/charity such as the new high school) (ASAP)—SEE NETWORKING PLAN
- Testimonials (maintain a journal of personal testimonies of people from the new church) (ongoing)

- New movers program (send welcome letter and cards to new residents) (ASAP)
- Web sites (special Haymarket section. Also get site linked to as many community sites as possible) (ASAP)
- Word of mouth (community networking—launch team constantly inviting friends) (ongoing)
- Yellow pages (Small ad in Prince William phone book) (ASAP to verify)
- Sponsorships of community events and teams (sponsor a summer and fall kids sports team, also look to be a sponsor for the new high school’s football team) (ASAP)—SEE NETWORKING PLAN
- Flyers (recruit launch team members – advertise events – general info – selected carrier routes monthly)

Giveaways (first touch): To be given away at events where possible.

- Brochures (new church brochure that can be used as first touch for visitors—could also be mailed to homes) (Design and print ASAP)
- Business cards (invite cards with new church grand opening information) (ASAP after date and location confirmed)
- Special marketing giveaways (pens and magnets) (ASAP)
- Ticket/invitation cards (high quality, 2 sided color invite cards announcing new campus) (Case basis for upcoming events and grand opening)

Event Specific or One Time: To be considered for each event and seminar.

- Direct mail letters (saturate local carrier routes in the area near special events: 3-5 carrier routes per mailing) (target selected carrier routes at least monthly)
- Portable outdoor signs (at least 5 large A-frame or real estate type signs) (purchase prior to launch day)
- Flyers (for car windows, handouts, store counters, store windows, for each event and seminar) (case basis to support events – mailed to selected carrier routes and handed out)
- Direct mail postcards (4 card mailing x 30,000 just prior to first public services) (during month prior to launch. Possibly other times if free cards available)
- Special newsletters (mailed to community directly near meeting location -- at least once) (selected carrier routes to target events)
- Participation in local community and civic events (determine opportunities and get involved in as many as possible --- booths, etc.) (ASAP) – SEE NETWORKING PLAN
- Posters (used on case basis for large outreach events and grand opening)
- Outdoor banners (at least one 4’ x 10’ vinyl banner with basic info for use at outreach events and out front of Sunday meeting location) (purchased prior to outreach events)
- Free publicity (Public Relations – PR) (press release kit, “faith notes” free listings of church events, community interest articles released in conjunction with large events and start of worship services) (ongoing with emphasis prior to launch and at large events)—SEE NETWORKING PLAN

We will consider the following additional marketing weapons as God provides the opportunities:

- Door hangers (to be handed out within several weeks of launch)
- Magazines (builder/community magazines)
- Movie Theatre preview ads (Manassas Hoyts theatre)
- Inserts (to local newspapers)
- Canvassing (door-to-door)
- Video brochures (CDs)
- Indoor banners
- Newspapers (small ads promoting specific events and opening day)
- Speaking Engagements (community organizations)

We will probably not use the following marketing weapons:

- Radio
- Television
- Billboards
- Blimps and other mid-air advertising
- Music (theme song)
- Targeted email

New Life's specific niche is to create a safe environment (seeker sensitive) where messed up people feel comfortable sharing their lives and asking questions about God; a place that takes God seriously and ourselves much less seriously (humor breaks down barriers); a place that uses creative communication and a dash of cynicism to break down barriers with a skeptical culture. Our corporate identity is shaped by the values we live out. These include:

- **Communicating the Truth in love:** people hearing God's word in fresh and relevant ways.
- **Excellence:** people honoring God by giving their very best.
- **Fun:** people enjoying God and each other.
- **Servant Leadership:** people leading and discipling other people.
- **Life change (spiritual growth):** people understanding, pursuing and taking their next step toward maturity in Christ no matter where they are spiritually.
- **Prayer:** people sharing every joy and need with God
- **Relationships:** people connecting relationally and caring for one another through genuine Christian Community.
- **Seeker-sensitive culture:** people building bridges to reach a lost and skeptical generation
- **Service:** people using their gifts to honor God and build up the church.
- **Faith:** people trusting that God as they step out on faith and seek to cooperate with what He is up to.
- **Reaching lost people:** people sharing and modeling their faith with others.
- **Worship:** people experiencing God through worship.

Our initial marketing priorities include:

- Advertising summer events (backyard VBS, etc.)

- Developing and printing a new “first touch” brochure
- Implement a “new movers’ program (send letter and cards to new movers) (need cards to mail and good list)
- List of all Community/HOA/developer newsletters – what are the opportunities?
- Summer sports sponsorship/Fall sponsorship (baseball and soccer?)
- Update Yellow Page Ad
- Web page up and ready for visitors (Haymarket page)
- Initiate monthly flyers to neighborhood (tri-fold letter)
- Finalize marketing giveaways and order (pens, magnets, etc.)
- Battlefield HS advertising for fall – investigate possibilities
- Establish a “testimonial next step journal”
- Networking (via Networking Plan) to better define marketing opportunities

Approximately 15% of our total budget will be spent on marketing through launch day.

C. Community Networking: The purpose of New Life’s community networking plan is to foster relationships with community and civic leaders in our target area. These relationships are expected to open up additional outreach and marketing opportunities and to enhance our strategy to establish broad name recognition in the community.

Our strategy for networking involves: 1) identifying as many community and civic leaders as possible, 2) obtaining contact information for these leaders, 3) prioritizing the list, 4) making contact with as many leaders as possible (e.g. letters, phone calls, emails, meetings, etc.), 5) getting our entire launch team involved in networking, 6) maintaining a database of community and civic leaders and 7) constantly looking for marketing and outreach opportunities.

The following organizations will be targeted:

- Real estate brokers (possible partnership with monthly newcomer seminar)
- Home Owner’s Associations (HOAs) (ads in newsletters, sponsor web sites, sponsor community events, bands at community events, involvement on events committee, use of community centers, etc.)
- Homebuilder/Developers and their primary contacts – (same as HOAs)
- Store/business owners – map out all strip malls and meet business owners
- Public service personnel (police, fire department, etc.)
- Libraries
- Politicians (District Supervisor, Haymarket Mayor, Warrenton Mayor, etc.)
- Newspaper editors and staff reporters
- Community Web Sites (get linked on as many sites as possible)
- Community Clubs (e.g. gardening, Boy Scouts, Girl Scouts, etc.)
- School principals and Activities Directors and Counselors (also whoever is responsible for student’s volunteer time)
- Other churches
- Civic organizations and clubs (e.g. Lions Club, Chamber of Commerce, Rotary Club, Community Foundations, etc.)

- Sports leagues (kids and adults)
- Non-profit and/or community service organizations (lookup all 501c3 orgs)

Karen Pope (with help from Bill Oliver) will work with the launch team to help coordinate the following (goal is for all the launch team members to be involved in networking):

1. Making a comprehensive list of community and civic leaders
2. Obtaining their contact information
3. Prioritizing the list
4. Making contact with each leader. Specifically be looking for partnership opportunities (existing opportunities such as newcomer seminar and new opportunities not yet identified) and facility opportunities.
5. Maintaining a database of contacts
6. Constantly looking for marketing and outreach opportunities
7. Sending personal invitation to all leaders (and their staffs) for all New Life outreach events and seminars
8. Issuing ongoing reports to the launch team and New Life staff about contacts made and opportunities for follow-up

XI. **Planning Timeline:** The following executive level timeline provides major benchmarks for the process. A more detailed checklist of actions is included in Appendix B.

May 2004	Launch plan vetted with Staff and LT
May 2004	First Launch Team Investigative Meeting
May 2004	Prayer Emails Initiated (Weekly)
May 2004	Planning Milestone Complete
June 2004	Initial Launch Team Members Committed
Summer 2004	Campus Pastor Onboard
Summer 2004	Outreach Events and Service Projects Begin
August 2004	**Initiate Monthly Newcomer Seminar (Monthly)
August 2004	Concerts in the Park
September 2004	Parenting Seminar
September 2004	**Initiate Monthly Family Movie Nights (and Fun) (Monthly)
October 2004	Estate Planning Seminar
October 2004	Fall Fun Fest
November 2004	First Information Meeting
November 2004	Parenting Seminar
December 24, 2004	Christmas Eve Service
January 2005	Estate Planning Seminar
January 2005	Second Information Meeting
February 2005	Parenting Seminar
February 2005	Parents Guide to College Planning
March 2005	Third Information Meeting
March 2005	Community Sock Hop Dance
April 2005	Easter Eggstravaganza
April 2005	Launch