



Ivy Baptist Church

2019-2024 Strategic Plan



I V Y

LOVE | GROW | SERVE

Message from the Pastor

**Habakkuk 2:2: 2 Then the LORD answered me and said:
“Write the vision And make it plain on tablets, That he may
run who reads it (NKJV)**

As a Christian, I believe that the birth, life, death, burial and resurrection of Jesus Christ is the most significant event in human history. Through Christ’s gracious acts, mankind was given an opportunity to repair a broken relationship with God that was caused by sin. With a reconciled relationship with God the Father, through Jesus Christ and by the help and power of the Holy Spirit, all believers can now fulfill their original purpose on the Earth. Our life now has true meaning.



Not only does God provide true meaning for Christians, but also for His church. The church’s mandate was established in Matthew 28:18-20:

Then Jesus came to them and said, “All authority in heaven and on earth has been given to me. 19 Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, 20 and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age.” (NIV)

These verses are known as the Great Commission and they summarize what Christ desires of His church; go wherever the Holy Spirit leads, make disciples or followers of Jesus, baptize those followers and teach them everything we know about Jesus and what He expects of us. Even though Jesus gave these words of the Bible will never change, our methods for how we reach others must always adjust to the times.

Christ has given us our assignment and in obedience, it is our response to strategize and execute a plan that will do our part to fulfill the Great Commission. Our strategic plan is a five year outline and will be based on three primary areas: Re-shaping the Culture of Ivy, Congregational Care and Development and Community Outreach. Within these three areas are goals and objectives that Ivy will achieve to ensure that our church has been faithful in its assignment to honor God’s Word.

I would like to thank the Strategic Planning team, Joint Board, Ivy staff, ministry leaders and congregation for helping to shape this document. It has been a large but rewarding endeavor and one that will help shape Ivy’s future for the better. We have the plan, now let’s get to work!

In His Service,

Rev. Kevin G. Swann, D.Min. Pastor

Executive Summary

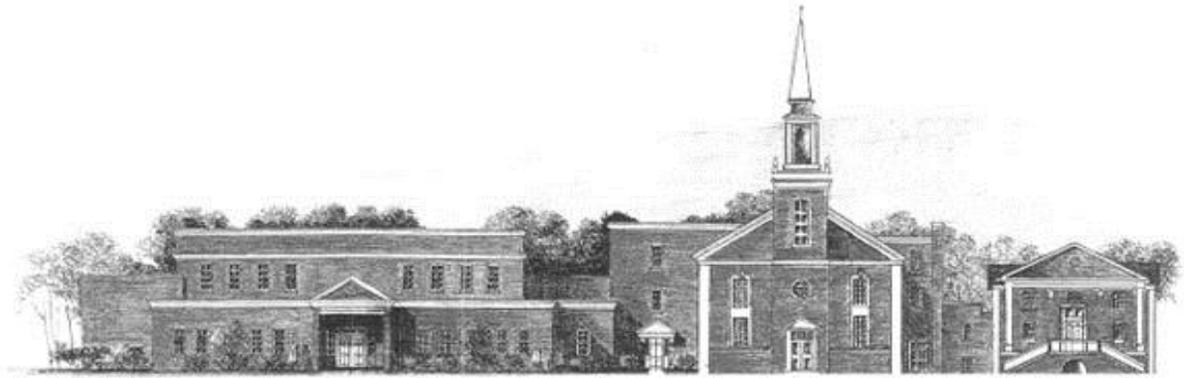
The Church Environment vs the Culture of the United States

Throughout its history the church has always had to address cultural shifts and changes. As each generation of people changes, so does the culture of our society. Within our church, Ivy has individuals that have lived through the Great Depression, wars, Jim Crow laws and segregation to the crack epidemic, hip-hop era and President Obama, the first African-American President. While Jesus Christ and the Bible has never changed, the culture of our times always changes and the church has to evolve to meet the needs of people in every generation. Being an intergenerational ministry requires an approach to capture people from all backgrounds.

Some of the greatest changes in our current climate today:

- The rapid use of technology. Smartphones and online accessibility is everywhere and most people in our era can't imagine a life without Wi-Fi. With this, colleges and universities have adopted online learning. Restaurants use technology where customers can order food through an app. People are comfortable carrying out basic life necessities through a phone, computer or tablet. Ivy must be included in this effort; to fulfill the Great Commission with people all over the world through the use of technology.
- Truth is no longer singular but relative. In today's culture, truth is whatever each individual believes it to be. However, Jesus states in John 14:6, "I am the Way, the Truth and the Life...no one comes to the Father but by Me." People are still searching for the truth, however, people are less likely to subscribe to a central truth. Overall, our country has moved away from singular and objective "moral compass." Ivy has to find the balance of loving others but keeping with the truths found in scripture.
- Lack of respect for authority: In this era, authority figures and institutions are highly questioned and viewed with some skepticism. Scandals and public failures of high-profile leaders in various institutions have been a major reason why many people are less likely to join a church. Ivy has to have leadership that leads with compassion, love for others and strong integrity in order to reach the next generation of people.
- A country that is suffering from spiritual ignorance. We are currently living in the most biblically illiterate generation ever in our country. Attending church is no longer enforced by families as it was even a generation ago. Many families have busy lives and children's activities are now happening on Sundays. There used to be a time where even those who didn't go to church still had some respect and basic understanding of the Bible. Those days are long gone.

When examining these factors and more, Ivy has to be uniquely positioned to meet the needs of this current generation. The strategies and approaches that worked in previous generations will not be effective in this present era. By focusing on both internal systems, procedures and structures and examining outside community partnerships, Ivy can still shine brightly in a culture that is quickly moving away from God.



ABOUT IVY BAPTIST CHURCH

First Baptist Dawson City
A Bush Harbor Church



In 1906, after realizing the need for spiritual witnessing and a place to worship, a group of concerned Christians assembled together in Dawson City, VA and organized the First Baptist Church of Dawson City. Accepting the call of God to Pastor this new church was Rev. James Carr. After serving for ten years, he resigned and the church elected Rev. S.E. Brown to succeed him.

Under Pastor Brown's leadership, the church moved to the five hundred block of Eighteenth Street and became known as the First Baptist Church, Eighteenth Street. In 1952, under the leadership of Pastor J.M. Bray the church built a new building on 1612 Ivy Avenue. And the church changed its name to Ivy Avenue Baptist Church.

On November 10, 1971, under the leadership of Pastor W. Henry Maxwell, the church's present building was purchased on 50 Maple Avenue in Newport News, VA. Again, due to the change in location, the church agreed to change the name from Ivy Avenue Baptist Church to Ivy Baptist Church. Under Pastor Maxwell's leadership a Child Care and Learning Center and Family Life Center were created.

In March of 2006, the church's sixth and current Pastor, Dr. Kevin Swann was installed. The church has made several ministry, leadership and technological advances to date.

There is a common theme with Ivy Baptist Church; the church has always been strategically positioned (by location and ministry opportunities) to meet the needs of the community. As the church continues to grow, evolve and move forward, that focus will continue.

Ivy Avenue Baptist Church



18th Street Baptist Church



VISION

Vision speaks to a destination and where an organization is headed.

The Vision of Ivy Baptist Church is to build a spiritually mature, intergenerational body of believers through Jesus Christ as Lord.

Ivy desires to be a place where any person of any age can reach spiritual maturity and understand their God given purpose.

MISSION

Mission speaks to a direction of how will the vision be fulfilled.

The Mission of Ivy Baptist Church is to love God and one another through Worship, Discipleship, Fellowship and Evangelism.

- Worship is our personal and collective appreciation and allegiance to God.
- Discipleship is our personal and collective desire to be followers of Jesus Christ.
- Fellowship is how Ivy members connect, relate and share spiritual moments with one another.
- Evangelism is how Ivy members connect, relate and share with our community the love of Jesus Christ. With the desire to see others commit their lives to Jesus Christ.

VALUES

Values speak to the items that matter most to the organization

Ivy believes in three core values: Love, Grow and Serve

Love: Believers are called to love God with all our heart, mind, soul and strength. And to love our neighbors as ourselves (Matthew 22:37-40)

Grow: Believers are called to grow into Christ-likeness. To be conformed into His image (Romans 8:29)

Serve: Believers are called to serve God, one another and our community (Mark 10:42-45)

This strategic plan has been created to further clarify and enhance the church's overall vision, mission and core values.

IVY

LOVE | GROW | SERVE



A strategic plan requires not only a vision but provision or resources to fulfill the vision. Over the next five years Ivy will develop its capital through:

1. Non-Profit entity resources

Establish a non-profit entity to pursue contracts and grants funding as well as private sector giving. Provide initial seed funds for entrepreneurship opportunities including leadership academy with sponsorship opportunities.

Completion 6/19

2. Infrastructure for avenues of increase giving

Provide workshops and training on endowment and planned giving. Increased efforts and marketing on concept. Establish endowment policy and criteria with initial budgetary funding. Focus sessions on tithing to increase giving by 1% each year. Continue to encourage and provide convenient ways of giving.

Completion 12/19 -1/20

3. Investment strategy to maximum our funds

In consultation with financial advisors, provide additional streams of revenue with the diversification of investment portfolio assets allocation to meet the targeted rate of return

Completion 1/20

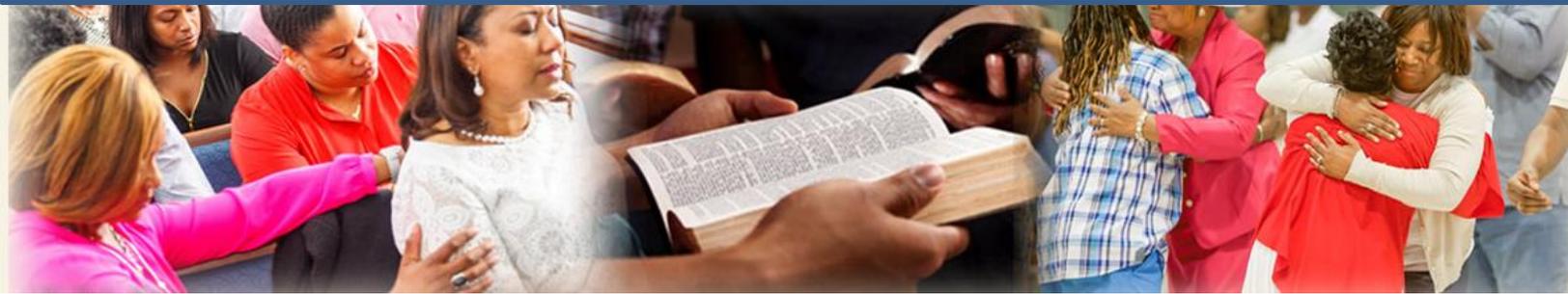
4. Planned Infrastructure to meet the need of the next generation

Establish the focus of the existing funds and future funds from the Capital Stewardship Campaign. Develop a master property and facilities plan that aligns our buildings and resources to the practical needs of our mission and vision. Repurpose our buildings and property to best use our resources as well as planning for plant church

Completion 1/20

Focus Areas and Five Year Goals

Focus Area #1: Shaping the Culture of Ivy Baptist Church



Webster's Dictionary defines culture as the customary beliefs, social forms and material traits of a group. Culture is not just what an organization does, it defines **how** and **why** the organization does it. Culture is what shapes an organization and every person who is connected to the organization should know and embrace its culture. This focus area is for Ivy to have a spiritual culture that permeates every facet of our ministry. Our core values will drive our culture: love, grow and serve (see previous page for a full definition of love, grow and serve).

Goal 1: Define, identify and hold accountable our core values in four primary areas of our church **Completion 12/19**

Area 1: Ivy's Joint Board: The Joint Board consists of Deacons and Trustees. The Joint Board works closely with the Pastor to ensure that the vision of the church is being realized. At this level, Love, Grow and Serve will be defined so that the organizational development of the church can be realized.

Area 2: Ivy's employees: Ivy's staff is largely responsible for executing the vision and upholding the values of the church. At this level, Love, Grow and Serve will be defined so that our values can be evident in our business model and in our day to day operations.

Area 3: Ivy's leaders and members: The local church is not the building but the people of God. The greatest strength of Ivy are the people of Ivy. At this level, Love, Grow and Serve will be defined so that in every worship service, ministry meeting and gathering, everyone will experience love, grow and service in a meaningful and tangible way.

Area 4: Ivy's Community Partners: Ivy is a community-based church and to accomplish this goal, it needs community partners. At this level, Love, Grow, Serve will become impactful to non-members, community groups and leaders. In doing so, Ivy will be able to fulfill the Great Commission as defined in Matthew 28:18-20.

Focus Areas and Five Year Goals

Focus Area #1: Shaping the Culture of Ivy Baptist Church



Goal 2: Develop a comprehensive volunteer, serving culture/ministry opportunities at Ivy Baptist Church **Completion ongoing**

The focus for this area is to get more Ivy members involved in ministry activity. To achieve this goal, Ivy will create a culture that values, appreciates and celebrates current and new servers within the ministry. Ivy strives for every member to be involved in a ministry or spiritual activity at the church and/or in our community.

How this goal will be achieved:

1. Developing a comprehensive database of our members ministry activity.
2. Provide ministry opportunities to the congregation in various formats on a consistent basis.
3. Offer ministry open houses and other opportunities for members to better understand the ministry efforts at Ivy and in the community.
4. Provide on-going training for current and new members so that everyone will feel competent in serving.
5. All Ivy members knowing their spiritual gifts and which ministry/serving opportunities best fit their spiritual talents and abilities.

Goal 3: Building improvements that promote the shaping of our culture **Completion 12/19 ongoing**

Developing culture requires visual aids and reminders of what the culture is and where the organization is headed. An examination of our current building will be done to determine what additions need to be made to promote the culture of Ivy Baptist Church.

Since the Family Life Center has become our worship location, adding elements to the location to enhance our worship experience:

- Improved stage lighting and throughout the Family Life Center
- Flags, banners and signs throughout the Family Life Center that promote our culture
- A new color scheme for the sound dampeners and basketball mats on the walls.
- Other items to beautify the look and feel of the Family Life Center

Throughout the building:

- Signage that promote Love, Grow and Serve
- Visual imagery of the Love, Grow and Serve in action by our congregation.

Listed below is a diagram of a church. How the church is constructed serves as a model for how Ivy will do ministry. At the top of the building is our desire to have a Christ-centered church, one that helps our church membership and the communities we serve have a better understanding of God. Within the pillars of our building are the four essential areas of our church; our church's Joint Board (Deacons and Trustees), Ivy's staff, all Ivy leaders and members and our community partners. Each pillar is essential to the overall building being upheld. If one pillar falls, it causes stress on the other areas. And, as with any building, its foundation is important to the long term survival of the structure. Within the foundation of our building are our church's core values; Love (God and one another), Grow (into Christ-likeness) and Serve (God, others and community).



Focus Areas and Five Year Goals

Focus Area #2: Congregational Care and Development

What makes a church special is the commitment of the people to love, support, pray for, encourage, strengthen and motive one another. Our love for God should be evident in our love for one another. In addition, Ivy members need to be spiritually developed in order to better understand how they are to grow in their relationship with Christ.

Goal #1: Developing a comprehensive congregational care system **Completion 3/19**

While there are many things in place where Ivy members can receive assistance, the goal is to further enhance what is already offered. Ivy strives for every member's needs to be addressed and met within a maximum of 72 hours. This includes:

- A phone call or visit to a person who is ill.
- A visit to a person who has lost a loved one.
- A return phone call when a member contacts the church within 48 hours.
- Additional contact by our Congregational Care department, Associate Ministers, Deacons and Deaconess that there is effective communication between Ivy leadership, staff and membership.

Goal #2: Implement a Comprehensive Plan and Solution for Parking **Ongoing 12/19-6/20**

Perhaps the greatest challenge that Ivy Baptist Church currently faces, is the lack of adequate parking. Because Ivy is in a residential community, parking has long been an issue for its members. In order for the congregation to continue to grow, a parking solution must be identified.

How the parking issue will be addressed:

1. A parking committee established to complete a thorough investigation on the issue and offer possible solutions.
2. Development of a parking lot ministry.
3. Consideration of satellite parking options with shuttle service to and from the parking location.
4. Possible purchase of property around the church to be used for additional parking.
5. Identify a permanent solution to the existing parking area that we own (pavement, keep it as it is, etc.)



Focus Areas and Five Year Goals

Focus Area #2: Congregational Care and Development

Goal #3: Technology Upgrades throughout the church Ongoing 2024

As our society continues to operate in a fast paced, rapidly changing technology era, the church must also keep up with the times.

Technology considerations:

1. Upgrade of current technology hardware on a consistent basis.
2. Increased technology security to protect Ivy members and employees.
3. High definition resolution of all of our online and livestream options.
4. Online offerings for new member orientations, discipleship classes, leadership/ministry meetings and more.

Goal #4: Establishing a clear plan for next steps for Ivy's present location Ongoing 2019

Ivy seeks to find an existing building that has suitable parking for its next location. One that is also interstate accessible and conveniently located for the majority of its membership. Efforts to find a location that meets this criterion have been on-going.

Goal #5: An Ivy "plant church" or ministry in another location Ongoing 2020

Currently, Ivy is a regionally based church, with members of our congregation that live in all seven cities in Hampton Roads and as far away as Richmond. With presently only one location, the expectation is for all members to come to Ivy's one site. As our ministry leaders grow and develop, Ivy can "take the ministry to the people" and offer satellite locations in other places. In doing so, more members will be engaged in leadership and serving and the membership will not have to drive as far to get to one Ivy location.



Focus Areas and Five Year Goals

Focus Area #3: Continued Development of Community Outreach Initiatives



Ivy Baptist Church exists to be a source of hope and inspiration to our members and the community. The scriptures mandate that a church should be instrumental in helping to shape its community with the love of Jesus Christ. Ivy seeks to impact its community in the following ways:

Goal 1: Establish an Ivy Baptist Virtual Campus

Launch 1/20

Ivy's current use of technology has enabled us to reach people all over the world, many of whom will never physically visit Ivy's location. However, that should not stop us from reaching the lost, recognizing that our community can be local but also global. The establishment of an Ivy Baptist Church virtual campus will help persons all over the world who may or may not have a relationship with God and/or a "home" church. The goal is to extend our core values (love, grow and serve) through a virtual experience. The Great Commission in Matthew 28:18-20 is the church's mandate, and we have the ability to make disciples of every nation through an online experience.



In addition, the virtual campus will also assist current members who may be unable to get to the church during the week for various reasons.

Goal 2: Create an Ivy Non-Profit Organization

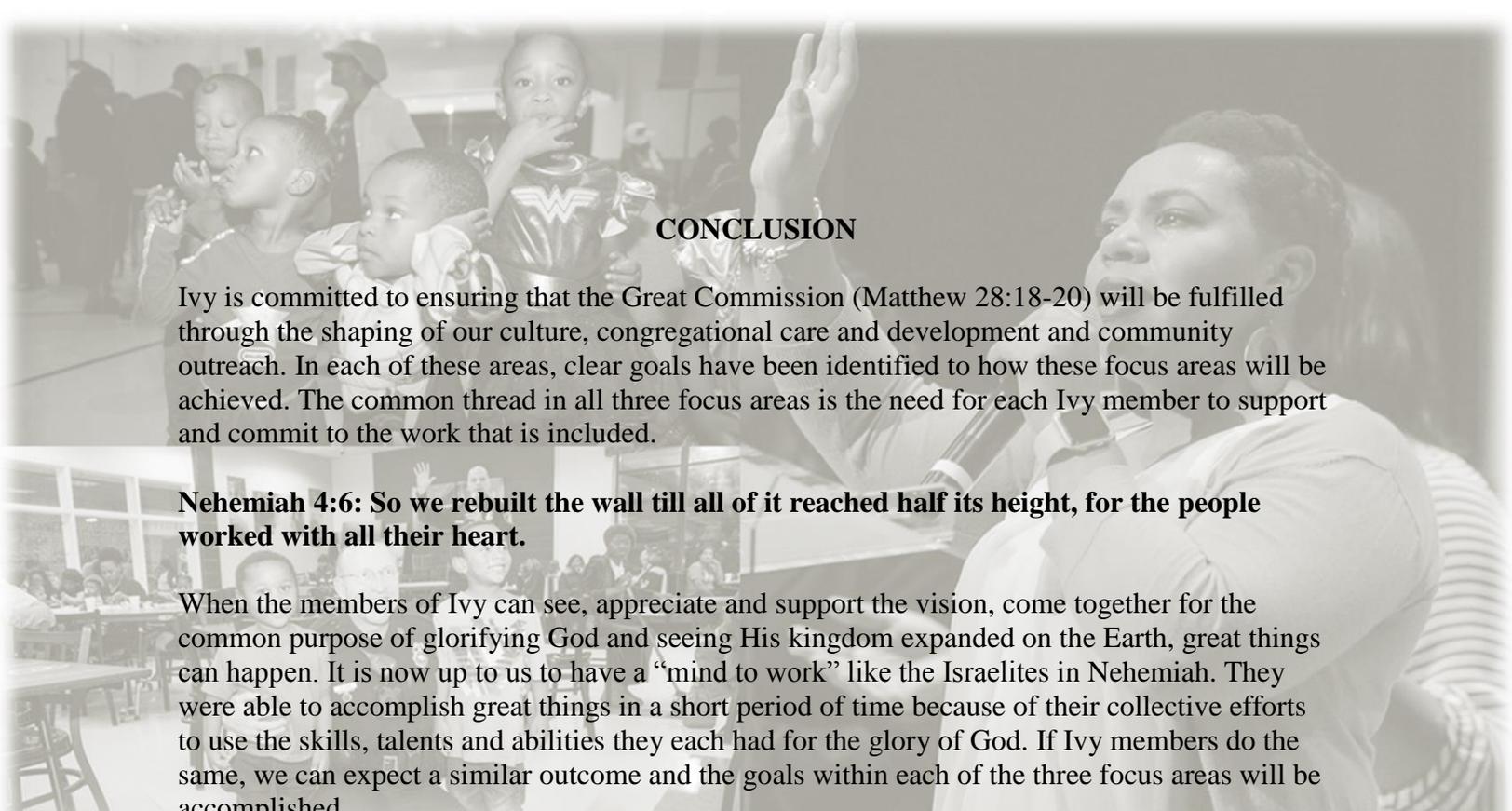
Completion 6/19

While Ivy Baptist Church is a non-profit organization, most businesses and municipalities will not partner with churches in doing business efforts. The solution is to create a separate but still connected non-profit organization that will allow Ivy to further develop its community partners and relationships. In addition, the establishment of the non-profit organization will create other opportunities for grants and access to various resources that were previously unavailable. Some of the programs that would be included (but not limited to) in the non-profit organization:



1. Greater development of our food and clothing ministries
2. An AAU basketball program
3. A music and performing arts academy
4. A youth development program
5. More sponsorships for Ivy's Community events (Community Day, Thanksgiving Feeding, Vacation Bible School and more)

In addition, the non-profit would provide greater overall exposure for Ivy Baptist Church and serve as a means to increase community partnerships.



CONCLUSION

Ivy is committed to ensuring that the Great Commission (Matthew 28:18-20) will be fulfilled through the shaping of our culture, congregational care and development and community outreach. In each of these areas, clear goals have been identified to how these focus areas will be achieved. The common thread in all three focus areas is the need for each Ivy member to support and commit to the work that is included.

Nehemiah 4:6: So we rebuilt the wall till all of it reached half its height, for the people worked with all their heart.

When the members of Ivy can see, appreciate and support the vision, come together for the common purpose of glorifying God and seeing His kingdom expanded on the Earth, great things can happen. It is now up to us to have a “mind to work” like the Israelites in Nehemiah. They were able to accomplish great things in a short period of time because of their collective efforts to use the skills, talents and abilities they each had for the glory of God. If Ivy members do the same, we can expect a similar outcome and the goals within each of the three focus areas will be accomplished.



FROM VISION TO REALITY