



Ivy Baptist Church

2025-2030

Strategic Plan

Mark 9:23b: "Everything is possible for one who believes." (NIV)

Dear Ivy Family, Friends and Community Partners,

I'm excited about the Ivy's future! We successfully completed most of the goals in our 2019-2024 Strategic plan. Thank you to all who made our strategic goals a reality!

Now we look to take the next steps. As we embark on our 2025-2030 Strategic Plan, we are reminded of the incredible and sacred duty we hold to extend the Kingdom of God into the world. God's mandate on Ivy is to make SPIRITUAL IMPACT in our church and community. To accomplish this it will take ALL of us, not just a faithful few.

The Great Commission found in Matthew 28:18-20 is what Jesus commanded for all churches to follow and Ivy is included: **"Then Jesus came to them and said, "All authority in heaven and on Earth has been given to Me. 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, 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).** There are four "verbs" in the Great Commission that we are to do: **go** (everywhere), **make** (disciples), **baptize** (new believers) and **teach** (everything Jesus commanded).

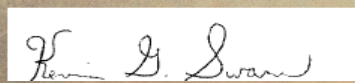
It is in the spirit of Matthew 28:18-20 that this Strategic Plan was created. Included in the plan are the "voices" of the congregation (virtual and in-person) and community. The Strategy team listened, prayed and created a pathway forward that we believe FIRST honors God and also meets the needs of the people. Not just spiritual needs but also mental, emotional, financial and more. God is concerned with ALL parts of us, not just the spiritual aspects of our lives.

As you read the plan you will see that it is divided into five primary sections with goals and objectives in each section. Admittedly, the strategic plan is ambitious but definitely achievable. When we are submitting to God's will, we can do things greater than we ever imagined.

Special thanks to our Strategic Plan Consultant, Dr. Synetheia Newby, Founder and Principal of Greater Works Global Solutions, LLC. Her work was invaluable as she immensely helped the Strategic Planning Team. A heartfelt thank you to our Strategic Planning Team who met on many occasions to produce the best plan possible. Thank you to our Joint Board, Ivy Staff and ministry leaders for your hard work and dedication. Last, thank you to our church family and community partners.

The vision is clear. Now it's time to trust God and go to work!

In His Service,



Rev. Kevin G. Swann, D.Min.
Senior Pastor
Ivy Baptist Church



Executive Summary: 2025-2030 Strategic Plan

As we enter into the next five years, Ivy Baptist Church is poised to address the multifaceted challenges and opportunities that lie ahead. Our strategic plan for 2025-2030 focuses on strengthening our mission and vision, adapting to contemporary shifts and being fully committed to extend our faith into the community.

Challenges Facing Churches in the United States Today:

Declining Church Attendance: Many churches are facing dwindling congregations as people seek alternative forms of spiritual fulfillment.

Generational Gaps: Bridging the divide between older and younger members who engage with God, Christ and church in different ways.

Social Justice and Economic Disparities: Addressing systemic issues that disproportionately impact our community, such as racial injustice, economic inequality, access to education, technology, healthcare and more.

Financial Challenges: Navigating financial constraints, ensuring sustainable funding and maintaining proper stewardship of resources.

Rise of Secularism: Increased atheism, agnosticism, relativism and other secular ideologies challenge the church's influence and relevance in a modern society.

Redefinition of Marriage and Family: Adjusting to ever-evolving societal norms and family structures while upholding biblical principles regarding marriage and family.

Lack of Connection in the Community: The church used to be a central hub for the community. Ivy desires to get back to that by being more intentional in community outreach and expanding our mission efforts internationally to meet diverse needs and share Christ's love.

This Strategic Plan will focus on five key areas for Ivy Baptist Church to address the challenges and more. These key areas will allow Ivy Baptist to remain relevant, impactful, Christ centered and biblically focused:

Strategic Priorities:

Intentional Development and Involvement of Youth and Young Adults: Creating more pathways and opportunities for youth and young adults to be heard, lead and have places to serve.

Develop Additional Funding Streams for Increased Revenue and Cash Flow: While tithes and offerings have been Ivy's primary staple of revenue, other funding opportunities will be explored in order to further strengthen Ivy's financial position.

Continued Technology Enhancements: We are living in a technology age and never before has technology been more used in how ministry is done. Ivy must be able to keep up with rapidly changing technology to properly serve its members and community

A Comprehensive Community Action Plan: Ivy's mission is to make a clear and lasting impact from the community surrounding the church to communities across the world through foreign mission.

Creating Climate Change Initiatives: God has called His people to be wise stewards over the Earth. Climate change will continue to be a challenge, and Ivy will develop goals to help mitigate its impact.



Ivy's Mission, Vision and Core Values

Vision speaks to a destination. Where an organization is headed.

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

Mission speaks to a direction. How will the vision be fulfilled.

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

***Worship** is our personal and collective devotion and allegiance to God.*

***Discipleship** is our personal and collective desire to be a followers of Jesus Christ*

***Fellowship** is how Ivy members connect, relate and share with one another*

***Evangelism** is how Ivy members connect, relate and share with our community the love of Jesus Christ.*

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)

Spiritual Growth

Spiritual growth is defined as a developing a greater understanding of God, Christ, the bible and even ourselves. Every ministry offering is designed with these goals in mind; either to teach, train or embody the growth in our relationship with God. As spiritual growth is being fulfilled, we believe it will translate into stronger individuals, more engaged church members, increased participation in our ministries and exhibit a greater love for God and our neighbors (whether in or outside the church).

Community Services

Our church does not exist to just meet the needs of our membership. Our church exists to also help facilitate change and be a positive place of support for the community as well. Many of Ivy's ministry offerings and services are designed to identify and address community challenges. Ivy has "adopted" local schools and neighborhoods surrounding the church to offer not just spiritual but academic, family and physical support services as well.

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

Ivy Baptist Church History

In 1906, a group of like-minded people sought a location, to seek the Lord in the African American community of Dawson City in Warwick County, Newport News, Virginia. Inspired by their religious beliefs, Reverend James Carr, Shaddy Clark and J.B. Peyton called on divine intervention and founded the First Baptist Church Dawson City. Reverend James Carr, the first pastor of the church, borrowed seven deacons from Zion Baptist Church to help organize his infant church. The seven deacons were Peyton, Felton, Harris, Barton, Jordon, Darden, and Lowe. Zion Baptist Church became known as the “mother church”. First Baptist Church Dawson City was located between H and I Streets in block “B” and sat on a lot no larger than twenty-five feet by one hundred feet. Sandwiched between the Old Dominion Railroad and the Chesapeake and Ohio Railroad Com-pany, the original structure was commonly called a “Bush Harbor” church. Small logs were set upright and glued together with a mud mixture. Tree limbs and bushes were arranged on top to keep out the elements. Inside the “Bush Harbor”, the congregation sat on log benches atop a dirt floor. People from the Dawson City community came by foot, by wagon or by buggy to worship at the church. Every Sunday, they sang and praised the Lord all day long.

Sundays began with Church School and since 1906 the Ivy has been successfully teaching God's word to men, women, and children of all ages. With this profound teaching of God's word, many persons have come to a saving knowledge of our Lord and Savior Jesus Christ. It is the desire of the leaders to continue to assist the church in carrying out its Christian mandate, by teaching the word of God to whosoever will submit himself to faith in our Lord and Savior Jesus Christ.

On April 28, 1915, Reverend James Carr purchased First Baptist Church Dawson City for three hundred and fifty dollars in cash. The purchase was a milestone during his ten years as pastor. Reverend Samuel Brown followed Reverend James Carr as pastor of First Baptist Church Dawson City. Reverend Brown served as pastor for seven years. Under his pastoral care, the church moved to the five hundred block of 18th Street and was renamed First Baptist Church 18th Street.

In 1923, the church elected Reverend James M. Bray as its third pastor. Reverend Bray was devoted to First Baptist Church 18th Street and its congregation. His commitment to serving the Lord was illustrated time and time again. He did not own a car. When he could not get a ride, he walked. He walked to preach Sunday service; he walked to visit the sick and shut-in; and he walked to other churches to conduct services.

For many years, First Baptist Church 18th Street experienced growth and prosperity. The congregation was a close-knit family. Under Reverend Bray’s leadership, church members breathed life into the African proverb, “It takes an entire village to raise a child”. They supported each other in times of need and engaged in activities to uplift the community. After twenty-seven years at the 18th Street location, the Housing Authority purchased the church and a new one was built on Ivy Avenue in Newport News at the cost of sixty thousand dollars. In 1952 the church, was renamed Ivy Avenue Baptist Church. Sadly, five short years following the construction of the new church and after serving thirty-five years as pastor, Reverend Dr. James M. Bray passed away.

One year later, in 1958, Reverend U.L. Charity became the fourth pastor of Ivy Avenue Baptist Church and the church continued to experience substantial growth. During Reverend Charity’s eight years of service, new and innovative programs were conceived and implemented.

February 4, 1968 marked the beginning of a new era for Ivy Avenue Baptist Church. Reverend Dr. W. Henry Maxwell was elected the fifth pastor of the church. By November 10, 1971, Reverend Maxwell succeeded in purchasing our current church building on Maple Avenue, Newport News. The church family voted to change the name of the church from Ivy Avenue Baptist Church to Ivy Baptist Church. On the first Sunday in February 1972, the inaugural worship service was conducted in the new church. Two short years later, 1974 a church day care center was established. On July 19, 1981, the church held a mortgage burning celebration.

During Reverend Dr. W. Henry Maxwell's tenure at Ivy, he had a vision to build a family life center to serve the congregation. He believed in Proverbs 29:18 "Where there is no vision the people will perish." He wanted to establish a place where the church congregation could practice the teachings of God through fellowship, faith, education and community outreach. His vision came to fruition on June 27, 1999; the W. Henry Maxwell Family Life Center was dedicated and opened its doors to render an array of services and activities for the church and the Newport News community.

After thirty-six years, Reverend Dr. W. Henry Maxwell retired as pastor at Ivy Baptist Church on December 31, 2004 and was named Pastor Emeritus in December, 2006. On Nov 13, 2010, Pastor Maxwell went home to be with the Lord. All who knew him will remember and honor his love for God and the work of the ministry.

The church selected a Pulpit Search Committee to start the process of searching for a new minister in December 2004. Deacon Everett Hicks was elected chair of the committee. The following church members were elected to serve on the Committee: Sister Viola Pitts, Sister Iris Branch, Trustee Gail Chalmers, Deacon Alphonso Dale, Trustee Joni Ivey, Deacon Wayne Jones, Sister Margo Britt, Sister Annie Joyner, Sister Sandra Lipscomb, Deacon Robert McBroom, Sister Vivian Simmons, Trustee Edward Smith, Brother William Tucker, Sister Danita Warmack and Sister Shonda Whitfield.

The Pulpit search committee worked vigorously for one year in search of a pastor and in January 2006, Ivy Baptist Church elected Reverend Kevin G. Swann as its sixth pastor. Rev. Swann began his service on March 20, 2006. The installation service was held on May 12, 2006.

Under the leadership of Pastor Swann, Ivy has progressed in many directions. There have been many technical advances, structural improvements and addition of new ministries. Our "logo" and mandate of the church [Love, Grow, Serve] was implemented in 2018. Our upgraded technology and network system has allowed the addition of 4 electronic classrooms in 2019. In 2019 we also implemented our first 5 year Strategic Plan for 2019 –2024 which was created to clarify and en-hance the church's overall vision, mission and core values. The plan gives a specific goal for the focus areas.

Ivy has and will continue to be a place where lives are changing through the POWER of Jesus Christ.



Results from Congregational Survey for the 2025-2030 Strategic Plan

In December of 2023, Ivy Baptist hired Greater Works Consulting Group, LLC to assist Ivy's Strategic Planning Team in shaping this current plan. Dr. Syntheia Newby, Principal and Founder of Greater Works Consulting Group, LLC, lead the congregation through various methods to determine their overall satisfaction and what they would like to see included in this strategic plan.

Here is a summary of her findings:

Satisfaction of Worship Services

The report reveals high satisfaction with Ivy Baptist Church's worship services, with nearly 97% of respondents expressing contentment, particularly with the sermons, praise and worship, and the welcoming atmosphere. However, particular areas were identified for improvement. These included the length of announcements, which some congregants found redundant, and operational challenges, such as parking and seating arrangements. Despite these concerns, the overall feedback indicates that the church thrives in providing a spiritually enriching worship experience. However, there are opportunities to refine and enhance these services further to better align with congregational preferences.

Satisfaction of Leadership

Leadership at Ivy Baptist Church is generally well-regarded, particularly the role of the pastor, who received high marks for authenticity, empathy, and approachability. However, the report identifies mixed feedback for other leadership roles. While many congregants appreciate the dedication and accessibility of the church leaders, some expressed a need for clearer role definitions, increased visibility, and more transparent communication. This feedback suggests that while the leadership is strong, there is a need for improvements in communication and engagement to ensure that all members feel recognized, informed, and valued.

Satisfaction of Ministries and Small Groups

The church's ministries and small groups are vital to community building and spiritual growth. High engagement levels were noted, with 87.35% of respondents actively participating in church activities. Youth participation was also significant, with 80% attending services weekly. While the feedback was largely positive, challenges were identified in mobilizing participation in specific groups and ministries and improving communication regarding ministry activities. The findings underscore the importance of these ministries in fostering a supportive and inclusive church environment while highlighting areas where engagement strategies could be enhanced.

The Impact of Preaching and Teaching at Ivy

The impact of Ivy Baptist Church's preaching and teaching on its congregation is profound. The youth and adult respondents expressed that sermons significantly influence their decision-making and daily lives. About 75% of adults reported that sermons substantially impact their spiritual lives, while 60% of youth found the teachings helpful. The report highlights the importance of ensuring that sermons address real-life issues and provide practical, spiritually enriching guidance. While adults overwhelmingly appreciate the current preaching, there is an identified need to make teachings more targeted and engaging for the youth.

The Impact of Personal and Spiritual Growth

Personal and spiritual growth emerged as central themes across the surveys and focus groups. Both youth and adult respondents reported significant transformations through their engagement with church programs. Adults noted that the church's programs have helped them develop Bible study, prayer, and personal reflection routines. At the same time, youth respondents expressed a desire for more discussions on contemporary issues like mental health and relationships. These findings emphasize the church's role in supporting its members' spiritual and personal development, particularly through targeted educational initiatives.

The Impact of Community Outreach

Ivy Baptist Church is perceived as having a significant positive impact on the community, with 84.58% of respondents rating the church as "Very Impactful." Key initiatives such as the "Bless the Community" gathering and various support programs were praised for contributing to community building and social support. However, the report notes the need for expanding these efforts, particularly in supporting underserved populations such as single-parent households, homeless individuals, and those struggling with mental health issues. The church's community outreach is seen as a cornerstone of its mission, but there is room for growth to ensure that its efforts are fully recognized and appreciated by all members.



Forecasting Youth and Young Adult Engagement and Leadership

Youth and young adult engagement is identified as a critical area for the church's future, with young members strongly wanting greater involvement in leadership and decision-making processes. The report recommends expanding mentorship opportunities and educational programs, particularly those that address the challenges faced by today's youth. Establishing a structured pathway for youth leadership within the church is also suggested to ensure that the next generation is well-prepared to take on significant roles in the future.

Forecasting Technological Integration and Online Presence

Ivy Baptist Church's online presence has been emphasized throughout the report, particularly in light of the pandemic. The church's use of digital platforms like YouTube and Zoom has been instrumental in maintaining connections with the congregation. The report recommends further investment in these platforms to enhance the online worship experience and ensure that it remains a dynamic and accessible resource for spiritual growth and community connection. This includes integrating more elements of in-person services into the online format to create a more cohesive and engaging experience for virtual attendees.

Forecasting Community Outreach and Infrastructure Development

Expanding community outreach is a key recommendation for Ivy Baptist Church's future. The report suggests increasing support for underserved populations and enhancing collaboration with local organizations. Additionally, infrastructure improvements, including better parking facilities, renovations, and technological upgrades, are called for. These enhancements are seen as essential for supporting the church's growing digital activities and ensuring that its physical infrastructure can accommodate the needs of its expanding community.



Forecasting Financial Sustainability and Leadership Development

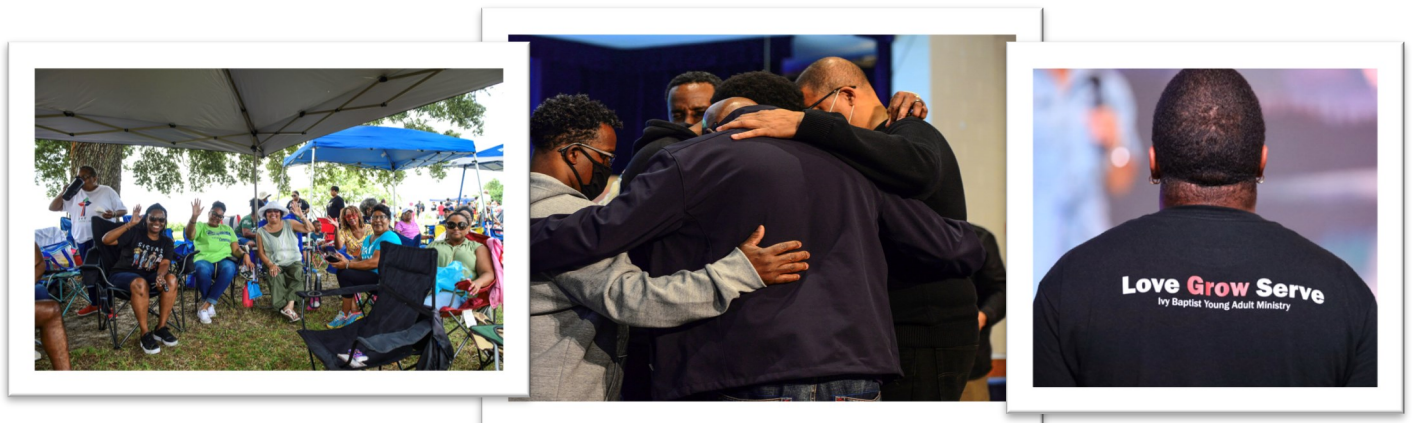
The report emphasizes the need for financial diversification and sustainability to support the church's long-term goals. This includes exploring new revenue streams such as grants, private donations, and property investments. Additionally, leadership development and succession planning are highlighted as critical for ensuring that the church's future leadership is prepared to navigate the rapidly changing social, cultural, and technological landscape. The report recommends cultivating flexible, innovative leaders capable of leading through uncertainty and change.

Strategic Planning Recommendations (Based on the Feedback from congregation and community partners)

Ivy Baptist Church stands at a significant juncture in its mission to foster spiritual growth and community outreach. To ensure continued vitality and relevance, a series of strategic recommendations have been crafted, addressing the church's current needs and future aspirations. These recommendations, categorized into critical areas such as Health and Wellness Initiatives Leadership Development, Structural and Technological Improvements, Community Engagement, and Financial Management, are designed to enhance the worship experience, strengthen intergenerational connections, and broaden the church's impact. By adopting these strategies, Ivy Baptist Church can position itself to fulfill its "Love, Grow, Serve" mission while remaining a vital source of hope and support in the community.

The proposed initiatives emphasize the importance of mental health support, leadership development, and technological advancements as foundational elements for the church's growth. Programs targeting emotional and psychological well-being, leadership training, and infrastructure improvements are central to these efforts, ensuring that staff and congregants are well-equipped to meet the challenges ahead. Additionally, the church's commitment to expanding community engagement and fostering inclusivity reflects a forward-thinking approach to ministry that seeks to build stronger connections within the congregation and the broader community. Through these comprehensive and targeted strategies, Ivy Baptist Church is poised to continue its legacy of service and spiritual leadership in the years to come.

In conclusion, this report provides a comprehensive analysis of Ivy Baptist Church's current strengths and areas for growth, offering clear recommendations for the church's future strategic planning. By addressing the areas identified in the report— e.g., refining worship services, increasing youth engagement, improving leadership communication, expanding community outreach, and enhancing financial sustainability—Ivy Baptist Church can continue to fulfill its mission and strengthen its role as a cornerstone of spiritual and community life in Newport News.



**Focus Area #1:
Intentional Development and Involvement of Youth and Young Adults at Ivy Baptist Church**

The Bible emphasizes nurturing the next generation in Proverbs 22:6 and Psalm 78:4. The church is called to train and share with young people the goodness of the Lord. As Ivy intentionally develops youth and young adults, we ensure they become future leaders and effectively share Christ's message with their peers inside the church and community at-large. This effort not only secures our church's future but strengthens the broader body of Christ. Young people possess a unique understanding of their culture and can bridge generational gaps with the love of Christ, ensuring the continued relevance and impact of the Gospel.

Goal #1: Develop pathways and greater leadership opportunities for youth and young adults

How will this be achieved?

1. Providing greater exposure for youth and young adults to see what Ivy leaders actually do and what is required of them. This would include youth and young adults being able to “sit-in” on important meetings.
2. An Emerging Leaders Institute that is specifically geared towards youth and young adults. Which would also include marketing that is geared toward youth and young adults.
3. The establishment of a Youth and Young Adult Leadership Council which gives them a “voice” and be involved in solutions to various church concerns.
4. Creating Youth and Young Adult learning objectives and outcomes that will foster innovation and new ideas that can be implemented in various areas in the church.

Goal #2: Leadership Succession Planning

Leadership Succession planning is an intentional strategy that will ensure proper leadership transition. It will involve identifying, training and developing a leader for a period of time prior to them assuming the leadership role.

How will this be achieved?

1. Creating apprenticeship opportunities within Ivy’s ministries. This will give youth and young adults a more “hands on approach” to leadership to help them better understand all that is required to lead. Within the apprenticeship opportunity would also be a clear pathway to lead a ministry in the future.
2. Leaders identifying successors within their ministry and the church as a whole. Consistently looking for capable individuals that have the potential to be a leader but need time, guidance and nurturing.

Goal #3: Create multi-faceted opportunities that bring all generations of the church together.

It is critical that all generations be able to love, grow and serve one another at Ivy. When the barriers are broken each generation can learn a great deal from another generation. There will be more intentionality in bringing various generations together in non-worship service environments.

How will this be achieved?

- ◆ Further development of the BRIDGE program. The BRIDGE program is designed to connect youth and young adults with other generations in the church in ways that foster better understanding and deeper relationships. Some aspects of the BRIDGE program may include (but may not be limited to):
 - Fun, interactive events (ie Ivy game nights or Camping trips)
 - A mentorship program
 - Programs that expose our youth and young adults to Career, Vocational and Technical opportunities
 - BRIDGE Bible Study Series that bring the youth and adults together in one setting
 - A Rights of Passage program for young men and women
 - Creating social media opportunities that display all generations connecting within our church
 - Consistently seeking commonalities among people across generations. Showing that people can agree on certain things regardless of their age. Making age less of “divider.”

**Focus Area #2:
Develop Additional Funding Streams for Increased Revenue/Cash Flow for Ivy Baptist Church**

The Bible encourages wise stewardship of resources, as seen in 2 Corinthians 9:8, which says, "And God is able to bless you abundantly, so that in all things at all times, having all that you need, you will abound in every good work." While tithes and offerings remain the cornerstone of our church funding, it is essential to diversify our revenue streams to ensure the sustainability and growth of Ivy Baptist Church. By exploring additional funding avenues, we can enhance our ability to serve our community and further extend our mission and vision. This holistic approach to financial planning allows us to be better prepared for future challenges and opportunities, ensuring that our ministry can continue to thrive and expand well beyond the end of this Strategic Planning period.

Goal #1: Research, identify and create multiple streams of revenue beyond the tithe and offerings.

How will this be achieved?

1. In-depth research to explore what revenue opportunities may best fit Ivy's vision.
2. Hire an Executive Minister which most of their duties would include exploring additional revenue opportunities.
3. Various surveys to the congregation and community that give feedback on what initiatives would be financially supported beyond tithes and offering.
4. Offer various financial literacy opportunities that address personal wills, trusts, insurance and estate planning. This would focus on membership legacy; what members could leave for their families and for the church to inherit.
5. Development of a church master plan to fully determine the assets of the church and how they can be leveraged for financial growth.
6. A focus on church, digital and social media branding. Using that branding to create more funding opportunities.

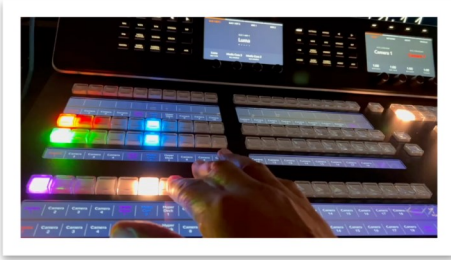
Goal #2: Create an Endowment Fund for Operation Bless the Community and Educational Scholarships

An endowment is a fund created from donations that are invested to earn income. Creating an endowment for Operation Bless the Community and our scholarship program ensures sustained funding, allowing us to support our community and deserving students for generations to come. This not only enhances opportunities within our community but also strengthens the legacy and impact of our church's vision and mission.

How will this be achieved?

1. Ivy will initiate an Endowment fundraising campaign: The campaign will solicit donations over an extended period to meet the goal of each endowment fund.
2. Ivy leadership will work with financial experts to create a sound investment strategy to maximize the donations that are received.
3. Regular Monitoring and Reporting: Ivy will create a system for regular review of the endowment's performance and provide transparent reports to the congregation. Adjustments to the fund may be needed to reach the goals of the endowment.

Focus Area #3: Continued Technology Enhancements for More Effective Ministry Presentation



In today's rapidly evolving world, utilizing technology for ministry presentation, communication and community building is essential for fulfilling the Great Commission. As 1 Chronicles 12:32 says, "From the tribe of Issachar, there were 200 leaders of the tribe with their relatives. All these men understood the signs of the times and knew the best course for Israel to take." Embracing technology allows us to reach a broader audience, enhance our worship experiences, and effectively communicate God's word. With Ivy members residing in many

different states and several countries outside of the U.S., leveraging digital tools and platforms ensures we stay connected as a unified body of Christ. Continuing to enhance our technology keeps Ivy Baptist Church relevant and impactful in a digital culture, engaging people where they are and spreading the love of Christ far and wide.

Goal #1: Continued development of Ivy's Virtual Church Experience

A virtual church is an online platform where congregants can participate in worship services, Bible studies, and fellowship activities from anywhere in the world. It's crucial for the future of our church as it allows us to reach a broader audience, including those who are unable to attend in person due to distance or other constraints. This adaptability ensures we stay connected and relevant in an increasingly digital society, spreading the message of Christ more effectively.

How will this be achieved?

1. Further developing the Infrastructure of our Virtual Church to ensure long term sustainability and impact.
2. Creating the model for what and how our Virtual Church will function. To include virtual offerings, staffing and volunteers.
3. Centering our Virtual Church Experience on a "community" based concept.
4. Assessing our current hardware, software and digital equipment to ensure that we are providing the best audio and visual experience possible to our virtual community.

Goal #2: To enhance the functionality of Ivy's website, app and other church-based software to better inform and connect with members and the community.

How will this be achieved?

1. Having Ivy employee (s) dedicated to consistent monitoring and updating of our church website and app to ensure maximum effectiveness.
2. Ongoing training and development of the church management software for the entire congregation. (ACS REALM is the church management software that Ivy currently uses).

Goal #3: To further develop the impact our church's social media platforms

How will this be achieved?

1. Create an employed social media position exclusively dedicated to all of Ivy's social media platforms. In addition, would be responsible for ensuring quality content is featured on the social media platforms on a consistent basis. This content would reflect the DNA of Ivy which is "Love, Grow and Serve"

Goal #4: Expanding technology offerings in every area of our church building

How will this be achieved?

1. Creating a master plan that provides insight into what Ivy currently has available and what it needs.
2. Utilize Ivy's partners (currently ESI, Inc. and others) to execute the master plan that meet all criteria and deadlines.

**Focus Area #4:
A Comprehensive Community Action Plan**

A community is a group of people living in the same area or having a particular characteristic in common. A Comprehensive Community Action Plan is vital for Ivy Baptist Church to embody the teachings of Jesus in actively serving our neighbors. As Galatians 6:10 states, "Therefore, as we have opportunity, let us do good to all people, especially to those who belong to the family of believers." By developing a strategic plan, we ensure that our efforts are intentional, impactful, and aligned with our mission to spread Christ's love. This plan will guide us in addressing the needs of our community in the Hampton Roads, Virginia area, as well as reaching people across the world. It is our calling to make a tangible difference, reflecting God's grace and compassion in all we do.

Goal #1: The Creation of an Ivy Baptist Church Community Center

Ivy's Community Center can be a hub for social, educational, and recreational programs, fostering a sense of belonging and unity among residents. Establishing an Ivy community center has the potential to greatly enhance our outreach efforts and create a positive, lasting impact on individuals and families near the Community Center and beyond.

How will this be achieved?

1. Identify possible locations for a Community near the church or in the Southeast Community

Goal #2: Clarifying Ivy's Community partners and how we plan to serve them

How will this be achieved?

1. Developing deeper relationships within the communities and schools that we have adopted to know for certain how to best meet their needs. Currently, our church has adopted the Stuart Gardens residential complex and several schools in the Southeast Newport News community. The next step is to identify how Ivy can more intently be a community partner to make the most difference in the community.

Goal #3: Ivy Baptist Church further strengthening the partnership with Ivy Community Outreach, Inc. for Community programming

How will this be achieved?

1. Ivy Baptist and Ivy Community Outreach being aligned in their mission and vision to serve the community.
2. Consider consolidating all of the outreach efforts under Ivy Community Outreach, Inc.

Goal #4: Ivy Baptist re-establishing a foreign mission partner to serve others around the world

How will this be achieved?

1. Meeting with various foreign mission agencies and groups to determine which one (s) may be the best partner with Ivy Baptist. Developing specific strategies and outcomes for what we would like to see in a foreign mission partner.



Focus Area #5: Climate Change Initiatives

In Genesis 2:15, we read that the Lord God took the man and put him in the Garden of Eden to work it and take care of it. This call to stewardship extends to our present responsibility for God's creation. Developing a Comprehensive Climate Change Action Plan for Ivy Baptist Church aligns with our biblical mandate to care for the earth and ensures we honor God through sustainable practices. By addressing climate change, we not only safeguard our environment for future generations but also demonstrate our commitment to justice and compassion for those most affected by environmental degradation. It is our duty to lead by example, showing that faith in action includes caring for the world God has entrusted to us.

Goal #1: Ivy will conduct an energy efficient audit of our building to reduce our energy consumption in the next 5 years.

How will this be achieved?

1. Inspect and replace (if necessary) all energy inefficient lighting in the building
2. Inspect, add and/or replace (if necessary) the insulation in the building
3. Inspect and replace (if necessary) the lawn fertilizer that is used in our flower beds and other places. We will use more eco-friendly lawn fertilizer
4. Inspect, add and/or replace (if necessary) window coverings throughout the building to make the building more energy efficient.



Goal #2: Bring educational awareness and advocacy to the congregants and community on climate change and environmental health

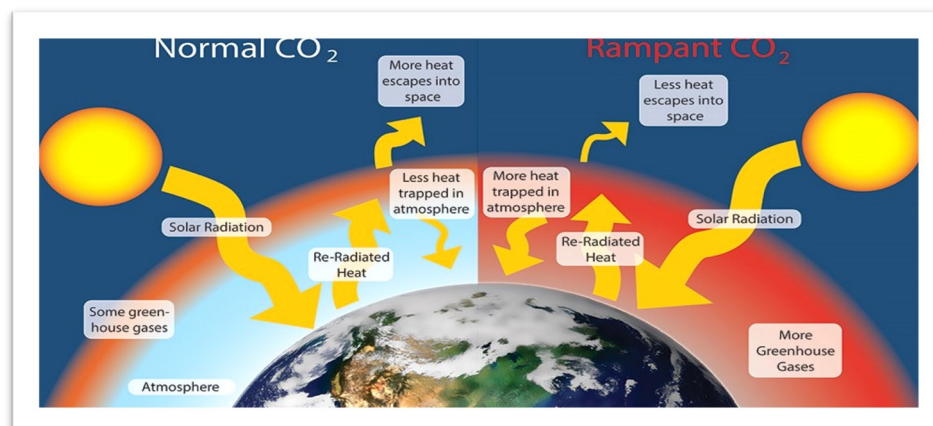
How will this be achieved?

1. Ivy will partner with non-profit organizations to offer classes and activities to the members and community
2. Ivy will distribute resources to the members and community throughout the year to provide awareness on these issues.
3. Partnerships with non-profit organizations that do advocacy work in these areas.
4. Speak with local and state officials on the impact of air quality and clean water in the communities surrounding Ivy (specifically the Southeast Newport News community)

Goal #3: Ivy will lead a campaign to plant more trees near the church and throughout the Southeast Newport News Community (where applicable)

How will this be achieved?

1. Identifying private and public areas where tree planting is possible
2. Commit to planting at least one tree per year of the Strategic Plan



CONCLUSION

As we embark on this strategic journey from 2025 to 2030, we are reminded of the importance of unity and purpose in our mission. Our focus on the intentional development and involvement of youth and young adults is not just an investment in the future but a reflection of our commitment to nurturing the next generation of leaders, as Paul encouraged Timothy to "let no one despise your youth" (1 Timothy 4:12). By developing additional funding streams, we ensure the sustainability and growth of our ministry, much like the early church in Acts 4:34-35, where believers shared their resources to support the community.

Continued technology enhancements will enable us to present our ministry more effectively, reaching wider audiences and engaging our congregation in new and meaningful ways. This aligns with the wisdom of Proverbs 24:3-4, which speaks to the importance of building and filling our house with knowledge and understanding. Our comprehensive community action plan and climate change initiatives reflect our dedication to serving and stewarding God's creation, echoing the call in Genesis 2:15 to "work it and take care of it."

Together, these focus areas form a cohesive and dynamic strategy that will guide us in fulfilling our mission. Let us be inspired by the example of Nehemiah, who, with faith and determination, rebuilt the walls of Jerusalem despite great opposition (Nehemiah 2:17-18). As we move forward, let us embrace this plan with the same spirit of obedience and dedication, trusting that God will bless our efforts and lead us to a future filled with hope and promise.



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