

NORTH CARIBBEAN CONFERENCE OF SDA

A Journey
of *Hope*:
Rebuilding
for a
Finished
Work

Strategic Plan 2017-2022



ABOUT US

The North Caribbean Conference of Seventh-day Adventists is the overarching governing body of Adventist presence in ten of the chain of Leeward Islands. These islands with their distinguishing features and peculiarities create a constant charm as well as unending opportunities to promote a Christo-centric message towards transformed lives.



ANGUILLA – The most northerly of the islands, it stretches from northeast to southwest with its highest elevation being 213 feet above sea level. Thirty-five square miles in size, the island is fringed with more than thirty beaches, has a population of 13,037 and an Adventist membership of 1,160 who worship in four churches and one Spanish-speaking group. It has a secluded environment with hospitable people possessing the spirit of “jollification,” a hallmark of Anguillans.



BRITISH VIRGIN ISLANDS – These are a collection of 60 unspoiled islands that pride themselves as “nature’s little secrets.” The islands of Tortola, Virgin Gorda, Jost Van Dyke and Anegada hold Adventist presence with a membership of 1,979 in nine congregations including a Spanish company in a territorial population of 25,380. These islands form the north-western extremity of the Leeward Islands and are delightfully quiet, non-commercialized, and picturesque.

ST. MAARTEN – This thirty-seven square miles island has two flags and three monetary currencies. Its inhabitants speak three languages. Caribbean visitors go to St. Maarten for relaxation and shopping. With a population of about 40,000, it has an Adventist presence of 3,113 members in seven congregations.



ST. EUSTATIUS/SABA – Statia has a fire for different cultures. Residents speak several different languages. It has a population of 3,400 and one Adventist church with a membership of 474. Saba, the smaller island, has a population of about 2,000 and an Adventist presence of about 5 members.



UNITED STATES VIRGIN ISLANDS – Four islands make up the USVI, three of which are populated and form part of NCC. St. Croix, which is the largest island, hosts the headquarters of NCC. This island has a population of about 50,601 and a membership of 5,221 with eight congregations. St. Thomas has a population of about 51,634 and a membership of 3,974 in six congregations. St. John, the smallest of the three major islands, has a population of about 4,170 with one Adventist church and 136 members.

Statement of Honor:

“Divine power will be mightily revealed if we
will press courageously by faith into the
work of God for this hour.”

EGW

Ministry of Healing



Administration of the North Caribbean Conference

“Go into all the world and preach
the “Good News” to everyone.”

Mark 16:15

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Introduction

A Journey of Hope: Rebuilding for a Finished Work– is the thematic direction chosen for the North Caribbean Conference for the ensuing five years. Two of the key words “journey” and “hope” capture various key ideologies that the NCC is founded on.

Journey – to transform dreams into actions. It is the effective mapping of our initiative starting with a clear understanding of our goals. It is to assess and identify where we are in this journey, to make ourselves aware of the realities we face, to recognize the expectations that we have set, to chart the progress we must attain, to identify the adjustments we must make, to set the priorities we must undertake, and to embrace the future set before us. This is the journey we embark upon in this plan to shape the destiny of NCC under God for the next five years.

Hope – it is the confidence in what God has promised; it is our strength in His faithfulness. The Seventh-day Adventist Church, which has aligned its teachings, prophetic understandings, and beliefs with the inspired writings of Ellen G. White, stands in support of her affirmation found in the book, *Great Controversy*, where she states, “Hope for nothing from your own labors, from your own understanding: trust solely in God, and in the influence of His Spirit.” (GC pg. 134). “Those who are partakers of the grace of Christ will be ready to make and sacrifice, that others for whom He died may share in the heavenly gift. They will do all they can to make the world better for their stay in it. No sooner does one come to Christ than there is born in his heart a desire to make known to others what a precious friend he has found in Jesus; the saving and sanctifying truth cannot be shut in his heart” (STC. pg. 78). This is the hope which underpins the mission of the NCC.

Over the next five years, the NCC envisions the accomplishment of its mission through prioritizing seven strategic pillars – *Evangelism and Conservation, Technology, Consolidation of the Family Unit, Health and Community, Leadership and Developing, Transformational Education and Youth, and Finance/ ADRA Preparedness*. Foundational to the North Caribbean Conference is the pursuit of these seven-fold developments over the period under review. This organization is committed to the core values and will instill in every member and every organizational worker an appreciation for love, unity, integrity, respect, transparency, accountability, excellence, commitment, and a mission-driven lifestyle. This emphasis is destined to have every member model the life of Jesus and live out the Biblical injunction found in Mark 16.15, “Go into all the world and preach the ‘Good News’ to everyone.”

Message and Mission

Core Values

✓ Love

NCC Mission Statement

To make disciples for Christ

NCC Vision Statement

The Adventist message in every home,
in every heart

Core Values

The North Caribbean Conference of
Seventh-day Adventists is committed
to 10 core values.

✓ Commitment

✓ Mission Driven

Cast down...



but not destroyed...

History of the NCC

The North Caribbean Conference (NCC) of Seventh-day Adventists is part of the worldwide network of the Seventh-day Adventist Church. More than 150 years ago around the world, individuals from many different religious faiths, including Baptist, Methodist, and Christian Connection, were preaching that the second coming of Christ was imminent. In North America, William Miller, based upon his understanding of Bible Prophecy, set a date – October 22, 1844 – for the Lord’s return. Eagerly he and his fellow believers, known as Adventists, prepared for the appointed day. When it came and went, they suffered a great disappointment. The message had been sweet in their mouths but very sour in their stomachs just as Revelation 10:9 and 10 had foretold.

Many of these early Adventists bitterly renounced their beliefs, but a small group decided to restudy the prophecies to understand what had happened. Gradually they came to a new realization: though Christ’s return was imminent, a specific date could not be set. As they continued to study, more and more Bible truths came to light: the sanctuary message, the state of the dead, and the seventh-day Sabbath, among others.

The early believers realized that organization was essential to the successful spreading of these Bible truths. In 1863 this faithful group of North American Bible students officially launched the Seventh-day Adventist Church with an initial membership of 3,500. Today the Adventist Church is a worldwide movement comprising almost 21 million members in more than 80,000 churches and companies. Annually, more than 1 million people become part of the church family through baptism or profession of faith.

The world church organization, known as the General Conference of Seventh-day Adventists, is divided into fifteen divisions and fields. These are: *the Trans-European Division, Inter-European Division, Middle East and North Africa Division, Israel Field, West Central Africa Division, East-Central Africa Division, West-Central Africa Division, Southern Africa-Indian Ocean, Euro-Asia Division, Euro Asia Division, Northern Asia Pacific Division, Southern Asia-Pacific Division, South Pacific Division, Inter-American Division, Southern Asia Division, South American Division, and the North American Division.* Our Division, the Inter-America Division (IAD) is comprised of six unions including our own – Caribbean Union Conference of Seventh-day Adventists.

The North Caribbean Conference (NCC) is under the umbrella of the Caribbean Union Conference. NCC is a small conference with a great mission and a broad vision for the territory it embraces. Our headquarters is on the beautiful island of St. Croix, United States Virgin Islands. Our approximately 15,000 members worship in 31 churches and 4 companies across *Anguilla, the British Virgin Islands, St. Maarten, Saba, St. Eustatius, and the United States Virgin Islands.*

The Conference was established in August, 1975, and began operations on January 1, 1976. The Conference endeavors to remain focused and to be informed by its mission, vision, and core values. Our Conference is responsible for the administration of five schools found on St. Maarten, Tortola, St. Thomas, St. Croix, and St. Eustatius.

Presently, our workforce of more than 140 workers consists of pastors, teachers, and office workers. Our work is the spreading of the everlasting gospel of Jesus Christ. We undertake this challenge, not in human strength, but in total dependence on Jehovah God.

Legacy of Leadership

Pastor **William W. Thompson** was the first president of the North Caribbean Conference following its birth from East Caribbean Conference on January 1, 1976. He was known as a gentle, **encouraging**, and wise man with a business-like acumen which he integrated into commonsense ministry. His sense of humor is a character strength that has not been forgotten since it cushions his stance for integrity and commitment to the work of God. President Thompson served for six years from **1976 – 1982**.

W. THOMPSON

Pastor **Belgrove N. Josiah** is a confident, well-respected, **mentor of influence** to young men in ministry, a fatherly figure who values the differences in ministry. As a leader, he is said to have demonstrated a spirit of discernment and an attitude that brought balance to the work. The present North Caribbean Conference office building was dedicated during his tenure. President B. N. Josiah served for twelve years from **1982 – 1994**.

B.N. JOSIAH

Pastor **Jansen E. Trotman** was an assertive yet **objective** leader. He is described as a visionary with a passion for evangelism. He was the first person in the Caribbean Union to become a certified Family Life Director and regarded as “a people’s person” who cared deeply about his workers and their families. Evangelism in the North Caribbean Conference exploded under his watch. President J. E. Trotman served for five years from **1994 – 1999**.

J. TROTMAN

Pastor **John R. Josiah** is considered a **spiritual** leader who is unquestionably committed to the Adventist cause. He is deeply loyal to the organizational structure, so it’s no wonder that a surge of new church buildings, including the first Haitian Church, were dedicated while he was president of the North Caribbean Conference. President J. R. Josiah served for six years from **1999 – 2005**.

J. JOSIAH

Pastor **Silton N. Browne** is a **visionary** who has a quest for excellence and transparency. He was passionate about including women and youth in ministry. The monitoring and building up of Conference Development Funds can be credited to his leadership. The North Caribbean Conference experienced territorial adjustment and gave birth to the South Leeward Mission during his tenure. President S. N. Browne served for twelve years from **2005 – 2017**.

S. BROWNE

SWOT Analysis

The following strategic plan was developed based on an analysis of the NCC's strengths, weaknesses, opportunities, and threats over the next five years.

STRENGTHS

- Finance/ Hard Currency/ Stable income with inadequate liquidity and working capital
- Accessibility to resources
- Access to technology
- Professional/ educated workforce
- Community reputation/ respected
- Accessible organizational material and supplies that promote the interest of healthful living
- Strong heritage of healthy lifestyle
- A wide range of members with skills in technology
- Great opportunities to utilize technology
- Confidence in the church's mission and message
- Clear SDA philosophy (Sabbath, Second Coming of Christ)
- Adventist Christian Education--elementary and secondary schools
- Qualified and dedicated workers
- High ratio of SDAs to general population resulting in high visibility
- Faithful stewardship of our membership
- Relevant health message and sharing of the health message
- Unified Bible-based doctrine
- Representative structures that are easily accessible to the community
- Strategic location and physical structure of churches are accessible to the public
- Stable income with adequate liquidity and working capital
- Supportive membership
- Holistic and Biblical philosophy of family life
- Intentional evangelism by pastors and laity
- Visible leadership among our female membership
- Multicultural churches

WEAKNESSES

- The presence of lifestyle diseases among membership
- Inactivity of conference-associated health professional associations
- Insufficient funds to finance church building and other capital developments
- Insufficient financial resources in some institutions
- Insufficient use of modern technology
- Inadequate Christian relationships outside of the church community
- Lack of coordinated efforts to maximize human resources among the membership
- Failure to match ministries with giftedness
- Church planting
- Publishing ministry accessing a broad spectrum of the population--colporteur
- Failure to embrace youthful ideas as they relate to worship
- Failure to implement effective membership conservation strategies
- Lack of accountability in reporting data

SWOT Analysis (cont'd)

The following strategic plan was developed based on an analysis of the NCC's strengths, weaknesses, opportunities, and threats over the next five years.

OPPORTUNITIES

NCC provides:

- opportunities to utilize technology
- sufficient investment in technology
- support of religious liberty advocacy
- indifference to the traditional Biblical healthy living principles
- failure of the church leadership to model and promote a healthy lifestyle
- options for members to have diversified giving options
- stewardship education of members to become more financially independent
- improved Christian relationship inside of the church community
- availability of relevant technology
- easy access to resource materials through major metropolitan centers
- an education- conscious society
- God- consciousness in society
- significant public interest in healthy lifestyle
- access to un-entered areas
- dialogue on current social issues
- potential to become a healthcare and wellness provider
- fundraising efforts to fund projects
- focus on one or two major initiatives at a time to increase success of projects
- utilization of undeveloped properties owned or managed by the NCC
- challenge of dealing with the increase of Atheism, non- Christian religions and other congregations

THREATS

NCC faces:

- Declining percentage of youthful members
- Accessibility of churches for individuals with disabilities
- Pervasive materialism
- Vulnerability to natural disasters
- Increasing disconnectedness of youth from the church (mainstream society, parenting, inappropriate use of technology)
- Escalating cost of living
- Competitive salaries from the government
- Resurgent interest in Spiritism
- Migration
- Increasing occurrences of lifestyle diseases that neutralize the effect of the health message
- Need to offer a more holistic lifestyle
- Rapid disintegration of family life (divorced, separated, single- family homes, violence/ domestic abuse)
- Impact of cultural/secular viewpoints on Adventist education and curriculum (potential solutions: religious liberty advocacy/ self- sufficient/ non- governmental funding)
- New Age ideas, secularism, and post- modernism
- Increasing impact of crime
- Existence of offshoot and dissident groups
- Emergence of alternative lifestyles
- Restrictions on free speech related to beliefs

Strategic Planning Process

Through careful analysis of NCC's strengths, weaknesses, opportunities, and threats, we provide a candid evaluation of NCC's current situation, confronting the brutal facts. This analysis offers guidance on its impact of future decisions and provides clarity to the North Caribbean Conference's core ideologies namely, our **Vision**: *"The Advent Message in every home, in every heart"*; and our **Mission**: *"To make disciples for Christ."*

The framework is conducted in the form of a diagram that examines both internal and external environments and provides an excellent framework for decision making. It provides answers to relevant ideology questions that underlie the existence of NCC:

- Why do we exist?
- Where are we going?
- What do we do?
- What is most important to us?

As the administration deliberately seeks to maximize the strengths of NCC and accentuate its distinctive competences, continual success is guaranteed. Whatever deters NCC from success or hinders growth must be aggressively decided upon, to be turned into possible opportunities or assets, garnished for the improvement and development of the conference.

The Strategic Plan Contributors:

- Conference Administration
- Coordinating Councils around NCC
- Departmental Directors
- Local Government Employees
- NCC Strategic Plan Committee Members
- NCC Office Staff Workers
- Pastors (St. Maarten, St. Croix, St. Thomas)
- Resources/Programs from wider organization
- Retired Conference Employees
- Strategic Plan Engineer Consultant
- Selected Professionals
- Teachers of the NCC
- Youth/Lay Members of the NCC

North Caribbean Conference

7 STRATEGIC PILLARS



The Strategic Pillars indicate the strategic directions and focus areas
of the
North Caribbean Conference

2017 - 2022

Definition of Pillars

The North Caribbean Conference of Seventh-day Adventists defines:

Evangelism and Conservation as the matrix of a social and cultural change, where the church resolves to embrace all people with the love and life-changing message of Jesus. The emerging technology and social media as well as compelling behavioral trends and beliefs among groups of people in our society demand that the church invokes broad vistas in reaching people for Christ. These tools help shape the construction of our evangelistic endeavors.

Our commitment to nurturing is followed by service, discipleship, and the use of spiritual gifts. NCC will continue to focus on following through with an extensive discipleship program and the conservation plan for members that includes the following: *to nurture, to bring up, to care for, to foster, to train, and to educate* those who have accepted the Lord Jesus as their personal Savior.

Technology as an effective and flexible service in fueling the mission of the church and propelling stakeholders on our journey of hope toward a finished work. It offers quality of service and effective ways to improve the mission of the church. The use of social media, digital technology and twenty-four hour use of radio programming undoubtedly will connect people of different ages, races and cultures to the mission of the church. It allows for innovation and transparency as well as discipleship-sharing in the neighborhood, the workplace, the community, and beyond. Technology in mission provides opportunities for organizational development and data collection. It allows members to enhance their discipleship experience, becoming more like Christ.

Consolidation of the Family Unit as the indispensable basic organism of society. It is a foundation stone or bed rock of the church and wider community. In a profound and practical sense, the family is a microcosm of some of the most vital institutions in society as in many cases it is both the first church and the first school. Family life education, nurture, and prioritization are critical for the strength, sustainability and salvation of the church and society.

"One well-ordered, well-disciplined family tells more in behalf of Christianity than all the sermons that can be preached" AH. p.32.

Definition of Pillars (cont'd)

The North Caribbean Conference of Seventh-day Adventists defines:

Health and Community as the progressive comprehensive health ministry within NCC, emphasizing Christ's method and ministry of reaching the whole person. The vision cast is to extend this influence until 'Every Church becomes a Community Centre of Health, and Every Member a holistic Lifestyle Missionary for Christ.' The intent is for the Conference to engage collaboratively within its communities and extend the message of holistic lifestyle practices to every citizen, with the understanding that health is something to celebrate, and that we can rejoice in the promise of wholeness in our brokenness.

Leadership and Development as the on-going enrichment and enlargement of the skills, abilities, capabilities and competencies of members, church leaders, and employees, with the aim of providing spiritual nurture and fostering professional growth for all. The Conference recognizes that Christ-like, committed, well-qualified and motivated employees alongside visionary leaders are critical to the furtherance of its mission to transform ordinary people into extraordinary servants of God. This collaboration of human resource, coupled with improved capabilities in technology and modern infrastructure development, will undoubtedly allow the creation of unique ways to proclaim the everlasting gospel throughout NCC and beyond, in contemporary style .

Transformational Education and Youth Ministries are inseparable intrinsic strategic pillars of NCC where educating youths and redeeming them are fundamental to the vision of this organization over the next five years. "To restore in man the image of his Maker, to bring him back to the perfection in which he was created, to promote the development of body, mind, and soul, that the divine purpose in his creation might be realized—this was to be the work of redemption. This is the object of education, the great object of life" *Education* (15-16). We forge forward into the future under God, as an organization embracing the challenges of transforming young lives, yet focusing in preparing them to be relevant, productive, Christ-like and goal oriented, being the best they can be as disciples for Christ where ever they are called to serve.

Definition of Pillars (cont'd)

The North Caribbean Conference of Seventh-day Adventists defines:

Finance and ADRA Preparedness are driving forces behind the mission of the church and behind people in poverty and distress, with the intent to create just and positive changes through empowering partnerships and responsible actions. This pillar will also seek to provide effective and cost-efficient services that are ethical, practical and professional.

The financial ethos of this plan is committed to the management of economic resources, ensuring financial stability and functioning so effectively, that collection and the use of funds will be in harmony with organization policy. This plan is destined to fuel the great gospel commission within the organization and beyond.

This combined pillar envelops the fabric of the mission and vision of the North Caribbean Conference. It is a stewardship responsibility, a call for management of physical and financial resources within the organization, and a commitment to create a culture with the upcoming generation to ensure sustainability throughout the end time's predicted prophetic/catastrophic events.



Organized for mission



Moving forward...



STRATEGIC PILLARS AND GOALS



Strategic Pillar #1: Evangelism and Conservation

Strategic Pillar #1 - Evangelism and Conservation							
Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
To empower church pastors toward evangelism	Engage pastors and families in devotional activities and Annual Family Week of Prayer	Devotional commentary reading	1 st Quarter 2018	\$2.5K	Ministerial Secretary	Evidence of devotional reading in monthly report	Evidence of spiritual growth and family bond
		Ministerial Family Week of Prayer	1 st Quarter 2018	\$2.5K	Assistant to President	Local ministerial leaders submit evaluations and attendance sheets at FWP	Church pastors prioritizing family as Biblical directive and Spirit of Prophecy counsel Spiritual help/blessing to Pastor's household Pastors' ministry clearly prioritized -- his family as his first church Pastors exposed to resources that aid personal spiritual

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		Devotional Webinars, Seminars (IAD)	1 st Quarter 2018	\$2.5K	Ministerial Secretary	Online signed/ brief report and evaluation of subject matter/ send in “take away point” course certificate	growth and pastoral leadership
To empower church pastors toward evangelism	Expose all pastors to trending paths in church growth	Each pastor receives the book “ <i>The BIG FOUR - Secret to Thriving Church Family</i> ” (S. Joseph Kidder)	1 st Quarter 2018	\$350.00	Ministerial Secretary	Credit towards continued education	Church growth, conservation principles and church governance garnished from reading material
		Reading: * <i>Dream Big & Make a Difference</i>	1 st Quarter 2018	\$380.00	Assistant to President	Pastors’ monthly reports	Church strategic plans underline cultural demographics
		* <i>Becoming a Welcoming Church</i>	1 st Quarter 2018	\$260.00	Ministerial Secretary	Pastors’ Year Plan Pastors’ monthly reports	Church strategic plans underline cultural demographics
		*Periodicals		\$1200.00	Ministerial Secretary	Pastors’ monthly report Journal reviews	Pastors identify factors or trends that impact 21st. century ministry: - the rise of network,

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			1 st Quarter 2018				media, revolutionized church leadership, the intentionality of the gospel commission
To empower church pastors toward evangelism	To equip all NCC Pastors through training, resources, and opportunities	Webinars, Seminars Four (4) Workers Evangelism Symposium	2018	\$54K (NCC Impact)	Ministerial Secretary President Assistant to President	Online signed/ brief report and evaluation of subject matter/ send in "take away point"/ Workers meeting attendance/ Role play techniques in evangelism methodologies	Pastors will be able to evaluate and develop scientific approaches and methodologies towards evangelism
		Evangelism Impact NCC	2019	\$54K (NCC Impact)	Assistant to President, Personal Ministries' Director, NCC Treasurer	Selection of pastors, preachers and coordinators	Pastors taking ownership of the evangelism process in their church Pastors experience evangelistic exposure, practicum involvement/ Pastors work alongside

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		NCC PLEC	2020/ 2022	\$65K	Evangelism Council President/ Treasurer/ Assistant to President	Project Budget Selection of presenters and program logistics	experienced evangelists and successful under shepherds on church ethos in 21st Century Pastors' baptismal goal become attaining Pastors' evangelistic approach would characterize passion and enthusiasm
To empower church pastors toward evangelism	To enact a quarterly baptism in each pastoral district as an evangelism process in church life	Sabbath School Action Unit activities	2018		Sabbath School Director	Sabbath School Reports	Increased attendance of backslidden and non-Seventh-day Adventist members to Sabbath School

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	Bible Study Class in each church	2017		Personal Ministries' Director	Pastors' Strategic Plan Monthly report	Clear Intention to impact the spiritual growth of members
	Yearly Revival Series in each church	2019	\$12K	Ministerial Secretary	Pastors' Monthly Reports Strategic Plan	Spiritual awakening among members Reconciliation, Commitment Involvement, Reclaiming former members, Baptism
	Annual Week of Prayer in each church	2017		President	Pastors' Monthly Reports Strategic Plan	Spiritual blessings to the membership/ Commitment to the cause of God Evangelistic approaches within churches characterized by passion and enthusiasm 75% members capable of decision-

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		Personal Witnessing Ministry in operation in each church	2017		Personal Ministries' Director	Personal Ministry Reports	making and disciple-making as life practices Pastors and churches attaining their baptismal goals Witnessing techniques are mastered by believers
To create Seeker-Sensitive Sabbath Worship Experience	To have all NCC pastors and local leaders intentionally foster a Sabbath worship climate that is attractive, relevant and appealing	Installation of Church Motion Graphics – Pro Presenter Bible Template	2022	60 K	NCC IT Staff, Communication Director, Assistant to the President	Selection of two (2) congregations to model Pro Presenter seeker worship climate. Church technicians' readiness, implementation plan & budget configuration proposal, NCC Executive Committee approval	Operate best practices in the use of social media and follow essential steps towards successfully communicating SDA Message. Enable church leaders/ worship leaders to access a large variety of relevant, suitable (SDA Bible) content

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		A feasibility study of seeker-sensitive readiness in NCC	3 rd Quarter 2019	\$700.	Ministerial Secretary, Assistant to President	Report from feasibility study	which enhances worshippers' knowledge/ provide instructional opportunities for all age groups attending church worship
		Prepare survey forms to encourage church readiness	2019	\$700.	Ministerial Secretary/ Assistant to President	Unannounced visits for evaluation/assessment of current worship litany	An evaluation of the quality of worship in NCC, its effectiveness to impact the spirituality of worshippers
			2022		Ministerial Secretary/ Assistant to President	Random evaluation by members and non-members	Transparency Data/ information overdrive
							Informed and relevant worship experiences that meet needs, provides healing,

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		Create an evaluation form for feedback	2019	\$16K	Assistant to President, Prayer Coordinator, Ministerial Secretary, Youth Director	Registration at workshop/ evaluation of subject matter/ send in "take away point"	give hope to worshippers
		Eight (8) "Church at Worship" workshops/ retreats/ conferences	2022		Assistant to President, Conference Music Coordinator	Congregations Conference-wide have representation and participation	Informed church leaders fostering a climate for meaningful Sabbath Services/ Youth-embracing new Sabbath Worship litany
		NCC Musical Experience 2022	2019	2K	Ministerial Secretary, Assistant to the President, Appointed Island Coordinator	A select group of the demographic island membership in attendance Local church worship committee staff in attendance/	An evaluation of the quality of worship in NCC, its effectiveness to impact the spirituality of worshippers Open dialogue with conference leadership on relevant strategic issues that impact the future of the NCC

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		Four (4) "Meet the President" forums	2019	8K	Assistant to the President, Ministerial Secretary, NCC Prayer Coordinator, Sabbath School Director	evaluation of workshop/ implementation plan & budget configuration proposal /follow-up	The litany of worship services will encompass dynamism, a nurturing climate that impacts the worshipper's spiritual life and at the same time offers acceptance to community, families, guests, and frequent friends of the church.
		Two (2) Conference-wide Worship Committee Workshops	2020	12K	Communication Director, IT Staff	Registration of leading church media and music personnel/ evaluation & feedback of summit/ implementation plan & budget configuration proposal /follow-up	Building and maintaining strong relationships with media, at the same time, making the most out of Facebook, Instagram, Google and Twitter for our connectivity and conference initiatives.
		One (1) Media Summit				Attendance sheet submitted written/oral multiple-choice questions evaluation/attendee	

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			2019	15K	NCC Administration	shares "Take away discovery"	Local church/ Local governing church body becomes sensitized to role, function and boundaries of the local church board
		Church boards/ Education Workshops	2019	10K	President	Select Presenter(s) for Continual Education Course All pastors complete course outline	A wide range of knowledge for pastors on worship, its purpose and origin.
		Pastors' continuing education at 2019 Workers Meeting - <i>(The Nature and</i>			Assistant to the President	Certificate of completion issued	A satisfactory worship climate in all congregations. Increased attendance of Sabbath worshippers Greater management of conference and local church membership

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		<i>Importance of Christian Worship)</i>			Assistant to the President		
To conserve or retain & disciple 90% of church membership by 2022	To have all churches in NCC fully compliant with ACMS & EEI program for membership retention	Training of Pastors, Church Clerks, Treasurers, Elders, and Auditors in the use of StewartSmart software, ACMS and EEI	2018	\$12.5k	Office of the Secretariat	Online compliance	Ability to transfer members between churches anywhere in the world Facilitate ministry toward Adventist church members: <i>previous, missing or disconnected Adventists/ Adventist church interests</i>
			2018		Ministerial Secretary	Data collection to NCC Secretariat/ Ministerial offices	Record offices and responsibilities at the local church and conference levels.

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		Acquire the professional service of Luther Mills for program implementation					Help reform and improve the accuracy by which we track information Provide elders/church leaders with necessary data for quality visitation
To conserve or retain & disciple 90% of church membership by 2022	To foster a rigid Discipleship Program in all Congregations of NCC	Create a Discipleship Manual	2019	20K	Personal Ministries' Director	Published Manual by December 2019	Total Membership Involvement concept 75% embraced by church leaders
		Two (2) Discipleship Coaching workshops for church leadership	2019		Assistant to President	Registration and evaluation survey forms	85% Membership disciplined and mission-driven
			2017		Sabbath School Director	Certificate of Discipleship Coaching Quarterly Conference meeting of all Spiritual	Membership nurtured into Christ-like behavior,

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		Spiritual Guardianship Program in every church	2017		Personal Ministry Director	Guardians on each island	reflecting the character of their Master, Jesus Christ
		Cell Group Ministry in every district			Personal Ministries' Director	Monthly assessment of cell group ministries/ Cell leaders' report	
To conserve or retain & disciple 90% of church membership by 2022	To nurture 90% Church Membership	Bible Study Class in every church	2017	8K	Ministerial Secretary	Record weekly attendance to Bible class	Spiritual interest of members heightened
		Prayer/ Witnessing Ministry in every church	2017		NCC Prayer Coordinator	Churches organize various prayer groups	Bible Class attendance up 50%
			2017			Sabbath School Record Audit	Missionary zeal of Church leaders Members up by 80%
							Bible Class attendance up 50%

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	Personal Daily Study Plan in every home			Sabbath School Director		Missionary zeal of Church leaders/
		2019				Members up by 80%
	Sabbath School Lesson plan		2019	Sabbath School Director	Sabbath School Record	Congregations adopt GC Bible Reading and Prayer Plan
	GC Five-year Bible & SOP Reading Plan			Personal Ministries' Director, Prayer Coordinator	Congregations demonstrate their involvement in GC Bible Reading and Prayer Plan	
			2019		Congregations' participation in Conference and Island Activities	Congregations adopt GC Bible Reading and Prayer Plan
	GC 777 Prayer Plan Personal Witnessing			Personal Ministries' Director	Registration, Congregations' assignments	Members depend more on prayer-- the power of God and less of self

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		Sabbath in the Wilderness Program	2020		Spirit of Prophecy Director, Family Life Director	Congregations' participation in Conference and Islands	
		Two (2) Conference-wide Prayer Conferences	2020	10K	Prayer Coordinator	Registration and attendance sheets	Young people are able to gird their minds and guard their conduct from the evil one. They receive power to follow the path of uprightness
		Eight (8) Prayer Conferences/ Retreats)	2019	8K	Prayer Coordinator	Youth participation/ Involvement	
		Bible Bowl Spiritual Activity	2017		Youth Director		
To conserve or retain & disciple 90% of church	To discover and develop the spiritual gifts of 95%	Conduct Spiritual Gift inventory in each congregation	2018		Personal Ministries'	Distribute and collect survey forms	

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membership by 2022	of the church membership	Spiritual Gifts workshops, seminars	2018	5K	Director, Prayer Coordinator Youth Director Youth Director Children's Ministries' Director, Personal Ministries' Director	Spiritual gifts' assessment tools Registration Evaluation sheets	Spiritual maturity in church leadership and congregations At church election process, spiritual gifts inventory guiding perimeters for church office Unified church body
To conserve or retain & disciple 90% of church	To equip 80% of the congregation for ministry	Workshops/ Training for church officers	2018	11K	Personal Ministries' Director	Registration, Evaluation Feedback,	Church leaders become more sensitive to the call

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membership by 2022		Bi-annual Lay Rally	2019	45K	Personal Ministries' Director	Take away point Participation in Lay Rallies Registration and Participation in Lay Rallies	of the priesthood of believers Members will see that they are designed uniquely by God, put in the places where they live for the purpose of God
		School of Evangelism	2019	7K	Personal Ministries' Director	Registration-- School of Evangelism	A mission-driven church at all levels and in all departments
		Prayer/ Bible Study Classes	2019		Prayer Coordinator , Family Life Director, Children's Ministries' Director	Attendance to Prayer meetings & Bible Class	A mission-driven church at all levels and in all departments
To conserve or retain & disciple 90% of church	To engage 75% of youth in the	Youth to Youth program	2019		Youth Director	Workbook/Manual/Study Guide/ Monitoring progress	SDA young people empowered to change the world, improve their lives

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membership by 2022	mission of the church	Training youth preachers				of youth's attitudes and skills	through positive youth and community Christian principles
		Conduct twenty-five (25) Youth and children evangelistic efforts/crusades	2019	50K	Youth Director Children's Ministries Director	Registration at Training Sessions Submission of Lay Evangelistic Budget	SDA Youths and children actively involved in soul winning/ mission of the church
		Senior Youth Mission Trips	2019	20K	Youth Director	Registration for mission	SDA Youths actively demonstrating "servants of God friend to man" principles to the church
		Adopt GC 2020 Mission Strategic plan: "I Will Go"	2020		Personal Ministries' Director, Evangelism Coordinator	Congregations' focus of spreading the gospel and nurturing church members Adaptation through flyers, T-shirts, banners, book markers etc.	A journey in Discipleship. The concept of mission and the sacrifice for mission will be revived as a way of life in NCC by pastors, every church member-- young and old

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						<i>"I Will Go"</i>	
To conserve or retain & disciple 90% of church membership by 2022	To create a more family-friendly church environments in 90% of the congregations on NCC	Children, youth and families share in the planning and execution of worship	2019	12K	Children & Family Life Director, Youth Director	<p>Evidence of children and youth feeling loved and accepted by extended church family</p> <p>Families are involved in church worship through greeting, receiving offerings, scripture reading, and prayer</p> <p>Family Life Quarterly Report</p>	<p>Families are drawn to the person of Jesus Christ in an attitude of genuine repentance</p> <p>Unity, togetherness and increased church attendance by household members due to encounters with the Creator of families</p> <p>Unity, togetherness, and increased church attendance by household members due to encounters with the Creator of families</p>

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To conserve or retain & disciple 90% of church membership by 2022	To affirm 80% children and adolescents as part of the church family and it's witnessing mission	Church Leaders read the book <i>"Altogether Wonderful"</i>	2019	\$480.	Children & Family Life Director, Ministerial Secretary	Leaders complete the workbook assignment	Qualified church leaders are now sensitized to the needs of each age group, and are committed to regularly planning, preparing and teaching Parents, young adults and children embrace the mission-driven focus of the church Lives of youth and children are shaped, developed and driven by the
		Intentional Intergenerational/ Mission-focused worship services	2019	\$2K	Children & Family Life Director, Ministerial Secretary	Worship participation reflects age, gender, ethnicity of congregation Commitment to keep the family a priority	
		Twelve (12) Amazing Family Races -- Church community outreach events	2018	12K	Children & Family Life Director, Sabbath School Director	Number of families signed up for "Amazing Family Race"	
			2018	40K	Children & Family Life	Lay crusades plans & budgets	

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		Twenty (20) Pathfinder and Adventurer crusades	2019	25K	Director, Ministerial Secretary	Records of all families that received welcome and acceptance packages	mission of the church.
		Five Thousand (5000) family welcome & acceptance packages	2017	10K	Children & Family Life Director, Ministerial Secretary	Sabbath school report forms	Church will have the benefit of interacting with new families and helping them to ease into the existing church family.
		Forty-five (45) children's choirs	2019	10K	Children & Family Life Director, Sabbath School Director	Assessment sheet children choir induction service	An attitude of praise and joyful singing among children
					Children's Ministries' Director	Register children's choir with church board/ CMD	The lyrics learnt will complement their spiritually for purity in hearts and bodies
						Report organization of children & adolescent church	SDA adolescents and children experience spiritual development and have their spiritual lives nurtured through interactive

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		Ten (10) Children & Adolescent Churches'					activities and witnessing opportunities
To increase evangelistic efforts and intensify community outreach initiatives through Pastors and Laity in NCC	To prioritize evangelism and community outreach as top focus of business in 100% of NCC congregations	Evangelism Training/Workshop at the NCC annual ministerial meetings	2018	5K	President, Assistant to President: Evangelism	Continued education certificate for participants	Pastors equipped with evangelism fervor/ districts motivated and actively engaged with intentional evangelism
		NCC Pastors' participation in CARU Impact Guyana	2018	10.5K	NCC Evangelism Council	Report to Administration, develop an Impact NCC Evangelism approach	2019 Trial Run Impact NCC February 15 – March 2
		Pastors' and laity's involvement in CARU Festival of Laity	2018	15K	Personal Ministry Director, Evangelism Coordinator	Report at every Evangelism Rally 2018/ Report at church	Ministry and laity in partnership in ministry
				2.5K	Administrati on, Assistant	NCC Financial and human resource Identified	Pastor Virgil Sams representative to Impact Suriname/ Financial

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	NCC participation and support in CARU Impact Suriname	2019		to President: Evangelism	Executive committee Action	Contribution from NCC
	Four (4) Evangelism Symposiums (selected Islands)	2019	20K	Assistant to President: Evangelism	Churches/District reports Assistant to President: Evangelism Program committee	Leaders and members are focused on Church's #1 Business Mission-- Evangelism
	Pastors' quarterly evangelistic Soul-winning initiatives	2018	140K	President	Pastors' monthly reports	Evangelism is adopted as a process in the life of the church
	Each Sabbath School Action Unit as Home Cell for Evangelism	2018		Sabbath School & Personal Ministry Director	Sabbath school class reports, NCC Sabbath School Department yearly evaluation grade Report findings and recommended initiatives to Administration,	Sabbath Schools in NCC become centers of influence for the community's spiritual needs Evangelism goals at various levels are reached and surpassed with new

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		An Evangelism Task Force assessing/evaluating successful models, methods & approaches (MMA) of evangelism	2019		NCC Evangelism Council	Conference Executive Committee	initiatives and relevant planning
To increase evangelistic efforts and intensify community outreach initiatives through pastors and laity in NCC	To utilize the evangelistic gifts, and provide opportunities to all pastors and laity for a mission-driven focus plan	Seventy-one (71) pastoral crusades, (church/district/islands) and fifty-five (55) lay crusades	2017	887.5K	Assistant to President: Evangelism/ Ministerial Secretary Personal Ministries Director	Crusade Budgets, Pastors' monthly reports, Church District preparation	Pastors' engagement and success recognized Evangelism fervor – Mission driven
		Each congregation amenable to sponsoring Bible Worker(s) and Lay Bible instructor(s) serving as frontline	2019		Personal Ministry Director, Evangelism Coordinator	Pastors' monthly reports/ Churches officers' list	Evidence of complete preparatory work prior to start of evangelism initiative, backed by conservation plan in place

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	community-care providers						
	An SDA School Friendship Evangelism Program	2019	12K	Education Director, Evangelism Coordinator	10% Non-SDA students baptized	Intentional mission-driven focus by leaders and members of the church	
	SDA student-led community health fairs, music festivals, concerts, as evangelistic events and community outreach, targeting non-SDA students to actively participate in them	2019	15K	Education Director, Youth Director	Credited hours community service given to participating students	An identified team of diligent frontline soldiers of Christ in daily spiritual warfare, experiencing life-changing events through Bible studies	
	SDA student-led weekend mission trips to Anguilla, Saba, Virgin Gorda,	2020	10K	Education Director, Evangelism Coordinator	Credited hours of community service given to participating students	SDA school campuses as centers of evangelism	
					Schools' strategic plan,	Students of NCC experience that	

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		Anegada, Jost Van Dyke, St John	2019	20K	Education Director	Accreditation Team recommendation fulfilled	transformation -- "Education and Redemption are One"
		Four (4) regional and one (1) international mission trip for SDA high school students	2018		Children's Ministries' Coordinator	Team of volunteers identified/ Flyers and invitation to communities scattered/ Church evangelism initiative budget, / Pastoral monthly report/ Children's Ministries' report	SDA schools as centers of influence in the communities Students impact islands of NCC where there is no visible school operation with Christian Education and SDA message.
		75% of VBS Leaders in NCC operate centers of evangelism in VBS ministry, touching lives of non-SDA children and parents				VBS Graduation	Students' broadened worldview of a changing world improved. /Better understanding of what other people are going through / An experience of intercultural sensitivity and a re-evaluation of life and mission.

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							Children and parents from the communities exposed to SDA Bible teachings are taught the love of Christ and Christian way of life
			2018	14K	Children's Ministries' Director, Youth Director	Crusade Budget, Pastors' monthly report, Evangelism Coordinator site visit assessments	Youth and children throughout NCC demonstrate TMI 125 Baptisms
		Seven (7) youth/children public evangelistic initiatives	2019		Evangelism Council	Evangelistic Budgets. NCC Logistic Committee organized	Evangelism giftedness identified among pastors and laity Congregations taking ownership of the evangelism process of their church

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		Twenty-seven (27) pastoral and lay preachers' evangelistic centers across NCC --an exchange initiative	2020	75K	Assistant to President: Evangelism Treasurer Assistant to President: Evangelism Administration Evangelism Council	Network Forum Chat Line organized CARU & NCC Evangelistic Budgets Sites, speakers, islands Identified Communication Network organized	325 Baptisms Islands/ Congregations taking ownership of the evangelism process on the island/church. 400 Baptisms
Church Planting--to establish three (3) new	To parallel the semi-autonomous model for congregation	Review studies and assessment of church planting strategies for NCC	2019	34K	Assistant to President: Evangelism	A feasibility and sustainability study report to administration	Growth and expansion of SDA work in NCC

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congregations by 2022 (Spanish, Haitian, and English)	al and mission structures as detailed in the Antioch Church and Paul Apostolic band (Acts 20) in three (3) Congregations	<p>Bible study groups</p> <p>Sabbath School Action Units deployed in targeted communities</p> <p>Friendship Evangelism</p> <p>Train laity, identify gifted pastor(s) to reach target group</p>			<p>Personal & Sabbath School Ministries' Directors</p> <p>Children's Ministries' Director</p> <p>Youth Director</p> <p>Treasurer</p>	<p>Budget approved</p> <p>Outreach groups' monthly assessment report</p> <p>Material purchased</p> <p>Acquired personnel contacted and available</p>	<p>Crossing frontiers in NCC, reaching people groups with the gospel of Jesus</p> <p>Three new companies established by 2022</p>
Church Planting--to establish three (3) new	To evangelize 30% of unreached people groups in NCC	<p>Mega Crusades</p> <p>A proposal to wider organization for support of the work</p>	2019	550K		<p>Task assignment with timeline</p> <p>Follow a sequential project chart</p>	

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congregations by 2022 (Spanish, Haitian, and English)	(St. Croix, St. John, Caucasian Communities)	in unentered regions in NCC Colporteur Field Work					
Church Planting--to establish three (3) new congregations by 2022 (Spanish, Haitian, and English)	To increase Adventism presence by 40% on the islands of Anegada and Jost Van Dyke (BVI Territory)	Colporteur field work Community Health Fairs/Expo's Request of Adventist Volunteer Service Missionaries with ethnic and cultural similarities Local leadership election prior to establishment of companies/churches		550K			
To designate the year 2021 as the year of the Laity in NCC	To empower and deploy 95% of the lay membership of NCC unto mission-	One hundred (100) lay evangelism initiatives in 2021 Training fifty new Bible instructors,	2019	200K	Personal Ministry Director, Assistant to President: Evangelism, Youth	Evangelism Budgets Training course certificate issued	Three hundred (300) baptisms as a direct result of lay leadership work

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	driven focused activities in 2021	lay preachers, and colporteurs Acquiring equipment and materials in support of lay evangelism Organization of Special Seals Visitation Ministry Team(s) in each church (SSVTM) Island lay rallies NCC Festival of the Laity (November, 2021)		75K	Director, Children's Ministries' Director	Church's strategic plan on lay membership involvement List of Evangelism speakers/ evangelism event coordinators Churches report lists of volunteers Date scheduled for lay rallies and Festival of NCC Laity	Empowered and trained laity for missionary activities
To own and operate an FM Radio Station by 2019	To provide sixty-five (65) weekly services and programs from owned and operated FM radio	To dialogue with owner of WGod FM 97.9 radio station on St. Thomas on steps to acquire ownership	2019	\$3m	Administration, Communication Secretary	Feasibility Study Report on owning and operating radio station in NCC	Adventist message into more homes and hearts within the islands of NCC

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	station that inform, enlighten, educate, and enrich the public towards SDA beliefs and teachings	Invite AWR to provide guidance and negotiation steps to own radio station Develop a financial plan for acquiring and sustaining a radio station operation in NCC Board of Management for station appointed				Budget/ Financial plan Monthly Progress Report AWR Proposal reviewed	
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Conveying a relevant message



Strategic Pillar #2: Technology

Strategic Pillar #2 - Technology							
Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
Hire a webmaster.	Manage, update and maintain the website	Advertise the position	2 nd Quarter 2019	\$40K- \$50K	NCC Communication Department	Design criteria to be met, discuss the expectations up front and	Enhanced communication from headquarters to the various territories

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Strategic Pillar #2 - Technology

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	and connect the various services.					evaluate on a quarterly basis if expectations are being met.	
Change our communication system.	To use regular phones and accept social media calls.	Get in contact with the telephone company and determine what the best system is and purchase it Establish a new internal VOIP phone communication system in the office	3 rd Quarter 2019	\$500K	NCC Communication Department	System to be operational and functioning properly assessed by the comm. Department. Feedback from staff and personnel.	Being cost effective and efficient
Create a website for Adventists Singles.	To promote life- long friendship between singles in the NCC	Create the website and promote it between all the Adventists churches	3 rd Quarter 2019	\$200K	NCC Communications Department, Family Life Department	In the first three months of the launching of website/plan to see at least 100	To foster intercultural and interpersonal relationships between singles in our conference

Strategic Pillar #2 - Technology

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
						singles making use of the website	
Incorporate a diverse set of communication and social media technologies in connecting the members of the NCC and beyond.	By 2 nd quarter 2019 the NCC will increase its online and social media visibility to promote a welcoming and favorable image of the church to connect its members and reach potential non-members	Use Zoom technology to have online meetings Gather competent and willing individuals to assist in broadcasting programs and services using available social networks such as Facebook and YouTube as well as online bible studies and other NCC content Develop a strategy for provide each NCC congregation with the necessary equipment	2 nd Quarter 2019	\$500K	NCC Communication Department	Set up a timeline that all islands to be connected and able to use the Zoom, e.g. within 6 months Conduct a test run no later than end of November 2019	Improve our communication between members and employers in one island or in a group of islands

Strategic Pillar #2 - Technology

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		to achieve that initiative Source equipment that offers churches the best opportunity to reach members and people. (4 th Quarter 2019) Increase usage of the website, social media, and the YouTube channel of the church to provide sermons and content to the public Provide a sermon of the month to our member mailing list using Constant Contact					

Strategic Pillar #2 - Technology

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Stream evangelistic crusades around the conference Conduct training for church leaders on how to effectively use the marketing/advertising strategies and opportunities offered through social media Increase by 5% the number of pastors and churches recording sermons and to send to the NCC office to provide the content necessary for that initiative Offer training to constituents on the use of technology in worship					

Strategic Pillar #2 - Technology

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Conduct 2 online trainings for churches Develop resources for use by the local church communication leaders					

Hope kept alive...

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Strategic Pillar #3: Consolidation of the Family Unit

Strategic Pillar #3 - Consolidation of the Family Unit

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
Profile and intentionally address the needs of families within the Conference	By 1st quarter 2019, NCC will define the needs of 75% of those to whom we minister & begin to meet those needs	<p>Conduct a needs and interest survey in each church</p> <p>Share results of the survey with all churches and conduct seminars, workshops, and free counselling sessions to help address needs</p> <p>Conduct a scientific survey of the community's family needs</p> <p>Collaborate with the Stewardship Director to make available</p>	4 th Quarter 2018	\$6,000.00	Family Life Director, Local Family Life Leaders	<p>Completed surveys are ready for distribution</p> <p>Assess and analyze the survey results</p> <p>Seminars and workshops will be conducted that addresses the needs listed in the surveys</p>	Reductions in the number of reported Family Life related incidences will decrease by 2022

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		<p>“Soft Skills” classes to those in need</p> <p>Media resources like television, radio, social media, websites, and newsletters, along with seminars and workshops will be utilized to address the identified needs</p>					
Affirm children and adolescents as part of the church family and involve them in church life and its witnessing mission	By 4 th quarter 2018, 90% of children in NCC territory will have taken part in some type of witnessing activity	<p>Introduce all Children’s Ministries Leaders to the Talking Backpack Initiative, encouraging all to take part</p> <p>Involve children and</p>	1 st Quarter 2018	\$6,000.00	Children’s Ministries Director, Local CM Leaders, & Pastors	Gauge children’s personal relationship with God by their actions, conduct, behavior in church and school	<p>Increase in the amount of motivated and excited children that take part in the church programs</p> <p>The children’s personal relationship</p>

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	By 4 th quarter of 2019 50% of churches in NCC territory will have held crusades primarily conducted by children	<p>adolescents in balloon literature distribution</p> <p>Encourage group mentoring for children and adolescents</p> <p>Prepare and distribute program details for Children's Crusade in Song</p> <p>Conduct child preachers' workshops</p>					with God will increase
Strengthen the quality of parenting at all levels.	By 3 rd quarter 2019, NCC will increase the number of participants in parenting seminars by 10% over current numbers	<p>Conduct parenting seminars.</p> <p>Inform parents and adults about the 5-step approach to preventing/ interrupting</p>	1st Quarter 2019	\$10,000.00	Family Life Director, District Pastors	Let parents evaluate the programs after each session	<p>Positive parental involvement in school and church will increase by 10 % by 2021</p> <p>Parents' accountability on their</p>

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	By 3 rd quarter of 2019, offer reliable counselling services to 15% of parents that attend workshops	child sexual abuse Provide free counselling services to parents who self- report being stressed or overwhelmed					children's behalf will increase by 10% by 2021
Enhance Family Bonding.	By 4 th quarter 2019, NCC will increase the number of families who report a joyful and engaging family life by 10%	Promote family togetherness activities such as the "Amazing Race: Family Edition" Conduct outdoor retreats and family fun days to increase fellowship among family members and among different family	4 th Quarter 2018	\$8,000.00	Family Life Director & Local Family Leaders	Families attending the retreat will evaluate the program using assessment sheets NCC will provide a list of examples of families and or leaders that can be considered for recognition. The list can then be	By 2021 the number of families who report joyful and engaging family interactions will increase by 10%

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		units in the church Provide opportunities for community service or local mission initiatives as a family unit				checked off to ensure a wide range of persons are included	
Create more family-Friendly church environments	By 3 rd quarter 2020, NCC will see a 5% increase in attendance of families at church service	Increase awareness and competency in dealing with cross-generational relationships Train leaders how to make programs more attractive for children and families	3 rd Quarter 2019	\$5,000.00	Family Life Director, District Pastors, Family Life and Children's Ministries Leaders	NCC will provide a list of structures and services to families that will be available	The dynamics of the church service will change by having families actively taking part in services by 2020
		Adoption and implementation of Child Protection Plan in every church.	1 st Quarter 2018	\$7,000.00	Pastors, Church Boards, Children's Ministries Leaders		

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		Training for members and leaders in child abuse prevention					
Increase the involvement of women in the life and mission of the church	By 1 st quarter 2019, NCC will increase education and training opportunities for women by 10%	Upload certification programs to the Women's Ministries Website. Publish quarterly newsletters that tackle issues pertinent to women and celebrate their relationship with the Lord.	1 st Quarter 2018	\$8,000.00	Women's Ministries Director	A checklist will be provided for establishing a Counseling Centre which includes examples of permits and licenses that will be needed	By 2022 the number of persons receiving professional counseling interventions will decrease by 10%
Expand the impact of women, men, and children ministries	By 2 nd quarter 2021, NCC will increase the number of new families added to the church by 5% as a result of	Ensure that each ministry develop and implement a calendar of events that include specific outreach	1 st Quarter 2019	\$10,000.00	Family Life Director, District Pastor, WM & CM, MM, local church leaders	Completed calendars will be turned in to NCC by third quarter of 2020	By 2022 the number of new families added to the church will increase by 5%

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	the activities of the women, men, and children's ministries of the church	ministries to the community					
Challenge men to become/ stay true to God.	By 1 st quarter 2020, note at least a 10% increase in Christian fellowship and spiritual renewal among men within NCC	Encourage Father's Day Testimony services that uplift and encourage men Establish Men's Ministries in every church with the goal of meeting the needs of men within the church and in their local communities Through Women's Ministries programs, encourage women to respect and	1st Quarter 2019	\$5,000.00	Family Life Director, District Pastor, WM & CM, MM, local church leaders	Keep attendance records of male participants at planned events	By 2020, the number of men that actively participate in spiritual and social church-based activities will increase by 10%

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		<p>collaborate with the men of the church and in the home. Teach women to enable men to fulfil their God-given roles</p> <p>Conduct parenting seminars that address issues specific to fathers</p> <p>Encourage local Men's Ministries teams to plan father-daughter dates & father-son activities that model Godly behavior</p> <p>Sponsor Group Male Mentorship activities or opportunities</p>					
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		for sports evangelism					
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ADRA health message impacts community

*NORTH CARIBBEAN CONFERENCE OF SEVENTH- DAY ADVENTISTS
A JOURNEY OF HOPE: REBUILDING FOR A FINISHED WORK*



Strategic Pillar #4: Health and Community

Strategic Pillar #4 - Health and Community

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
Further educate members on the positive benefits of Biblical healthy living	By second quarter 2020, NCC will increase the number of members who indicate that they are following a healthy lifestyle by 10% over current numbers	Develop a program/course called "Health and Family". This program will be conducted in all churches where families can participate and receive a certificate of participation This program will also be part of our schools' curriculum (NCC)	2 nd Quarter 2019	50,000.00	Health Ministries Director	Each church will record monthly those families who have attended and participated in the course. Also members will report how they have applied this program in their daily lives	Majority of members following a healthy lifestyle and living what we preach. This in turn will decrease the rise in lifestyle diseases
Establish a Health Professionals Council around the conference	By first quarter 2020, NCC will increase the reach of its health message by 15% over current levels	Recruit professionals from across the conference to sit in the council. Establish the amount of persons necessary for such a	1 st Quarter 2019	10,000.00	Health Ministries Department	Council will meet quarterly or as often as necessary in consultation with Health Ministries department	That the Health Department is fully equipped with cutting edge health message to deliver to the

Strategic Pillar #4 - Health and Community

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	as a result of the work of the Health Professionals Council	council. (recommendation minimal 5 and max.7 persons) The Council will adhere to the existing working models of the organization, and: - Function as consultants to NCC Health Ministries Department					community in a reliable manner
Ensure that the workplace, all organizational functions, and activities are guided by proper health principles	By third quarter 2020, NCC will reduce the number of workplace and infrastructural health related incidences by	Meals served at all organizational functions should adhere to a vegetarian diet. Task the Health Department to develop a document on best health safety	1 st Quarter 2019	50,000.00	Health Ministries Department	Implement best safety practices throughout the organization based on health policies Document on a monthly basis the number of incidences and	The NCC organization can boast of a healthy and safe working environment

Strategic Pillar #4 - Health and Community

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	10% under current levels	practices. - Provide infomercials on the NCC website -Create a conference /territory health resources directory Eliminate health hazards and increase safety precautions at all facilities				the percentage wise decrease All staff must receive a booklet of the organizations best health safety practices	
Reduce the number of new cases of lifestyle diseases	By third quarter 2020, NCC will work with other appropriate agencies to help reduce the number of new cases of lifestyle	Encourage each church to become a lifestyle center using the "NEWSTART" or "CELEBRATIONS" model. Conduct prevention seminars in all churches and	2 nd Quarter 2019	10,000.00	Health Ministries Director	Document and report the number of churches engaged in the NEWSTART or CELEBRATION programs on a quarterly basis	Make our members and community alike aware of lifestyle diseases and how they can be prevented and reduced through

Strategic Pillar #4 - Health and Community

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	diseases by 5% under current levels	throughout the community NCC will actively promote and encourage those islands that want to start up lifestyle centers Promote commitment to the Temperance Pledge					changing of their lifestyle
Establish partnerships with community agencies that focus on health issues.	By fourth quarter 2020, NCC will increase by 15% the number of community related health activities in which it participates	Liaise regularly with government and non-government agencies in health screenings, health expos, and informational sessions. Access training on Public Health	2 nd Quarter 2019	50,000.00	Health Ministries Director	At least once a month hold a health outreach program and support and participate in all community – held health activities that promote and adhere to our	NCC will be more visible in the community with our health message and cater to people who are seeking a change in lifestyle for

Strategic Pillar #4 - Health and Community

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Emergency Preparedness				principals and way of life	the best health they can possible get
Explore the feasibility of establishing healthful living centers in strategic locations of the NCC territory	By fourth quarter 2020, NCC will establish at least two healthful living centers across the Conference	Conduct a feasibility study on the establishment of healthy living centers Determine the components of center including diet, exercise, family studies, youth issues, etc. Submit a proposed budget, plan of action, funding source and recommended locations	2 nd Quarter 2019	60,000.00 100,000.00	Health Ministries Director	Have the feasibility study carried and meet with those islands who have already started this process e.g. St. Maarten	Establish several healthful living centers across the conference where persons can learn about lifestyle changes and how to make these changes
Educate church members on	By fourth quarter 2020, NCC will	Retain qualified professionals in each island	1 st Quarter 2019	50,000.00	Family Life Director, Health	NCC will document the amount of	NCC needs to take care of our

Strategic Pillar #4 - Health and Community

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
mental health diseases and work on a plan to assist our elderly by establishing assisted living facilities	conduct mental health seminars in at least 50% of its churches	territory/grouping to lead the mental health seminars Educate members on the positive benefits of forgiveness and the advantages it has on health and salvation Feasibility study must be done on possibility of having health facilities established for our elderly			Ministries Director	seminars kept around the conference. NCC will engage someone to conduct a feasibility study on assisted living facilities	elderly in a structural manner. Having facilities that cater to our belief system will encourage our elderly to check in here when they reach to that age that they cannot help themselves anymore. Informed members will make informed choices about their retirement and they will

Strategic Pillar #4 - Health and Community

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
							know what possibilities are
Engage the community in acts of healthful living	By fourth quarter 2019 NCC will establish at least one healthy lifestyles club in 15% of all districts	Encourage each local church health department to start a healthy lifestyles club for church and community members. (Clubs may include walking, aerobics, cooking, etc.)	1 st Quarter 2019	20,000.00	Family Life Director, Health Director, Church Pastor, local church leader	Each district must report on the establishment of such a lifestyle club and the rate of participation	Active participation of members and community in healthful habits that are beneficial to their overall health

“We will get there!”



Strategic Pillar #5: Leadership and Development

Strategic Pillar #5 - Leadership and Development							
Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
Professionalism & Accountability Vision Integrity Service Accountability	All Church Institutions and personnel fully immersed and executing Leadership based on the VISA Principle	Provide Train the Trainer Educational Development for Departmental Directors and Pastors on the four Principles of VISA. Ensure that the VISA Principles are integrated into schools and denominational institutions through purposeful training of principals, teachers and other	2 nd Quarter 2019	\$27,000.00 Literature and Lecturers	Office of the President and Secretariat	Departmental Directors and Pastors will model their activities after the VISA principles Denominational institutions will show evidence in their reporting that the VISA Principles are shaping their actions and activities	All Areas of church leadership will be appropriately trained and equipped for effective leadership.

Strategic Pillar #5 - Leadership and Development

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		institutional workers Provide Church Board Training that highlights the principles of VISA				Church boards minutes will demonstrate the Visa Principles in action throughout the decisions taken	
Reconstruction of the North Caribbean Conference Administrative Offices	Develop an office complex that accommodates and is suitable to the needs of changing dimensions of ministry in the NCC	Engage stakeholder Charette to identify and streamline scope of services to be rendered through the redesigned office complex Issue Request for proposals for the Architectural	1 st Quarter 2020	4.5 m	Office of the President	All stakeholder organizations providing insight related to the services to be rendered through the NCC office complex Evaluation committee reviews and selects Architect firm	State of the art administrative complex that facilitates world class execution of ministry to the North Caribbean Conference constituents

Strategic Pillar #5 - Leadership and Development

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Design Phase of the project. Engage Architectural firm to design a 21 st century structure that will accommodate expanded conference vision Issue Invitation for Bids to construct the Facility envisioned				Contract Awarded based on insight from evaluation Committee Evaluation committee Selects General Contractor	
Give Primacy to the Health Message through the Development of Lifestyle Centers	Develop 3 Lifestyle centers across the NCC	Survey the Coordinating councils on all islands to determine their readiness to undertake	4 th Quarter 2020	1.2 mil	Office of the President Health Ministries Director	Coordinating Councils will provide reports on their plans to undertake health and wellness center	Strategically located Health and wellness lifestyle centers throughout

Strategic Pillar #5 - Leadership and Development

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Health and wellness projects Provide leadership by coordinating with established organizations to provide guidance in center development and administration Provide funding support through the Conference development fund for 3 projects that have demonstrated readiness to move forward				project NCC will solicit feedback on effectiveness of facilitators and consultants providing leadership in Lifestyle center development Development plans will be evaluated for feasibility and those deemed so will be provided funding assistance for implementation	the North Caribbean Conference

Strategic Pillar #5 - Leadership and Development

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
Enhanced Leadership access to constituency through improved connectivity between the islands and churches throughout the NCC	Develop one Videoconferencing center on each island with the capacity to support satellite locations within individual offices and churches	<p>Survey each island to determine the best suited location based on size and availability of high speed internet connectivity for the Videoconferencing Center</p> <p>Create policies for the activation and usage of the Videoconferencing center.</p> <p>Provide site team training, and equipment for the</p>	3 rd Quarter 2019	\$100,000	Office of the President Communications Department	<p>Evaluate site teams to readiness to operate centers</p> <p>Run monthly all systems connect drills to ensure that systems are functioning and usable.</p> <p>Solicit continuous feedback from site teams on improvement to center technology and policies</p>	<p>Increased unity throughout NCC by ensuring real time face to face communication without need to travel.</p> <p>Reduced travel budgets.</p> <p>Improved coordination and leadership across the organization</p>

Strategic Pillar #5 - Leadership and Development

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Videoconferencing center					

“An army of youths rightly trained...”



Strategic Pillar #6: Transformational Education and Youth

Strategic Pillar #6 - Transformational Education and Youth							
Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
TRANSFORMATIONAL EDUCATION							
Increase school enrolment	By third quarter 2020, NCC will increase enrolment by 20% at the primary and secondary school levels	Conduct research to determine the number of SDA school age children that are not enrolled in our schools and reasons for not enrolling Task each church to encourage parents and students who are outside of the SDA School system to enroll. Conduct an assessment of current students that have not enrolled for the	1 st Quarter 2019	\$150K	Education Director, Principals, Education Secretaries	Compare, and evaluate previous year enrolment with the present enrolment for the next 5 years	Increased registration of SDA and non SDA students by 20%

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Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		<p>upcoming academic year. Determine what factors affect student retention</p> <p>Develop a sustained educational marketing and promotional drive across the Conference throughout each school year (radio commercial and YouTube video or advertisement)</p> <p>Declare 2016 the year of Adventists Christian Education in the NCC; and distribute promotional</p>	2 nd Quarter 2019				

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		items (book marks, flyers, pencils etc.) Island- wide Annual Back to School fun day hosted by the SDA School and NCC Conference. Invitations extended to current students and potential students. (use as an open- house to show case benefits of Christian education and school services) Provide appropriate					

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		incentives to students who sign up in the months of April and May annually					
		Assist parents of children ranging from birth to 4 years old in planning for the financial aspects of their child/children's education	2 nd Quarter 2019				
		Increase the pre-K enrolment and strengthen the quality of the pre-K program to create a pipeline of students for future enrolment	3 rd Quarter 2019				

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Establish academic, vocational, and recreational facilities to adequately cope with the expected increases in enrolment	1 st Quarter 2019				
		Develop a physical master plan for all school facilities	2 nd Quarter 2020				
Continuously improve the quality and	By first quarter 2017, NCC will ensure that each of its	Retain a consultant grounded in the tenets of SDA	1 st Quarter 2017	\$50K	Education Director	Through inspections by the various	Students will learn to their maximum ability.

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
standard of education.	schools have a curriculum that is aligned with the national curriculum in the various territories.	<p>education to review and align the curriculum with national standards, as appropriate</p> <p>Provide professional development workshops for all teachers and principals to ensure implementation of the curriculum including the integration of faith and learning, technology integration, and differentiated instruction, and data analysis</p>	3 rd Quarter 2017			<p>authorities, such as NCC Director, Government officials and School principal</p>	<p>Teachers would master curriculum implementation.</p> <p>Integration of Faith and Learning would be implemented in all subject matters. The 360 ° evaluation show constant improvement among Management and staff.</p> <p>Teachers and principal will improve in their professionalism.</p>

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Institute an evaluation system that holds teachers accountable for thorough lesson planning and implementation of best practices for all students	3 rd Quarter 2017				
		Host a leadership workshop for principals a minimum of once per year and require all principals to subscribe to a leadership journal	3 rd Quarter 2017				
		Require all principals to utilize the leadership training, and					

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		mentor teachers at their respective schools in leadership	3 rd Quarter 2017				
		Conduct annual 360 degree evaluation of school personnel	3 rd Quarter 2018				
Expand the course offerings of each school	By third quarter 2019, NCC will integrate fine arts, performing arts, technology, and vocational subjects, in the curriculum in 100% of primary and secondary	Assess facilities to determine their readiness for fine arts, performing arts, technology, and vocational subjects Integrate fine arts, performing arts, and vocational subjects in the curriculum at	3 rd Quarter 2017 3 rd Quarter 2019	\$450K	Education Director, Principals	This will be recognized by the expanded timetable on primary and secondary levels	Subjects such as, fine arts, performing arts and vocational subjects will be offered by the third quarter of 2019

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	schools, as appropriate	both primary and secondary levels Hire qualified and experienced primary and secondary level teachers in the field of fine arts, performing arts, technology, or vocational education, or hire degreed professionals with the provision that they receive certification in teacher training Develop a curriculum for the respective areas that can be easily implemented or modified by all					

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		participating schools Establish a program to facilitate adult educational opportunities (e.g.) technology and life skills)					
Establish minimum standards for physical plants	By second quarter 2020, NCC will meet minimum standards for physical plants at 85% of its facilities	Commission a physical plant study to determine present conditions and ensure all schools measure up to minimum standards Assist the local school boards to put systems in place to conform	3 rd Quarter 2017 3 rd Quarter 2017	\$35K	Education Director, Treasurer	A checklist to determine if the schools have established the minimum standards	Schools have met the minimum requirements and standards set forth by the NCC by second quarter 2020

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		to the new requirements Evaluate compliance with National and Adventists Risk Management standards on an annual basis Common School Signage Develop a standard safety policy that can be implemented by physical plants, and modified based on special needs of specific institutions	3 rd Quarter 2017				
Increase the number of non-SDA	By fourth quarter 2019, NCC will	Develop a strategy to increase the	1 st Quarter 2018	\$10K	Education Director, Youth Director,	Assess the baptismal candidates	An increase in baptismal candidates

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
student who become church members and help students increase their personal relationship with God	increase the number of non- baptized and non-SDA students who are baptized into the church by 5% over current numbers	<p>impact of the Home and School Association on parents of non-SDA students</p> <p>Establish a system of friendship evangelism that carefully peers SDA families with non-SDA families</p> <p>Conduct student-led evangelistic events or outreach in the community and invite non- SDA students to actively participate in event. (For islands that lack a secondary school, summer day</p>			District Pastor, Principals, local church leaders		

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	By fourth quarter 2019, NCC will increase the number of non-SDA students will be knowledgeable about beliefs and doctrines	<p>camps can be implemented similar to VBS)</p> <p>Plan territorial or international mission trips for both SDA and non- SDA students to participate in</p>				Assess students personal relationship with God by their behavior and conversation	Students would understand and deepen their relationship with God
Improve the quality of staff at all schools.	By third quarter 2019, NCC will ensure that 90% of all teachers and staff meet or surpass the minimum academic standards/	Review all personnel records and establish guidelines and specific dates to have all teachers reach the minimum standards and qualifications of at least a bachelor's degree	1 st Quarter 2018	\$150K	Education Director, Principals	Present certification upon completion	Enhance productivity and quality of education for teachers and staff

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	qualifications for teachers.	<p>Encourage teachers to complete their Teacher Training component of certification in the summers with USC Teacher Certification program and denominational aspects of certification online</p> <p>Draft a plan to implement a salary schedule that reflects increase in teacher salary based on academic achievement and/or successful</p>	1 st Quarter 2018				

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		teaching/ performance evaluation/ appraisal and interviews					
Create initiatives to boost teacher morale and increase teacher efficiency	By fourth quarter 2017, NCC will host annual recognition ceremonies at 100% of its schools	Give an annual "Outstanding Teacher" Award for each institution Host a "Celebrate Teachers" banquet and awards dinner on each island periodical Formulate a pool of volunteers to assist the school and to substitute for teachers as the need arises	2 nd Quarter 2019	\$25K	Education Director, Principals	Staff members complete a survey to determine morale and motivation	Improve teacher morale and motivation Teacher's passion and love for teaching will increase

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Provide a supportive network “Teachers Friends” and an online chat room and “Telephone Friends” to encourage teachers as they experience life’s challenges in and outside of the classroom Host Teacher Commissioning Service for teachers who meet the requirements Create an anonymous online survey where teachers					

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		can submit information about their concerns and suggestions for improvements in school policy, etc. The concerns will be brought to the Education Director for consideration or review					
Foster consistent student success and relevant student engagement	By second quarter 2019, NCC will increase the number of students who perform at the top five percentile of the national rankings by 15% over current levels	Organize student councils in each high school and encourage student involvement in decision making Maintain rigor and relevance in academic programs	1 st Quarter 2018	\$250K	Education Director, Principals	Complete formative assessment and data analysis	Students will be positively engaged to affect student learning and achievement

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Student training in self- efficacy, grit, and academic persistence using an established or modified growth mindset curriculum Effective utilization of student tracking systems to monitor student grades, attendance, etc Host inter-island activities where students can celebrate other students from across the conference. E.g. Science Fair, Junior Chef Expo, Music Festivals,					

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Athletic Mete, Spelling Bee, etc Encourage, but not require schools to engage student participation in local or national academic competitions (e.g. spelling bee, science, math, music, or art competitions) Host a Health & Wellness Week Celebrate “ <i>Live to Move Day</i> ” in all schools					
Explore the feasibility of establishing	By fourth quarter 2020, NCC will	Conduct the feasibility study.	2 nd Quarter 2019	\$50K	Education Director	Prepare, collect, distribute	Completed feasibility study

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
a secondary school on St. Maarten and a pre-school on Anguilla	expand formal educational opportunities to 100% of the Conference territory	Develop a plan of action to establish and operate the schools, if feasible. Engage members of the local church community to support the proposed project and offer opportunities for local constituency input into proposed project				the collected data	Feasibility study would be presented to the boards by 2020
Develop a sustained recruitment campaign to encourage high school graduates to attend USC	By third quarter 2020, NCC will increase the number of its high school graduates who enroll at USC	Work with the University of the Southern Caribbean to establish an annual recruitment program to target	4 th Quarter 2018	\$25K	Education Director, School Principals	Signup sheets and assess and analyze the recruitment campaign	Positive exposure of what USC has to offer and Improved registration

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	by 15% over current levels	<p>students in the NCC secondary schools and Adventists students in public secondary schools</p> <p>Host a special feature in the annual Education Week called University/College night at which all fourth and fifth form students (11 & 12th grades) will be encouraged to attend USC</p> <p>Work with USC to supply monthly "University News"</p>					

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		to local congregations Invite former secondary school students who currently attend USC or recently graduated from USC to return to their respective schools to engage in recruitment or sharing their college experience with prospective applicants					
Establish extension campuses of USC in the US Virgin Islands	By third quarter 2021, NCC will establish at least one extension campus of USC	Conduct a survey to determine the availability of locals who can serve as facilitators of General	1 st Quarter 2019	\$25K	Education Director, Principal, District Pastor	Complete assessment and analyze the data	USC Adventists education is readily available in the US Virgin Islands by 2022

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	in the US Virgin Islands	<p>Education Courses and also the number of individuals who would be interested in utilizing the service</p> <p>Make a formal request of the University of the Southern Caribbean to begin the process of establishing an extension campus</p>					
Improve Financial Viability of Schools	By 2021, all schools in the NCC will be financially viable and healthy	<p>Require schools to have balanced budgets</p> <p>Schools should be audited annually</p>	3rd Quarter 2019	\$15K	Education Director, Treasurer, School Principals	Individual school budget reports and auditor's report	<p>Schools will readily submit their balanced budgets.</p> <p>The yearly audits would show an</p>

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Establish income-generating industries in schools The NCC auditor will present to the Dutch schools a Prepared By Client List (PPC) allowing the conference to complete the Auditing of the Dutch schools					improved viability per school
Promote and Support Spiritual Component of schools	By 1 st Quarter of 2018 launch Lord Transform Me in all schools	Implement LTM Initiatives: Bible Lesson Series, Daily Reading of the Word, LTM Theme Song, etc Engage in Community	1st Quarter 2018	\$15K	Education Director, District Pastors, School Principals	Report would be given about the launching of the LTM and different activities	The school and wider community would be impacted by the LTM initiatives

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Outreach Activities such Cleanup Campaigns, March of Witness, Adopt Senior Citizens' Home, Literature Distribution, etc Engage in Prayer Activities such as; Praying for our Schools Initiative, Week of Prayer, Day of Prayer, Teachers Spiritual Retreat, etc Each School must have a Spiritual Master Plan					

YOUTH

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
Promote the development of appropriate technology skills among SDA youth	By fourth quarter 2018, NCC will assist youth across the Conference in developing at least two apps to enhance youth and education activities across the Conference	<p>Host at least two hackathons per year by island grouping with the support of SDA owned businesses</p> <p>Facilitate one student workshop per year on the appropriate use of technology, and its relationship to morality and healthful living</p> <p>Facilitate hands-on student workshops on the internet of things, computer programming, and web design in addition to more basic technology</p>	2 nd Quarter 2016	10,000.00	Youth Director, Communication Director, District Pastors, Principals	The successful development and release of at least 2 technology applications by youth	Adventist youth will develop practical technology skills and have a better understanding of how to responsibly utilize them

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		skills that will prepare students for the workforce					
Expand collaboration with other conferences and missions on youth issues	By third quarter 2019, NCC will conduct at least two annual youth activities with another conference or mission in the Caribbean Union	Develop a calendar to host or attend youth activities across the Union. (activities may include youth games, talent expositions, youth camps, music camps, congressorees, mission trips, etc.)	3 rd Quarter 2017	60,000.00	Youth Director, District Pastor	Successful planning and execution of 2 inter-conference youth activities	Promote a sense of community and belonging among Adventist youth
Expand the reach of the Adventurer and Pathfinder clubs	By first quarter 2019, NCC will increase the number of adventurers and pathfinders who are not of SDA heritage	Launch a media campaign on the value and benefits of the adventurer and pathfinder clubs to society Conduct an open-house or several	4 th Quarter 2017	25,000.00	Youth Director, District Pastor, AY leaders, Pathfinder Leader, Adventurer Leader	Quarterly review of club attendance records by club Directors	Increased participation in Adventurer and Pathfinder club activities by non- SDA youth.

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	by 15% over current numbers	community outreach activities, to increase community awareness of the presence and activities of the clubs Use yearly VBS attendees as a potential pool for new Adventurer club members, which will serve as a pipeline for future Pathfinder club members Engage youth in friendship evangelism and the distribution of pocket- sized GLOW tracts to	2 nd Quarter 2019				

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		friends and family. Start a conference wide GLOW tract campaign to be headed by the youth departments. The initiative will include a collaborative effort between AY, Pathfinders, and Adventurers					
Explore the feasibility of merging very small and faltering adventurer and pathfinder clubs with larger and stronger ones	By third quarter 2018, NCC will increase the number of strong and well-resourced adventurer and pathfinder clubs by 5%	Conduct a review of all adventurer and pathfinder clubs with memberships of twelve or less Establish a path for success for each of the clubs including merging with another club	4 th Quarter 2017	10,000.00	Youth Director, District Pastor, local church leaders	Review of club attendance and registration data	An overall increase of the viability and strength of Adventurer and Pathfinder clubs in the NCC

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	over current levels	in the district or expanding through evangelism Have all clubs assess their current number of active members, and number of children attending their respective congregation that are not enrolled in the adventurer or pathfinder club					
Explore the feasibility of establishing an official	By fourth quarter 2020, NCC will identify a list	Establish a taskforce to review all possible camp site	3 rd Quarter 2017	\$2M	Youth Director, Treasurer	Preparation of a detailed proposal related to	Increased potential for NCC to expand its resources

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
and permanent camp site for the Conference	of possible sites, funding sources, and develop a master plan for hosting at least three annual events at its official permanent camp site	locations on the basis of pre-established criteria for camp site selection. Develop a master plan for the property and identify sources of funding to construct and/or refurbish facilities Launch a capital campaign in support of the development of the site and facilities				the purchasing and or development of the future NCC campsite	and services to members.
Develop the leadership skills and opportunities for senior	By 4th Quarter 2020, youth would have engaged in a minimum of 2 leadership	Increase the number of young adults that enter the Master Guide training program	4 th Quarter 2019	\$5K	Youth Director, AY Area Coordinators, District Pastor,	Report by Youth Director and AY Area Coordinators on youth	Increased leadership ability and experience among Adventist youth

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
youth, ages 15- 35 yrs	training opportunities or experiences, locally and/ or internationally	<p>Provide financial support for teens and young adults to attend Adventists youth conferences, like "Generation of Youth for Christ"</p> <p>Intentionally incorporate college age and young adults into the leadership and management of the Church structure and activities</p> <p>Provide opportunities for youth to give input and feedback on conference-initiated activities</p>			local church leaders	involvement and training	and creation of a pipeline of well- disciplined and trained youth leaders

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		geared towards youth and young adults					
Develop an active campus ministries program among SDA students that attend secular universities	By 4th quarter 2020, 50% of Adventists students attending secular campuses will be part of the campus ministries group	Initiate a relevant and effective campus ministries component of the NCC youth department Provide workshops on campus ministry training for college- age students. Develop a mentorship program between college- age and high- school age Adventists youth	2 nd Quarter 2019	\$5K	Youth Director, District Pastor, local church leaders, campus ministries group	Registration of campus ministries group at secular university and active involvement of group on campus and in Adventist community	Increase in spirituality and leadership ability among college- age Adventist youth
Design intentional programs/	By the 1 st quarter of 2020, each	Once a quarter, allow the AY coordinating	1 st Quarter 2019	\$2K	Youth Director, AY Area	Yearly reports by Youth	Increase in Adventist youth

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
initiatives that target the youth and promote spirituality and fellowship	church will organize at least 1 alternative spiritual activity and 1 social activity for youths only	<p>council to organize an island- wide youth event (outdoor hiking, kayaking), community service project, or youth- led youth church</p> <p>Provide creative and alternative activities for youth to participate in other than traditional indoor Sabbath activities (eg. Drum corp, visiting shutins in the hospital, visiting youth rehabilitation centers, Global Youth Day).</p>			Coordinators, District Pastor, local church leaders, AY leaders	Director and AY Area Coordinator for each island on youth activities and ministry	engagement and spirituality

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Design Bible-based workshops that focus on issues that interest and challenge youth (human sexuality, music, entertainment industry)					
Increase the hiring of youth pastors to engage and target the spiritual needs and development of the youth	By 4th quarter 2022, each island in the NCC will be assigned a minimum of 1 youth pastor to focus primarily on youth ministry	Hire 2 new youth Pastors per year	4 th Quarter 2019	\$60K	NCC administration	Yearly report by youth pastors on youth-focused ministry	Increased spirituality and engagement among Adventist youth
Promote the active involvement of youth in evangelism and	By 4th Quarter 2019, the NCC will facilitate at least one youth-led evangelistic	Provide interactive workshop training for youth in evangelism, literature	1 st Quarter 2019	\$2K	Youth Director, District Pastor, local church leaders, AY leaders	Successful planning and execution of youth-led evangelistic	Increased participation and involvement of Adventist youth in the spiritual

Strategic Pillar #6 - Transformational Education and Youth

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
evangelistic campaigns	revival, crusade, or outreach activity	distribution (GLOW tracts), and creative ways of sharing their faith Schedule at least one island- wide evangelistic event organized by the AY coordinating council Encourage the use of local youth as speakers for evangelistic events				or outreach event.	life and activity of the church

Maneuvered by His promise, sustained by His grace



Strategic Pillar #7: Finance and ADRA Preparedness

Strategic Pillar #7 - Finance and ADRA Preparedness							
Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
ADRA PREPAREDNESS							
Preparedness	Organize Local ADRA Boards on each island of NCC	Establish functional ADRA Boards on each island Ensure all ADRA boards are registered as non-profit humanitarian agencies for operation as disaster relief agencies within each island authorized to function in times of disaster and at the call of the local government	2 nd Quarter 2018 3 rd Quarter 2018	\$6K	NCC and local ADRA Directors	Number of quarterly planning meetings conducted Submission of minutes of quarterly meetings to the NCC ADRA office Percentage of Government Registered ADRA Boards in NCC	Atmosphere of disaster preparedness within NCC membership NCC membership with information to adequately prepare for impending disasters Teams of volunteers and emergency response teams organized for deployment

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Establish a control center for Information					and supply distribution NCC membership actively engaged in community work
<i>Preparedness</i>	: Provide education and training related to Disaster Preparedness	Train volunteers in Disaster Preparedness, Emergency Response Effort, and Community-based Disaster Resilience Program	2 nd Quarter 2018	\$2.5K	NCC ADRA Director, Islands local Directors, Emergency Disaster Preparedness Management Offices and other NGO's	List of trained volunteers from membership registered with local Emergency Disaster Preparedness Management Office	Local ADRA presence as part of NGO network in coordinating and conducting responsibilities before, during and after disasters
<i>Preparedness</i>	Partner with the local government disaster-	Coordinate with the National Disaster Operation Plan	1 st Quarter 2019	Local ADRA Directors	\$1K	Monthly statistical reports from Secretariat	Local community's awareness of church's

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	preparedness offices and local and international NGOs	alongside other NGOs Establish ADRA Youth Emergency Services – (YES) Recruit and train young people- ages 16-35 a. conduct training sessions b. engage in disaster response efforts c. engage in community planning meetings d. engage in community damage	3 rd Quarter 2019	NCC ADRA Director		of activities with the local disaster planning office Bi-Annual visits by NCC/ CARU ADRA Directors for evaluation and input	preparedness to assist with disaster preparation and recovery Church’s visibility in the field of palliative care to humanity Community’s positive view of the mission and objective of the SDA message, mission and youth ministries

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		assessment task or evaluation					
<i>Preparedness</i>	Undertake a systematic process of evaluating the potential risks that may be involved with an approaching storm/ disaster/ hazard	Identify the hazards through hurricane tracking apps prior to hurricane season 2. Teams to visit low-lying areas and other vulnerable areas prior to hurricane season a. assess properties in vulnerable areas b. identify shelters c. survey	1 st Quarter 2019	\$5.4K	Local ADRA Team	Review of risk assessment Database of findings and update of potential risk reviewed by ADRA and relevant disaster preparedness offices	Ability to intentionally implement extensive mitigation procedures Evidence of community-based disaster risk reduction (CBDRR) activities that would lessen pain, loss of lives and grief

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		community household readiness d. research community risks factors through Agriculture and Housing Departments, and document findings and necessary precautionary steps to be taken e. present list of findings and mitigation strategies					
<i>Mitigation:</i>	Provide a well-constructed contextual framework utilizing key	Conduct workshops on community resilience principles:	1 st Quarter 2019	\$8K	NCC ADRA/ Island ADRA Directors	Assessment and evaluation of capacity building and	Ability to identify and measure Community based Disaster

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	concepts in Community-based Disaster Resilience	<i>participation, social inclusion, equity and decentralized governance</i> that would reduce in vulnerable situation				community resilience principles	Resilience principles for readiness
<i>Mitigation:</i>	Develop an appreciation for the guiding principles and benefits of community-based disaster resilience in relation to top down approaches to promotion of disaster risk reduction	Organize volunteers and voluntary private organizations to advocate for community's involvement towards resiliency	2 nd Quarter 2019		NCC ADRA Director/ SDA School	A certificate of participation to volunteers and members on Community-based Disaster Resilience principles (CBDR)	Reduced vulnerability and lessened risk in hazards Ability to return to sense of normalcy from the impact of hazards and disaster

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
						Certificate of Completion	
<i>Mitigation:</i>	Evaluate the relevance of community-based disaster resilience techniques in global and regional disaster and its risk reduction initiatives	Conduct workshops, conferences and field training to educate the church and community groups on climate change, adaptation and its effects on venerable groups, organizations and the ecosystem ADRA Board will conduct activities which help to	3 rd Quarter 2019 3 rd Quarter 2019	\$15.6K	NCC ADRA Director/Emergency Disaster and Preparedness Office of the BVI Local ADRA Boards/ Government disaster	Certification of training/workshop Reports of activities conducted, video clips	Communities, individuals and private organizations better prepared for the impact of storms on a mitigation approach framework Easy adaptation and adherence to conditions of climate change Ability to withstand and recover from the Disruptions of the normal functioning; becoming more

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		<p>identify, assess, treat, monitor and evaluate disaster risks</p> <p>Design and implement measures aimed at enhancing capabilities to reduce risk and to allow quick bounce back from the impact of hazards</p>			<p>offices/ Red Cross</p> <p>Design and implement measures aimed at enhancing capabilities to reduce risk and to allow quick bounce back from the impact of hazards</p>	<p>of events of assessments</p> <p>Operate a joint effort with local government office for the implementation of measures</p>	<p>resilient to the impact of disasters.</p> <p>Community empowered and united in approaches on mitigation steps</p>
<i>Response:</i>	Provide emergency aid, relief, education and economic aid	Organize distributing centers	After disaster strikes		Local ADRA Directors & Members	Inventory of relief materials in distribution center	Disaster victims will be recipients of quick relief supplies,

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	without distinguishing between religion, race or culture to those in need	Volunteer in the network of NGOs to manage shelter(s) Open and operate soup kitchens and distribute cash vouchers to				Record keeping of distributed items and meals	emergency help, temporary shelter, and shortened discomfort periods. Reduced anxiety, pain, stress Church image heightens Demonstration of church that is involved in community
<i>Response:</i>	Conduct initial assessments of damages in the aftermath of disaster and provide accurate,	Deploy volunteers to affected communities to assess damage Use ADRA damage	After disaster strikes		Volunteers who are registered and trained as emergency responders	Auditing of financial statement and budget Data collection	Relief operation reaching no less than 90% affected residents

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	relevant and timely data to facilitate immediate and appropriate response	assessment: iPods/tablets				Data assessment records	
<i>Response:</i>	Network and coordinate with local National Disaster Management Office and other NGOs relevant information and humanitarian responses for residents	Relay accurate and relevant data to control center Use church resources to communicate church's response—media, town hall meeting, church services ADRA and its NGOs to provide survival tips, and information on resources availability	When disaster strikes		Local ADRA directors, partners of ADRA government office for humanitarian services	Newspaper clipping, media news, church bulletin Emergency Disaster Budget review Media notices Church information bulletin	Informed residents Keeping hope alive Well informed community

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Share information on available government services with dislocated residents				Brochures, flyers street banners Public street signs	
<i>Recovery Rehabilitation and Reconstruction:</i>	Strengthen recovery capacity and decision-making effectiveness prior to the onset of disaster	Construct storage facilities to store building materials, equipment tools in response to quick emergency shelter	4 th Quarter 2020	\$120K	Island Coordinating Council/ ADRA Boards/NCC ADRA	Voted action of committees for storage facility	Emergency response readiness Plan offers strength to islands recovery capacity for short term or long-term responses
<i>Recovery Rehabilitation and Reconstruction:</i>	Ensure an active recovery plan and operation procedures	Islands ADRA Boards to research and plan a post- recovery strategy, and a	1 st Quarter 2019		Islands ADRA Boards	Each Island ADRA Board Submit recovery	Helps to identify and address functional requirements

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	within NCC following a disaster	five-year strategic plan				plan to NCC office	and resource needs It will increase the likelihood of risk reduction and sustainable development opportunities.
<i>Recovery Rehabilitation and Reconstruction:</i>	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Construct quality, reliable, sustainable and resilient infrastructure that meet government building code, Ensure architectural designs of our churches, schools and institution are prepared to	1 st Quarter 2019 3 rd Quarter 2019	\$100K	ADRA Island Board NCC Executive Committee	Government property inspectors Completed architectural design submitted to school boards, coordinating	Economic development Human well-being safety conditions are improved Adequate resilient structures, both private and public, that house our population

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		exceed hurricane force winds common to our region				councils, NCC Executive Committee for evaluation and assessment	
<i>Sustainable Development</i> :	Ensure availability and sustainable management of water and sanitation in communities.	Construct/Acquire large water cistern, availability of public water supply to residents in poverty communities.	1 st Quarter 2019	\$40K	ADRA Funding Agency for project/ local government		
Sustainable Development	To ensure inclusive and equitable quality education facility that foster ongoing learning opportunities	Build and upgrade education facilities that are child, disability and gender focus with effective learning environments for all prior to hurricane season	2 nd Quarter 2019	\$40K	Island school Boards & NCC Education Department.	Revisit SDA school strategic plan for structural development, maintains and disability laws compliance	Sustainable education instructional facilities with little or no interruption of classroom instructional services in the

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
	for all after disaster						aftermath of a storm
<i>Sustainable Development</i> :	Increase human and institutional understanding capacity on: climate change, mitigation, adaptation, impact reduction, and early warning	<p>Conduct workshops, prophecy seminars, Adventists Youth forum, AY meetings on climate-related hazards and natural disasters</p> <p>Distribute publicly and institutionally materials on climate change related to our region</p> <p>Incorporate course of study on climate change into SDA school's</p>	<p>1st Quarter 2019</p> <p>3rd Quarter 2019</p> <p>3rd Quarter 2019</p>	\$40K	<p>ADRA NCC director, NCC Administration</p> <p>Local ADRA boards and church members</p> <p>Education Dept.</p>	<p>Certificate of attendance</p> <p>Testimonials and reports</p> <p>School's curriculum</p>	<p>Strengthening the prophetic understanding of members</p> <p>Relating the end times and changing events in nature</p> <p>SDA membership on Islands of the NCC will be on alert, cognitive and proactive to signs of climate change</p>

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		curriculum through NCC To offer instructional classes on how to combat climate change and its impacts relevant bible prophecy forecast Create or protect an active ecosystem where possible					in our region and beyond

FINANCE

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
Diversify Revenue Sources	Increase non-tithe income from 0.05% to 10% of total income (\$600,000). Anticipated 10% annual growth through 2022	<p>Create an Office of Institutional Development to spearhead the identification of grants, gifts and donations</p> <p>Create an endowment fund under the Office of Institutional Development</p> <p>Explore and utilize appropriate investment options with the potential to provide adequate returns for the Conference treasury</p>	2nd Quarter 2020	\$50,000	Treasurer	The percentage of non-tithe income to total income	More income for capital projects and other activities not eligible for funding by tithe income

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Continue the implementation of budget reduction strategies in areas such as travel through the creation of a technology infrastructure to support video-conferencing connectivity to Coordinating Council on each island					
Ensure Financial Planning & Reporting Compliance at the Local Church Level	All Churches in NCC will be enrolled in Smart Steward Church Management Software	Require 50% of all churches to use the new Smart Steward software by January 2019 and 100% by January 2020 Require churches to utilize Smart	1st Quarter 2020	\$15,000	Treasurer	% of churches in compliance with the Smart Steward Reporting requirement for January 1, 2019.	Improvement in the knowledge of the financial condition of local churches and NCC

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		Steward to enter balanced budgets before the start of the church year Require churches to utilize Smart Steward to submit monthly financial reports by the 10th day of the following month Conduct at least one workshop on financial planning, budgeting, and debt reduction for all pastors, treasurers, and other individuals who serve in administrative positions on each island					

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
Improve infrastructural development across the Conference	NCC will develop an infrastructural plan for each island in the conference territory	<p>Prepare an inventory of buildings owned or rented by the church indicating their physical condition and providing a priority list of greatest needs and resources in conjunction with the Coordinating Council</p> <p>Assess other infrastructural needs such as camp site, council offices, etc</p> <p>Develop a physical master plan for the Conference.</p>	2 nd quarter 2019	\$15,000	NCC Secretariat and NCC Executive Committee		The development of a plan that identifies the inventory of local facilities and blueprint for the future infrastructural development of the NCC

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
Increase the size of the capital development fund	NCC will increase the size of the capital development fund by 10% over current levels	<p>Ensure that the local development funds are deposited monthly and managed according to the constitution</p> <p>Ensure all churches are in compliance with the 60/20/20 plan</p> <p>Develop an investment policy statement for NCC</p> <p>Explore and utilize appropriate investment options with the potential to</p>	3 rd quarter 2019	\$25,000	Treasurer and Secretariat	Increase in rate of growth in capital development fund	Funding to support growth and development of NCC

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		provide adequate returns for the Conference treasury Establish a reserve base and invest other monies in safe investment options with the Caribbean Union Revolving Fund, the General Conference Unitized Fund, or other investment vehicles in accordance with church policy Develop a case statement and launch a major capital/fundraising campaign in					

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		support of Strategic Plan 2020 Develop and implement a comprehensive budget reduction strategy for the Conference					
Increase the number of working members who faithfully and consistently return tithes and offerings	NCC will realize a 100% return of tithes and offerings from the working membership of each local church	Perform an analysis of the giving trends of members Develop and present a practical financial education program (money management, Christian stewardship, retirement planning, personal security-	2nd Quarter 2019	\$25,000	Stewardship Director, Treasurer	Increase in the amount of tithes and offering received by NCC	Opportunity for NCC to expand its mission and vision

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		insurance issues, budgeting, church finance etc.) across the conference Develop a schedule to maintain regular contact with the church membership expressing gratitude for their faithful and continued support while giving an honest evaluation/update on the financial position of the Conference					
Improve financial management	NCC will increase by 15% the number of	Require all institutions in the Conference territory to	2 nd quarter 2019	\$20,000	Treasurer, Audit Director	Timely submission of monthly financial	Improved financial position of

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
across the Conference	institutions across the Conference that operates at a minimum of breakeven	submit monthly statements of financial activity Conduct comprehensive audits of all institutions annually and respond to any significant findings Require all institutions to submit balanced budgets at least three months before the start of the new fiscal year				reports and audits	institutions in NCC
Increase the number of businesses owned	NCC will increase the percentage of tithes and	Retain a consultant to conduct a series of business	1 st quarter 2020	\$50,000	Treasury	Number of Adventist-owned	Increase in resources to expand mission

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
and/or operated by Seventh-day Adventists across the Conference territory	offerings realized from Adventist owned businesses by 20% over current levels	<p>development, entrepreneurship, and innovation workshops to assist members in the development of business enterprises</p> <p>Catalog businesses owned by Adventist on each island and use them to inspire others</p> <p>Develop a strategy to encourage each Adventist-owned business to adopt a school or special local missionary project of the church</p>				businesses in NCC	and vision of NCC

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
Improve the financial viability of all schools	NCC will obtain financial viability for all of its schools	<p>Put structures in place to plan and manage the school's finances (e.g. Business Manager)</p> <p>Ensure that the schools maintain fiscal responsibility in their collection of student fees and remittances to NCC</p> <p>Require all schools to operate on a balanced budget</p> <p>Assign a task force to source funding for schools through</p>	3 rd quarter 2020	\$75,000	Education Director, Principals	Annual balanced budget and operating statement with positive net operating position	Financially sustainable schools in NCC

Strategic Pillar #7 - Finance and ADRA Preparedness

Goals	Objectives	Action Plans	Projected Dates	Financial Costs	Led by	Assessment Criteria	Expected Outcome
		grants and endowments					

Our Journey of Hope



And then Jesus told them,
Go into all the world and preach the
Good News to everyone.

Mark 16:15

We will love to serve you

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