NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS

STRATEGIC PLAN

2023 - 2027

Evangelism

Education & Youth

Stewardship & Finance

Health & Temperance

Community Relations & ADRA

Church Development & Leadership

Family Life

I WILL GO

Empowered for Mission, Inspired by Hope

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Message from the President

I am delighted to present to you the Strategic Plan of the North Caribbean Conference of Seventh-day Adventists. These are remarkable times where change is our daily companion. As we navigate the changing landscape, we realize that the world is creating a palpable shift in our way of life, yet what the world needs most is what we do best. Thus, it provides us a compelling opportunity to match the moment with the movement, and what lies ahead holds the promise of being greater than our present.

Our plan catalogues the collective and inclusive voices, hopes, and dreams forged through deliberate dialogue with the family of the North Caribbean Conference (NCC), scattered across our twelve-island territory who shared big ideas for their preferred future. It consists of seven guiding strategic priorities: Evangelism and Conservation; Stewardship and Finance; Family Life; Health and Temperance; Church Development and Leadership; Education and Youth; and Community Relations and ADRA, as well as an Information Technology framework to support this important work.

These are the building blocks of our strategic journey that position the North Caribbean Conference as a model of excellence to fulfil our legacy of truth, mission, and service to the glory of our God. It is as bold as our commitment, elastic as our resilience, and inclusive enough to accommodate everyone in our diverse and triple-nation territory.

I wish to express profound gratitude to the Strategic Planning Committee: The brilliant Servant-Leaders who, marked by faith, wisdom, character, courage, and creativity, connected around a common identity and purpose, and a strong sense of passion for excellence to carefully craft the blueprint to our preferred future. It was an honor to work with you. Thank you!

I invite all to join us in continuing the momentum of excellence and success of this great conference with its rich history of resilience, success, and eminence. I am confident that, inspired by our common goals, shared purpose, and belief in the NCC Mission, we will make this vision a reality.

Pastor Desmond F. James
President

About Us

The North Caribbean Conference of Seventh-day Adventists was established in August 1975 and began operations on January 1, 1976. In August 2010, a territorial adjustment was made, and the islands of Antigua, Barbuda, St. Kitts, Nevis, and Montserrat separated to form the new South Leeward Conference of Seventh-day Adventists. The North Caribbean Conference is headquartered at 32 Castle Coakley, Christiansted, St. Croix, U.S. Virgin Islands, and has 15,238 members within a combined general population of more than 200,000 people. The geographic area of the Conference now includes ten (10) islands with international governmental jurisdictions including the United States of America – the U. S. Virgin Islands (St. Croix, St. Thomas, and St. John); the United Kingdom of Great Britain - Anegada, Anguilla, and the British Virgin Islands (Tortola and Virgin Gorda); and the Kingdom of the Netherlands - Saba, Sint Eustatius, Sint Maarten, also known as the Dutch Leeward islands. These islands are characterized by different ethnic influences, four common languages (English, Spanish, Dutch, and French Creole), and more than seventy religious denominations.

While visitors and friends who visit these islands speak of the stable currencies, pristine beaches, majestic landscapes, and mixed cultures as some of the factors that keep vacationers returning to the islands year after year, it is the mission-oriented leadership and ministries such as youth, evangelism, children, women, men, family life, community service, ADRA, and health that continually influence these communities toward a positive Christian lifestyle. From this geographically strategic position, the North Caribbean Conference is poised as a mission-oriented, disciple-making, and gospel-bearing flagship of our Lord Jesus Christ.

With a clear vision of "The Advent Message in every heart and every home," the Conference focuses on making disciples for Christ. This is communicated through three languages commonly used in the conference: English, French Creole, and Spanish. To date, the North Caribbean Conference has registered 31 organized churches, two companies, and seven groups with a total of 40 congregations. In 2022, the Conference opened its first 97 FM radio station, WGOD, on Crown Hill, St. Thomas, USVI. The Conference has 20 district pastors, three secondary schools, and five elementary schools on the islands of St. Maarten, Tortola, St. Thomas, St. Croix, and St. Eustatius. The North Caribbean Conference is committed to continuing the legacy it has held for more than 47 years and is still inspired to take the Advent message into every heart and every home!

Pastor Wilmoth James
Strategic Plan Committee, Chairperson

Executive Summary

The North Caribbean Conference proudly presents its Strategic Plan for the period 2023-2027. This robust blueprint has been designed to guide our church and its institutions through the challenging landscape that emerged following the global pandemic and the accompanying societal shifts, all posing substantial hurdles to the execution of the Divine Commission.

This strategic plan is a live, progressive, and detailed document which outlines the major strategic goals of the Conference. It presents practical, relevant, strategic steps which explain how the Conference will successfully achieve its goals over the next five (5) years - 2023 to 2027.

Considering the evolving global circumstances and at the conclusion of the previous five-year plan (2017-2022), the NCC administration identified the need for an enhanced, robust, collaborative, and inclusive strategic plan designed to meet the challenging needs of these times. The development of this plan incorporated several extensive /well-planned consultations, including committee meetings, surveys, needs assessments, SWOT analysis, and data collection, effectively bolstering the plan's components while fostering a broad sense of ownership for its implementation and evaluation.

Our vision remains resolute - "The Adventist message in every home and every heart." Centered around the theme "Empowered for Mission, Inspired by Hope". The plan anticipates an even more significant role for the NCC in serving God. We remain committed to glorifying God by adhering to the Great Commission, fortified by hope and love.

The planning process of this plan incorporated input from various NCC stakeholders, promising comprehensive 'buy-in' and support for the successful execution of this strategic plan. This strategic plan will function as the guiding framework for directing the NCC's operations, prioritization, and resource allocation towards furthering the Great Commission in line with Kingdom principles. This will be realized through a focus on seven (7) strategic pillars, which provide the foundation for this plan and guide the NCC towards the fulfillment of God's will and the dissemination of the Gospel to the ends of the earth, as outlined in Revelation 14:6-12.

The Plan spreads across seven (7) key strategic pillars or programs which include:

1. Evangelism and Conservation
2. Stewardship and Finance
3. Family Life
4. Health and Temperance
5. Church Development and Leadership
6. Education and Youth
7. Community Service and ADRA

These pillars represent the supporting structures of the Conference and encapsulate the actions to be undertaken by specific departments to guide the Conference towards achieving its mission and vision. The activities and outcomes under each pillar align seamlessly with the diverse needs of our stakeholders.

Additionally, the plan is adequately sustained by two supporting documents – a Companion Guide, offering further detail on the activities of each pillar (including the expected outcomes, Christ's method for soul winning, persons or agencies responsible for implementing each task, and the timeline attached to each activity), and the Financial Plan, outlining the funding methods and estimated cost for executing each activity.

This strategic plan is a comprehensive, integrated document symbolizing a clear roadmap that dictates how the NCC will make strides over the next five years to drive decisions and ensure success.

Guided by Ephesians 3:20 (ESV) – "Now to Him who is able to do far more abundantly than all that we ask or think, according to the power at work within us," – we are confident that through God's grace, we will effectively implement this strategic plan and achieve our vision and mission, all to the glory of God.

Mrs. Charmaine Rogers
Strategic Plan Committee, Secretary

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Introduction

Greetings in the name of our Lord Jesus Christ. Leaders and Members, we are pleased to present to you the 2023-2027 Strategic Plan of the North Caribbean Conference. This Strategic Plan outlines a five-year blueprint for the North Caribbean Conference for the five-year period beginning January 2023. It was created in the aftermath of the COVID-19 pandemic, at a time when the global economy is struggling to recover. This plan also comes at a time when new cultures and lifestyles bring new and complex challenges to the implementation of the divine mandate. Nonetheless, we are committed to moving this plan forward.

We at NCC are grateful that the Lord God has brought us through it all. We know that our members and friends have been greatly affected and many have lost their loved ones, as well as livelihoods. But who is like our God? We continue to trust fully in Him that we will emerge victorious from the "destruction that passes at noonday" (Psalm 91:6).

It should be noted that this 2023-2027 Strategic Plan was developed through extensive consultation with internal and external stakeholders of the Seventh-day Adventist Church in the North Caribbean Conference, as well as with the Conference Leadership Team. The meetings, sharing of ideas, examination of data, and unveiling of strategic issues and guiding principles have resulted in the crystallization and affirmation of our vision, "The Adventist message in every heart and every home." The plan aligns our people, our policies, our programs, resources, and operational processes to achieve tangible goals and results.

Revolving around the theme, "Empowered for the Mission, Inspired by Hope," this new strategic plan is intended to enable the North Caribbean Conference to serve God to an even greater degree, advancing its goal of glorifying God, obeying to the Great Commission, moving forward with hope, and being defined by love. Therefore, during this planning period, the North Caribbean Conference will continue to affirm the absolute sovereignty of the Godhead - Father, Son, and Holy Spirit - over all things. Furthermore, we will continue to affirm that Jesus Christ is the Vine, and we are the branches. "If we abide in Him and He in us, we will bear much fruit; for without Him we can do nothing" (John 15:5, NKJV).

By introducing and implementing actions to carry out the North Caribbean Conference Strategic Plan, the document will guide users to recognize the sovereignty of God. It will also set the spiritual stage whereby our members are grounded in Scripture, while embracing the Conference's vision for the next five years and beyond. This strategic plan is a framework that will guide the North Caribbean Conference in its operations, prioritization, and allocation of resources for programs and activities that will enable effective and efficient delivery of Bible truths and community ministries. Through this strategic framework, based on its seven (7) strategic pillars, the North Caribbean Conference will continue to fulfill the will of God and

proclaim the gospel to the ends of the earth as described in Revelation 14:6-12. On this account, we move forward, against all odds, with utmost determination and firm faith that the Lord will go before us and move mountains for us (Isaiah 45:2).

In closing, we can assure you that the Administration, the Conference leaders, and the strategic plan team are committed to the full implementation of this new 2023-2027 strategic plan. We, therefore, call on our members, pastors, island coordinators, friends, partners, and all other stakeholders to join us on this journey as we explore new opportunities and frontiers to spread the Advent message in harmony with the principles of the Kingdom of God. Indeed, the time has come for you to "Arise, shine, for your light has come..." (Isaiah 60:1, ESV).

Pastor Wilmoth James
Strategic Plan Committee Chairperson

Summary from the Previous Plan

In the previous plan prepared by the North Caribbean Conference of SDA (NCC), the church's strategic plan had the priorities of evangelism, education, community support, leadership, health and temperance, and family life. These priorities were seen as essential to fulfilling the church's mission to effectively serve the community. Evangelism was identified as an essential aspect of the church's mission, and the strategic plan aimed to address challenges in effectively sharing the gospel message. The plan also emphasized inclusiveness and the incorporation of Christ's evangelism methods into all activities of the church.

Education was identified as another important aspect of the strategic plan, with a focus on equipping people with the necessary skills and knowledge to lead successful and fulfilling lives. In addition, the churches in the NCC wanted to promote practical programs that emphasized the importance of stewardship and management, family life, health and temperance, and financial stewardship. Another focus of the plan was to support and educate people facing health challenges, including chronic illness.

Community support was another area identified as critical in the final strategic plan, with a focus on promoting unity, community, and leadership. The NCC sought to create opportunities for the church community to collaborate and unite, promote greater church unity, and provide support and resources. Another focus of the plan was to train leaders and provide resources for effective leadership that meets the needs of the congregations.

In general, the previous strategic plan aimed to create a supportive and nurturing environment in which individuals could grow in their faith and live fulfilling lives, while serving effectively. The plan recognized the need for increased leadership training in the church to develop and implement strategies to meet the needs of the congregation. The NCC's strategic plan should prioritize education, collaboration, and support in various aspects of the community. The education of individuals in financial stewardship, family life, and health and temperance is essential to providing the community with the resources necessary to thrive. By promoting practical programs and emphasizing the importance of stewardship and management, individuals were able to develop skills and knowledge that lead to successful and fulfilling lives.

A list of the strengths and weaknesses of the previous plan is highlighted below:

STRENGTHS from the previous strategic plan

- Finance/ Hard Currency/ Stable income with Adequate liquidity and working capital --- The Conference has the privilege of being composed of territories whose currencies are the United States dollar, the Eastern Caribbean dollar, and the Netherlands Antilles guilder, which means strong purchasing power on the regional and international financial stage.

- Accessibility to resources.

- Access to technology --- The idea was that the churches, institutions, and conference offices were all knowledgeable of where and how any technological devices and information could be quickly obtained.

- Professional/ educated workforce--- NCC's pastors, teachers, and office staff made up more than eighty percent of the Conference workforce with a B.A. to Ph.D. education level in terms of their educational attainment.

- Community reputation/respect --- The Seventh-day Adventist Church holds a population of 1 in 12 in the general population of the combined islands. All island governments recognize it and it partners with most governments regarding humanitarian and community issues. Noted that many of the church's members are serving in responsible positions, with most of these governments.

- Accessible organizational material and supplies that promote the interest of healthful living. The Internet and social media have allowed the church in the NCC to have quick access to the needed church resources and promotion of its teachings and doctrines.

- Strong heritage of healthy lifestyle--- The Adventist Health and Temperance Lifestyle is a fundamental teaching and lifestyle practice of 98% of its membership.

- A wide range of members with skills in technology--- A growing number of believers, especially among the youth, have demonstrated increased interest in utilizing their technological skills in our church's programs and mission and our institution's educational activities.

- Great opportunities to utilize technology.

- Confidence in the Church's mission and message--- A large portion of the church membership strongly believes in the mission of the SDA Church as taught by the Church in the fulfillment of Revelation 14: 6-12.

- Clear SDA philosophy (Sabbath, Second Coming of Christ, etc.) ... Central Bible doctrines are still fundamental beliefs of Seventh-day Adventist teaching and lifestyle here in the NCC.

- Adventist Christian Education--elementary and secondary schools --- Adventist Education is accessible and available to children ages 5-18 which encompasses elementary, junior high, and senior high education in NCC islands except for Anguilla.

- Qualified and dedicated workers.

- High ratio of SDAs to the general population resulting in a high visibility.

- Faithful stewardship of our membership --- The Church Membership stewardship accountability about financial support stood at 38% of the membership.
- Relevant health messages and sharing of the health message.
- Unified Bible-based doctrine.
- Representative structures that are easily accessible to the community--The visible SDA church edifice throughout the islands of the NCC testify to the communities that the SDA Church shares in the holistic community worship idea and whose worship experiences are available to people of the community each weekend and during special programs and events sponsored by the church.
- The 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--- The evangelism focus of each congregation with varied programs, events, and meetings is driven by the mission.
- Visible leadership among Conference leaders who are often seen working alongside pastors, church leaders, and members in various itineraries that led them to different islands of the conference.

WEAKNESSES from the previous strategic plan

- The presence of lifestyle diseases among the membership--- The seeming increase in the number of church members with lifestyle diseases has drastically limited their active involvement in church and community activities. Having a significant proportion of members affected by health challenges compromises the manpower in our congregations to 'man the mission.'
- Inactivity of conference-associated health professional associations --- The conference operated with limited leadership in the Health Ministry Department during the two past quadrennials, hence providing very little structure to the various professional health association conference-wide.
- Insufficient funds to finance church building and other capital developments --- local churches undergoing repairs or construction of church buildings showed a lack of funds to complete building structure.
- Insufficient financial resources in some institutions--- The United States Virgin Islands SDA School lacks enrollment for financial stability.
- 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 --- The need for an updated gift inventory of church membership.
- Church planting---- the rate of church planting in the conference is estimated at one per decade within the last four decades.
- Publishing ministry accessing a broad spectrum of the population -Colporteur recruiting continues to be challenging in the face of reasonable compensation. The need for a reliable retirement plan in the publishing ministry and factors that constantly detour a flock of recruits to the ministry.
- Failure to embrace youthful ideas as they relate to worship--- Most worship styles in our congregation appeal primarily to seniors and overlook the worship that would appeal to younger generations.
- Failure to implement effective membership conservation strategies, greater focus is needed.
- Lack of accountability in reporting data--- Data collection, data analysis, and data drive planning approach are poorly incorporated in the operation of the conference and at the local level.

2023-2027 Strategic Planning Framework

The NCC recognizes the importance of strategic planning in achieving our goals over the next five years. We have adopted a structured strategic planning framework that has allowed us to develop a clear roadmap to success and keep our goals in sight. Our planning framework ensures that our actions are based on sound decisions and that we take the necessary steps to achieve our objective.

The first component of our strategic planning framework includes our mission and vision, as well as our core values, which clearly outline who we are and where we are headed. These statements have helped us articulate the clear direction of our organization and align our efforts toward the same objectives.

The second major component of our framework is the SWOT analysis, which includes an assessment of our institutional strengths, weaknesses, opportunities, and threats. This analysis has allowed us to create a plan that leverages our strengths, addresses our weaknesses, exploits opportunities, and develops options to mitigate our threats.

The third component of our framework is the results of the needs assessment. This section helped us determine the current situation, the gap between the current state and the future state, as well as ensure that our organization's strategic plan is aligned with the needs of our stakeholders.

The fourth component of our framework is the strategic objectives. These goals represent the key strategic pillars upon which our organization relies to ensure that all entities are working toward the same goals.

The fifth component of our framework includes the alignment of our key strategic pillars, their activities, and measures, supported by performance metrics. This will ensure that our planning mechanisms are making progress toward our goals while staying on track.

In summary, our strategic planning framework is our structured approach to developing a plan for achieving our goals over the next five years. By adopting this framework, we intend to integrate our plans with God's Plan to continue to make decisions based on strategic priorities while staying true to strategic goals and taking the necessary steps to achieve success.

Table 1 – Glossary of Terms

TERM	DEFINITION
Activity/Task	Work or assignment to be done
ADRA	Adventist Development and Relief Agency
Church Development	A focus on the spiritual development and growth, worship services, membership relationships, evangelism, gifted orientation ministries, functional structures of all members
Communication	A focus on the act of developing meaningful interactions through imparting or exchanging information
Community Relations	A focus on the relationships with the surrounding neighborhood
Core Values	The guiding beliefs and principles that dictate how NCC conducts its activities
Education	A focus on the educational arm of the church. All the opportunities for learning, such as through the Sabbath school, the clubs, the daycare/preschool. Education also includes our link to our primary and secondary schools and any other areas for learning
Evangelism	A focus on spreading the good news of Salvation
Family Life	A focus on the overall well-being of individuals and families
Goals	The specific long-term accomplishments set by the NCC to be achieved over a specific period of time
Health and Temperance	A focus on the health aspect of the church
Implementing Person	A person or group that leads an assignment
Opportunities	What are the needs for the services at the church *(external to the organization)*
Outcome	The result of an activity *(e.g., to improve the relationship among members)*

TERM	DEFINITION
Output	What is produced as a result of an activity (e.g., membership retention plan)
Stakeholders	Individuals and groups that have a stake, or vested interest in the operations, decision-making and activities of the NCC
Strategic	The approach that will be taken to achieve the NCC's goals and method used to address any weaknesses and threats
Strategic Pillars	The critical areas of focus or priorities that NCC chooses to align with its vision and mission
Strategic Planning	The process undertaken by the NCC to clarify its overall purpose and priorities and determine how each priority will be addressed, assessed, and achieved
Strengths	Things that NCC does well (internal to the organization)
Threats	Obstacles that NCC faces (external to the organization)
Weaknesses	Things that NCC lacks (internal to the organization)

Strategic Planning Committee Members

NAMES	SKILLS PROFILE
Pastor Wilmoth James – Chairman	Executive Secretary
Sis. Charmaine Rogers - Secretary	Human Resource
Dr. Dawn Alexander-Joseph - Consultant	Strategist
Bro. Phillip Fahie	Technology
Pastor Kumal Smith	Pastoral Input
Bro. Oscar Sanchez	NCC Office Representative
Sis. Edris Bennet	Lay Representation
Director Linda Ambrose	Departmental Director
Sis. Jacinta Berthier	Educator
Bro. Darren Hodge	Finance
Sis. Angeline Ravariere	Community Impact
Sis. Jennyville Smith	Youth

Editorial Team

NAMES
Dr. Alexander Isaac
Dr. Neil Smith
Dr. Verleen McSween-Missole

Strategic Planning Process

Five steps were used to support the planning process in the current Strategic Plan. The key elements are outlined in Figure 1 below:

Figure 1 – Strategic Planning Process
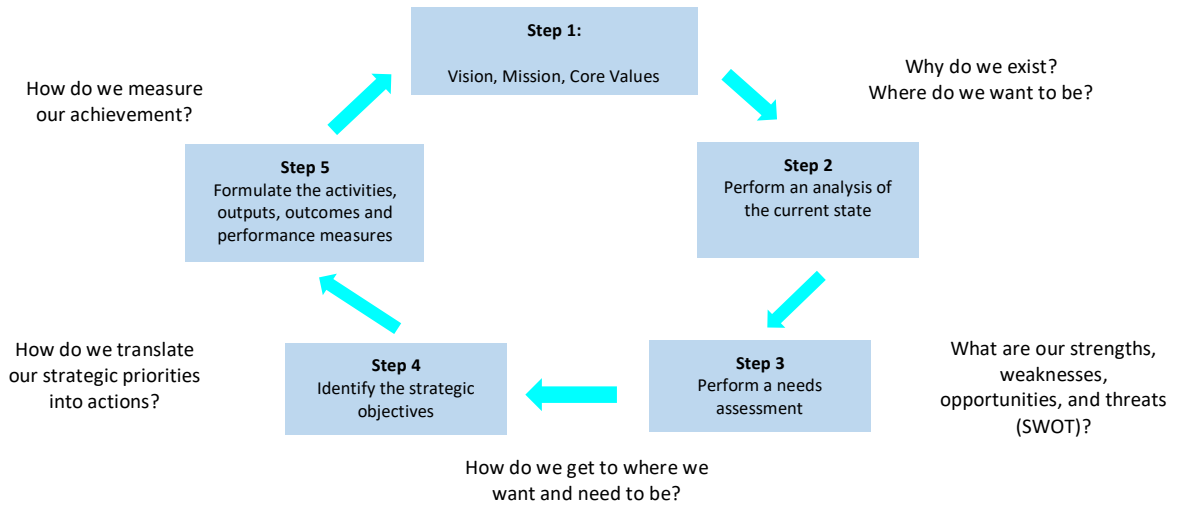
Step 1: Vision, Mission, and Core Values

Vision Statement

VISION STATEMENT

The Adventist Message in every heart and every home

Mission Statement

MISSION STATEMENT
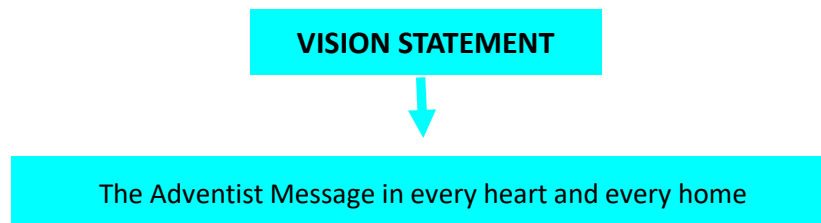
To make disciples for Christ
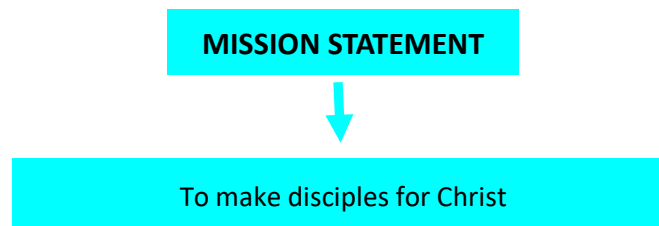
Core Values

The NCC has identified a set of core values that are foundational to its operational culture and are essential to its success. These values are integrated into daily operations and are a source of motivation for all who are committed to its vision, mission, and values. By consistently maintaining these values, NCC aims to create a nurturing culture of integrity, accountability, and excellence which helps to attract and retain those who are empowered for mission.

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                              CORE VALUES

      Integrity      Love        Faith     Community      Innovation
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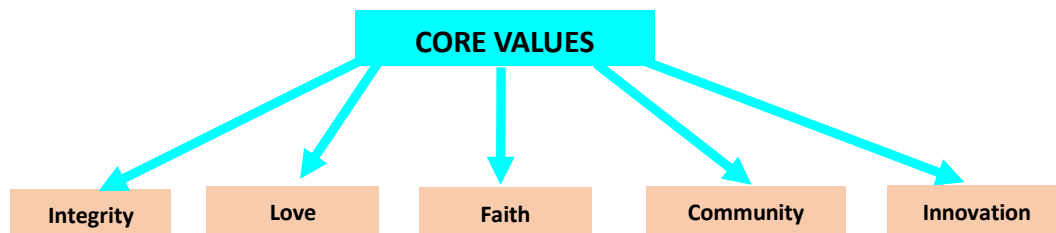
Integrity: At NCC, we value integrity as the means of upholding honesty, moral uprightness, and ethical conduct aligned to our fundamental value system. We strive to act with integrity in all aspects of our operations, demonstrating consistency between our beliefs and our actions.

Love: At NCC, we value love as the foundational principal of our teachings. We are called to love God and our neighbors, showing compassion, kindness, and selflessness towards others.

Faith: At NCC, we value faith as central to our beliefs and values. It involves trust in God, reliance on His guidance, and a commitment to living out our beliefs in daily living.

Community: At NCC, we value the importance of community and fellowship. We recognize the strength and support that comes from being part of a caring and nurturing community that shares our beliefs and values.

**Innovation:** At NCC, we value innovation and apply it to our creativity, adaptability, and forward-thinking in various aspects of life and ministry. While our faith is grounded in timeless principles and beliefs, innovation allows us to engage in relevant ministry, education and research, healthcare and wellness, media and communication, and environmental stewardship.

Along with our core values, we pride ourselves with accountability, transparency, respect, unity, commitment, excellence, and authenticity.

Step 2: Situation Analysis (SWOT)

The NCC prides itself on form and structure. Our ability to understand our strengths, weaknesses, opportunities, and threats (SWOT) helps us identify and understand our internal and external environments and guides us toward making informed decisions.

SWOT ANALYSIS

Our strengths consist of the positive attributes we possess in the organization that provide us with an advantage. Our weaknesses point to the areas where we are lacking and need to improve. Our opportunities highlight the external factors that benefit our organization, and our threats are those potentially external factors that can harm our organization.

The following is a summary of our identified strengths, weaknesses, opportunities, and threats, along with possible solutions for addressing our weaknesses and our threats.

Figure2 – SWOT Description

Table 2 – SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Committed & dedicated Leadership	Failure to embrace innovative methods of soul winning
A diversity of experienced ministers	Insufficient use of church facilities for community outreach
Economic and fiscal stability	Aging church membership compared to youth (negative impact on talents and human resources)
Workers Synergy	Ineffective methods for dissemination of church-related information
Ownership and operation of a radio station	Schedule conflicts between the conference programming and local church programming
Robust administrative support system	Inadequate alignment of pastors' gifts to the needs of congregations
Educated leaders and members	Lack of focus on the needs of the congregations
Faithful church membership (grounded in the faith, committed supporters, strong financial supporters)	Ineffective conservation of members

OPPORTUNITIES	THREATS
Use of radio station in spreading the gospel	Employment conflict surrounding Sabbath observance
Creation an NCC Virtual Church	Things that distract our attention away from Christ and His mission
Creation of Centers of Influence	Negative cultural interference
Re-design of our evangelistic efforts	Migration of members out of the NCC territories
Maximization of electronic technology in ministry	Infiltration of false doctrines and practices
Maximization of electronic technology in operations	

Table 3 – Weakness Solution Plan

WEAKNESSES	SOLUTION	IMPLEMENTATION PERSON	TIMELINE
Failure to embrace innovative methods of soul wining	Identify creative ways that would appeal to the young people and the un-churched without compromising our principles

Use the church buildings as Centers of Influence to execute programs and activities geared ultimately towards soul winning | Community ministries at the conference and church levels with pastors (Sabbath School, Personal Ministries, Community Services, ADRA, etc.) | Ongoing |
Insufficient use of church facilities for community outreach	Make effective use of the physical properties to provide opportunities for ministry	Coordinating Council, Pastors, Directors, NCC Administration	2024
Aging church membership compared to youth (negative impact on talents and human resources)	Implement mentorship programs and succession planning initiatives	Pastors, Elders, Church leaders	2024-2027
Ineffective methods for dissemination of church-related information	Provide more informative sessions, platforms, and forums for the sharing of church-related information	Communication Department	Ongoing
Schedule conflicts between the Conference programming and local church programming	Provide support for greater collaboration and synchronization between the Conference and churches	Pastors, Conference Leaders	Ongoing
Inadequate alignment of pastors' gifts to the needs of congregations	Develop and implement standards/ policies that guide assignments	NCC Administration	Every four years, or when the need arises

WEAKNESSES	SOLUTION	IMPLEMENTATION PERSON	TIMELINE
Lack of focus on the needs of the congregations	Conduct a needs assessment and incorporate inclusiveness in activities.	Pastors, Ministerial Director, Church Leaders	Annual
Ineffective conservation of members	Apply consistent approaches to management and implement a Conservation Plan	Personal Ministries, Pastors, Church Boards	Ongoing

Table 4 – Threats Solution Plan

THREATS	SOLUTION	IMPLEMENTATION PERSON	TIMELINE
Employment conflict surrounding Sabbath observance	Educate members on their rights and provide Religious Liberty resources Educate members on proper Sabbath observance principles	Religious Liberty Personnel, Pastors	Ongoing
Things that distract our attention away from Christ and His mission	Educate members on how to more effectively steward their time and other resources Encourage members to surrender every aspect of their lives to Christ	Pastors, Individual members	Ongoing
Negative cultural Interference	Educate members on the proper place of culture in our Christian walk	Individual members, youth leaders, social groups and leaders, schools	Ongoing
Migration of members out of the NCC territories	Provide a healthy church environment to nurture members Provide support for members seeking employment opportunities Provide pastoral care in facilitating families as they transition to their new church	Pastors, Church Clerks (ACMS), Elders	Ongoing
Infiltration of false doctrines and practices	Establish a Bible class in every local congregation Re-educate members on the fundamental beliefs of the church	Pastors, Church Leaders, Evangelists	Ongoing

IT and Media Framework

Supporting the execution of this strategic document is the role of Information Technology (IT) and media services. Keeping in line with our vision and mission, the leveraging of technology and communication are key vehicles to support our goals and objectives. Through our IT support services, we expect to build capacity in the following areas.

1. **IT Infrastructure:** Establish and maintain the technological infrastructure required for implementing the strategic plan. This includes hardware, software, networking, databases, and other IT systems necessary for efficient operations.

2. **Data Analysis and Reporting:** Provide support for collecting, managing, and analyzing data relevant to the strategic plan. This involves developing data-driven insights, creating meaningful reports and dashboards, and providing accurate and timely information to support decision-making.

3. **Automation and Efficiency:** Use automation, where applicable, to facilitate improvements in processing and operational efficiency.

4. **Communication and Collaboration:** Use media, including both traditional and digital channels, will play a crucial role in communicating the strategic plan to various stakeholders.

5. **Performance Monitoring and Adaptation:** Support the ongoing monitoring and evaluation of the strategic plan's implementation. IT will provide the necessary tools and systems to track performance metrics, analyze data, and identify areas for improvement.

Keeping abreast with current realities, NCC recognizes IT and media as integral to the development and implementation of a strategic plan as they contribute by providing the technological infrastructure, data analysis capabilities, communication channels, and stakeholder engagement required to support the strategic initiatives and drive organizational success.

For a comprehensive look at the IT Service Action Plan, please refer to **Appendix VIII** in the Companion Guide.

Step 3: Needs Assessment

Important to this plan is the inclusion of the needs assessment. The findings of this assessment helped the NCC to clearly identify the current state of affairs and the gaps that exist between the future state.

The function of the needs assessment in this strategic plan is to provide a comprehensive and objective analysis of what is needed to effect change and to help the organization identify

potential risks and challenges that may arise during the implementation of the plan. Additionally, the assessment created an opportunity for the aligning of stakeholder needs and our response to those needs through realistic and achievable options for sustained partnership and interaction.

Table 5 – Needs Assessment

Strategy Code	Key Strategic Pillar	The WHAT (concerns)
P1	Evangelism and Conservation	Lack of consistency in evangelism | Lack of training |Lack of team building skills | Lack of planning ability
		The need for Inclusive Evangelism that fully incorporates Christ's Methods of Evangelism into church department activities
		The need for more Evangelism Leadership
		The need to organize small groups, and plant churches in un-entered areas
		The need for improved evangelistic methodologies
		The need for more emphasis and use of Evangelism Technology
		Lack of measurements to evaluate the stages of Christ's method in evangelism
		The need for more Pastoral Leadership in evangelism
		The need for diversified targets and relevant approaches to evangelism including small group evangelism
P2	Stewardship and Finance	The need for more education on Estate Planning and Trust Services
		The need for more education on financial commitment and faithfulness to God
		The need to emphasize other areas of stewardship besides finances
		The need for clearer education in financial planning
		The need for a structured approach toward maintaining the assets of the organization
		The need for education on wealth management
P3	Family Life	The need to provide more attention to the concerns of singles
		The need to develop structures that build and support the resilience of families
		The need for practical assistance in developing and maintaining family relationships
		The need to address common challenges among families (divorce, communication issues, financial problems, sexual orientation, emerging trends)
		The need to address sufficient programs for single parents
		The need to revitalize the singles' ministry arm to the family life ministry
P4	Health and Temperance	The need for more practical health programs
		The lack of interest in the Health Message
		The increase in health-related challenges/ concerns
		The need for greater emphasis on total healthcare

Strategy Code	Key Strategic Pillar	The WHAT (concerns)
		The need for more awareness of the temperance aspect of the health message
P5	Church Development and Leadership	The need to educate members and local church leadership on the components of Natural Church Growth
		The need for transformational leadership and succession planning at the local and conference levels
		The need to engage members to use their skills and expertise for Kingdom building within their communities
		The need for infrastructure development and updates
		The need to improve organizational capacity
		The need to provide transformative, qualitative outreach services for mission and evangelism
		The lack of investments and resource mobilization
		Not enough attention to membership retention
P6	Education and Youth	The need for more educational facilities in some islands
		The need for increased collaboration between the school and the church
		The need for increased teacher value/ appreciation
		The need for more scholarship programs
		The need for financial viability of our schools
		The need for improvement in the spiritual ethos of our schools
		The need for greater academic excellence in our schools
		The need for school physical plants to be in compliance with local government and Adventist Risk Management standards
		The need for clear strategic directions for our schools
		The need to increase teacher satisfaction and staff retention
		The lack of youth involvement and participation
		The lack of youth involvement in evangelism
		The need to educate our youth in faithful financial stewardship
		The need to revitalize the senior youth ministry of the church
		The need for more practical activities to attract the young people
		The need to create an appreciation for purity and Adventist identity among our youth
		The need to motivate children to attend in-person Sabbath School
		The need to prioritize nurturing children into a loving, service relationship with Jesus
P7	Community Services and ADRA	The need for further integration within the community
		The need to promote more self-sustainability ideas/programs
		The need for better identification of SDA community service centers
		The need for additional funding for feeding programs
		The need for more cohesive church departmental planning of programs and events for the community
		The need for ADRA to distinguish between disaster preparation and disaster response
		The need to educate the church and the community on the role of ADRA
		The need for training on the distribution of goods and services following a disaster

Step 4: Strategic Objectives

In understanding the overarching goals for our Church, we have outlined our strategic objectives into seven key pillars (See Table 6).

Table 6 - Strategic Objectives

Strategy Code	Key Strategic Pillar	Description	Stakeholders
P1	Evangelism and Conservation	Evangelism: the focus on spreading the Good News of Salvation Conservation: the focus on the long-term preservation of our members	NCC President, NCC Assistant to the President for Evangelism, Chairman of NCC Evangelism Council (Past and Present), NCC Sabbath School and Personal Ministries Directors (Past and Present), Churches Sabbath School and Personal Ministries Leaders (Past and Present), School Principals (Past and Present), NCC Youth Director (Past and Present), Club Area coordinators, Directors, Deputy, and Staff (Past and Present), Radio station personnel, Lay Preacher(s), NCC Bible workers (Past and Present), Elders, Colporteurs, IADPA Book Store Manager
P2	Stewardship and Finance	Stewardship: the focus on the proper care and use of the body temple, time, talent, and treasure Finance: the focus on the financial planning, management, and administration of financial resources	NCC Stewardship Director, Church Stewardship Directors (Past and Present), NCC Treasurer (Past and Present), Church Treasurers (Past and Present), NCC Finance committee members (Past and Present), Church Finance Committee members (Past and Present), NCC Administrative Assistant, CARU Treasurer
P3	Family Life	Family Life: the focus on the overall well-being of individuals and families	NCC Family Life Director (Past and Present), Church Family Life Director (Past and Present), NCC Women's Ministries Director (Past and Present), Church Men's and Women's ministries leader (Past and Present), NCC Children's Ministry Director (Past and Present), Church Family Ministries Leaders (Past and Present), NCC Administrative Assistant, Singles Ministries Leaders (Local church level), Widowed and Divorced Persons, Counsellors, Social Workers, and Psychologist among the membership
P4	Health and Temperance	Health: the focus on having a sound body, mind, and soul Temperance: the focus on moderation in all forms	NCC Health Director (Past and Present), NCC Administrative Assistant, Health Directors of churches (Past and Present), Health professionals within the churches, Island health associations Leaders (Past), NCC Youth Director (Past and Present), Club Area coordinators, Directors, Deputy, and Staff (Past and Present)
P5	Church Development and Leadership	Church Development: the focus on spiritual development, and growth, worship service, and membership relationships	NCC President (Past and Present), NCC Executive Secretary (Past and Present), NCC Departmental Directors (Past and Present), Island Coordinators (Past and Present), Pastors (including retired), Representative from NCC Building Committee, IADPA Book Store Manager, Musicians choirs, Praise team

Strategy Code	Key Strategic Pillar	Description	Stakeholders
		Leadership: the focus on the ability to influence, inspire, direct, and help others toward a common goal	
P6	Education and Youth	Education: the focus on the harmonious development of the mental, spiritual, physical, and social faculties of people Youth: the focus on all aspects of youth ministry	NCC Education Directors (Past and Present), Church Education Secretaries (Past and Present), School Principals, Supervisors (Past and Present), NCC Youth Director (Past and Present), Club Area coordinators, Directors, Deputies, and Staff (Past and Present), NCC Administrative Assistant, School Board Chair Designee, Singles' Ministries Leaders (Local church level), Youth Pastor, Teacher(s) and Staff (Teachers who head departments in our school), School Culinary (Kitchen) Leaders, Parent Representation (Preschool, Elementary, Junior High, Senior), Retired Educators, Adventist Youth
P7	Community Services and ADRA	Community Relations: the focus on the relationships with the surrounding neighborhood ADRA: the focus on individual and community development and disaster relief	NCC Community Services Director (Past and Present), NCC Administrative Assistants, Community Services Association Leaders on each island, Church Community Services leader (Past and Present), Church Interest Coordinators (Past and Present), The Community, NCC ADRA Director, Church ADRA Coordinators, ADRA Country Office Directors, NCC ADRA Board, Pastors

Step 5: Activities, Output, Outcomes, and Performance Measures

The activities section outlines the specific steps and tasks that will be undertaken to achieve the strategic goals. It also provides a roadmap for how the organization will achieve its objectives and helps to ensure that everyone is working towards the same goals.

The output section defines the tangible results that will be produced because of the intended activities. This may include products, services, or other deliverables that are created by the NCC. The output section helps to ensure that the organization is focused on creating value for its stakeholders and is producing results that are aligned with its strategic goals.

The outcome section describes the expected impacts and benefits of the strategic plan. This may include improvements in service delivery and satisfaction, increased results, or other positive outcomes. The outcome section helps to ensure that the NCC will be focused on achieving meaningful results that will make a difference in the lives of its stakeholders.

The performance measures section outlines the metrics that will be used to track progress towards the strategic goals. This includes both quantitative and qualitative measures. The

performance measures section helps to ensure that the NCC is monitoring its progress and making adjustments as needed to ensure that it is on track to achieve its strategic goals.

Key Strategic Pillar (P1): Evangelism and Conservation

Evangelism is an essential aspect of the Church's mission to share the Gospel of Jesus Christ with the world. It is a way of bringing people to Christ and introducing them to the message of salvation. However, there are several challenges that the Church faces in effectively fulfilling its evangelizing mission. These include a lack of consistency in evangelism, a lack of training and team-building skills, and a lack of planning ability. If these challenges are not addressed, it may be difficult for the NCC, and by extension the churches, to achieve the full impact of their strategic evangelism goals.

One approach to addressing these challenges is to adopt a comprehensive evangelism plan that fully incorporates Christ's evangelism methods into the activities of church departments. This means involving every church member in evangelism work, from pastor to layperson. It also means using Christ's methods, such as building relationships, responding to people's needs, and sharing the gospel in ways that are relevant to their lives. Through inclusive evangelism, the church can work toward a common goal of spreading the gospel and make evangelism a priority in every church activity.

Another approach to meeting the challenges of evangelism is to coordinate groups and plant churches in unentered areas. This means identifying areas that have not yet been reached by the gospel and developing a plan to plant small groups and churches in those areas. This approach can help reach people who may not have access to a church or have not yet been exposed to the Gospel message. It can also provide opportunities for church members to participate in evangelism efforts and work together to reach new communities.

To effectively implement these approaches, the NCC has considered the use of evangelism technology and the need for more pastoral leadership in evangelism. In addition, the NCC has focused on developing diversified goals and relevant approaches to evangelism, including small group evangelism. By addressing these needs, the NCC is now better able to include activities in its strategic pillar for evangelism and conservation that are inclusive, effective, sustainable, and ultimately fulfill its mission to share the gospel with the world.

See **Table 7** for the activities, inputs, outputs, outcomes and performance measures for the Evangelism and Conservation Strategic Pillar.

Table 7 – Evangelism and Conservation

ACTIVITY 1			PERFORMANCE INDICATORS		
Activity code	**Activities/tasks to accomplish the strategy**	**INPUT (what is needed)**	**OUTPUT (what is produced)**	**OUTCOME (the result of activity)**	**PERFORMANCE MEASURE**
P1A1	Develop and implement Leadership Development programs/plans in team building, department planning and execution, etc.	Books, Manuals, Guest Presenters, Refreshments, Travel Budget, Website for training	Leadership Development Programs/ Plans

Trained Leaders | Increased number of trained Personal Ministries Leaders

Increased Leadership Development and Evangelism capacity | Number of trainings executed

Number of trained leaders |
| P1A2 | Develop and implement Training programs/plans in Inclusive Evangelism, including the adoption of the Inclusive Evangelism Cyclical Model | Books, Manuals, Guest Presenters, Refreshments, Travel Budget, Website for training | Inclusive Evangelism Training Programs/ Plans

Inclusive Cyclical Model of Evangelism

Trained Leaders | Increased number of evangelistic activities (focus on Evangelical Cyclical Model) | 80% of Local Church Evangelism plans incorporate the Inclusive Evangelism Cyclical Model.

Number of trainings executed

Number of trained leaders |
| P1A3 | Develop and implement programs/plans on Personal Evangelism Leadership and Execution | Books, Manuals, Guest Presenters, Refreshments, Travel Budget, Website for training | Personal Evangelism Leadership and Execution Programs/ Plans

Trained Individuals | Improvement in the way personal evangelism is conducted | 50% of Sabbath school membership reporting personal ministry in at least one of the cyclical areas of evangelism

Number of programs executed |
| P1A4 | Develop and implement programs/plans for evangelizing to different groupings of people | Guest presenters, materials, translators | Diversified Groupings Evangelism Programs/ Plans | Improvement in evangelistic outreach

Increased diversity within the | 1% growth in church membership within the identified people groups per year |

ACTIVITY 1			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
			Trained individuals	membership of the church	Number of new groups formed Number of trained individuals
P1A5	Develop and implement effective church planting methodologies	Volunteers, financial resources, training materials	Effective church planting methodologies	Improved evangelistic planting methodologies	Number of methodologies implemented Number of new churches/groups planted
P1A6	Establish Evangelism Coordinators for Unreached Groups	Volunteers with travel budget and resources	Evangelism Coordinators for Unreached Groups	Increased number of individuals actively reaching out to the unreached people groups	5% increase in membership from the target group Number of Evangelism Coordinators on active duty
P1A7	Develop and implement Guest Relations Strategy	Books Manuals, Guest Presenters	Guest Relations Strategy	Increased guest attendance	5% of Church guests returning Number of guests attending church activities Number of strategies implemented
P1A8	Develop and implement training programs in Digital Evangelism with an emphasis on Christ Method	Training materials	Training Program in Digital Evangelism with emphasis on Christ's Method	Increased use of technology in Digital Evangelism	Number of training programs administered Number of opportunities for use of Digital Evangelism emphasizing Christ's Method Number of souls won through

ACTIVITY 1			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
					Digital Evangelism
P1A9	Design and implement pre- and post-evangelism metrics	Frameworks, programs, processes	Pre- and Post-Evangelism Metrics Assessment reports	Improvement in the application and use of services based on data	Number of assessments conducted Status updates on assessment reports
P1A10	Create digitized forms and databases for the local church administration and decision making	Data, Integrated Platform	Digitalized Forms and Databases	Improvement in the offerings of services based on data	Number of timely reports generated Number of services designed and implemented based on data collected
P1A11	Recruit in-person and digital Bible Workers	Willing individuals, financial resources	In-person and Digital Bible Workers	Increased pool of Bible Workers for active ministry Improvement in the Gospel Outreach through Bible Workers	Number of in-person Bible Workers recruited Number on Digital Bible Workers recruited
P1A12	Develop and implement training for in-person and digital Bible Workers	Willing individual, training materials	Bible Workers Training Program	Improvement in the capacity of Bible Workers to carry out their roles	Number of trainings implemented Number of trained Bible Workers
P1A13	Establish a Bible Workers' Association on each island	Establish a Bible Workers' Association on each Island	Established Bible Workers' Association Association's report	Improvement in the number of individuals supporting/ enrolled in the Bible Workers' Association	Status updates on Associations' reports

ACTIVITY 1			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
P1A14	Re-implement the Cell Group Initiative	Books, Manuals, Guest Presenters, Refreshments, Travel Budget	Active Cell Groups	Increased evangelism activities through small group settings	Number of active small groups Number of people attending small group activities
P1A15	Develop and implement Reaping Initiatives	Ideas, suggestions	Reaping Initiatives/ styles	Increased number of souls won through a variety of reaping activities/events	Number of activities identified 10% increase in the number of conversions Number of souls won through the reaping initiative
P1A16	Develop and implement Pastoral Evangelism Empowerment Program/ Plan	Resource personnel, materials, financial resources	Pastoral Evangelism Empowerment Program/ Plan	Improvement in the way Pastors administer, manage, involve, and organize the local churches for evangelism	10% increase in pastoral administration and care
P1A17	Develop and implement a Conservation Plan	Books, Manuals, Guest Presenters, Refreshments, Travel Budget, Study Guides	Conservation Plan Trained members	Increased conservation and retention of new members	70% of newly baptized members remaining in the church

For a comprehensive look at this strategic pillar, including implementing person, group, or department, timeline, and comments, please refer to **Appendix I** in the Companion Guide, and **Financial – P1** in the Financial Plan document for financial details.

Key Strategic Pillar (P2): Stewardship and Finance

Stewardship is the management of life and thus must be lived in harmony with the Creator. A human being cannot choose to be a steward (John 15:16). Once he or she has life then that person is a steward and is responsible to his Creator. As a result, they manage their lives and

resources in harmony with the life giver. Thus, man's primary duty is to put God first and to be faithful to God.

Stewardship is often associated with financial giving, but it encompasses much more than financial resources. Responsible stewardship of all resources, including time, talent, treasure, and temple. Stewards are also responsible to fulfilling the mission of spreading the gospel. Therefore, it is important to develop a strategic plan that emphasizes stewardship in all areas of church activity.

Another important aspect of stewardship is financial management. The resources available belong to God and should be managed that will produce the best outcome that will glorify God. As such, financial education is important to accomplish this. This education should include estate planning, debt management, financial planning, mortgage, etc. The need for wealth management education cannot be overstated, as it can provide the tools and knowledge necessary for responsible financial decision making. By prioritizing financially responsible education, the NCC has proposed steps to ensure that its financial resources are used more effectively to support its mission and serve the community.

To ensure that all resources are used effectively and efficiently, a structured approach to managing the organization's assets has been established. By developing a comprehensive resource management plan that addresses all aspects of resource stewardship, our organization can fulfill its mission to serve and be faithful stewards of God's gifts.

See **Table 8** for the activities, inputs, outputs, outcomes and performance measures for the Stewardship and Finance Strategic Pillar.

Table 8 – Stewardship and Finance

ACTIVITY 2			PERFORMANCE INDICATORS		
Activity code	**Activities/tasks to accomplish the strategy**	**INPUT (what is needed)**	**OUTPUT (what is produced)**	**OUTCOME (the result of activity)**	**PERFORMANCE MEASURE**
P2A1	Develop and implement an education plan and programs on Estate Planning and Trust Services	Facilitators, money, educational materials, supplies	Education Plan and Programs on Estate Planning and Trust Services	Increased education of members on Estate Planning & Trust Services	Number of programs implemented

Number of members participated |
| P2A2 | Develop and implement strategic planned-giving educational programs | Educational supplies, Seminars, materials | Strategic Planned-Giving Educational Programs | Increased awareness and importance of supporting the church financially | Number of planned-giving educational programs implemented |

ACTIVITY 2			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
P2A3	Develop and implement job preparation and placement programs	Trainers, job boards, materials, and suppliers	Job Preparation and Placement Programs	Increased members' potential for job finding and retention	Number of Job preparation and placement programs implemented Number of members becoming gainfully employed
P2A4	Identify and implement creative stewardship promotions ideas	Materials, resources	Creative stewardship promotional ideas	Increased awareness and promotion of stewardship ideas	Number of ideas implemented
P2A5	Develop and implement a faithfulness and gratitude framework	Resources	Faithfulness and Gratitude Framework	Increased demonstration of acts of gratitude and faithfulness of members	50% increase in members' faithfulness
P2A6	Develop and implement a working partnership framework between leaders in financial planning	Financial planning tools and materials, human resources	Working partnership framework on strategic financial planning	Improvement in the financial planning abilities of leaders	50% improvement in financial planning in the first year and an increase by an additional 10% thereafter
P2A7	Develop and implement physical plant maintenance program/plan	Financial resources, skilled individuals, maintenance schedule	Physical Plant Maintenance Program/Plan	Improvement of the physical infrastructures of the institution	Number of assets maintained
P2A8	Develop and implement financial education training/ programs to promote individual wealth	Facilitators, materials	Financial Education training/ programs	Increased awareness on financial education	Number of trainings executed Number of individuals participating

For a comprehensive look at this program strategy, including implementing person, group, or department, timeline, and comments, please refer to **Appendix II** in the Companion Guide, and **Financial – P2** in the Financial Plan document for financial details.

Key Strategic Pillar (P3): Family Life

Family life is a fundamental aspect of the NCC because the family is the foundation of society. Our churches have a responsibility to support and strengthen families and to provide resources and assistance to help them thrive. Families face a variety of challenges, and our church must prioritize developing activities that address these challenges and support families in every way possible.

A major challenge for some of our young people is being single. The NCC recognizes the need to pay more attention to the concerns of singles and to make them feel valued and included by providing opportunities for socializing, spiritual growth, and service, as well as offering support and assistance to those struggling with loneliness or other challenges.

Another important aspect of family life is developing structures that strengthen and support family resilience. Families face a variety of challenges, including financial hardship, illness, and relationship problems. By providing resources and support to help families build resilience, our church can help families maintain healthy relationships and overcome obstacles through counseling services, financial education, and other practical support.

Finally, the NCC recognizes the need to prioritize practical help in developing and maintaining family relationships. This plan highlights a pathway toward building effective communication, conflict resolution, and other key skills necessary for healthy relationships within our church body. By providing resources and support to help families build strong relationships, our constituents' family lives will reflect positively in the community.

See **Table 9** for the activities, inputs, outputs, outcomes, and performance measures for the Family Life Strategic Pillar.

Table 9 – Family Life

ACTIVITY 3			PERFORMANCE INDICATORS		
Activity code	**Activities/tasks to accomplish the strategy**	**INPUT (what is needed)**	**OUTPUT (what is produced)**	**OUTCOME (the result of activity)**	**PERFORMANCE MEASURE**
P3A1	Design and conduct a singles' need assessment	Survey instrument, singles	Singles need survey

Singles need report | Increased understanding of the needs of singles | Number of singles' needs met |

ACTIVITY 3			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
P3A2	Host an annual Conference-wide Parenting Conference	Human, Physical, and Financial Resources	Annual Conference-wide Parenting Conference	Improvement in the relationship among family units/families Improvement in the parenting skills of single parents	Number of families participating in parenting conference Number of single parents participating in parenting conference
P3A3	Create and organize quarterly Single Parenting programs and activities that expand beyond the local church	Human, Physical and Financial Resources	Quarterly Single Parenting programs and activities	Increased number of opportunities available to reach single parents inside and outside of the church	Number of programs and activities implemented Number of single parents in attendance
P3A4	Redesign and implement an effective Singles' Ministry program in the local churches	Human Resources	Effective Singles' Ministry Program at the local level in 90% of our congregations	Improvement in the support and encouragement offered to single adults	Number of organized Adventist Singles' Ministries established and functioning Number of opportunities for networking
P3A5	Develop and implement wholeness, singleness, and healthy relationships training programs for pastors and leaders	Human and Physical resources, Stationaries	Wholeness, Singleness, and Health Relationship Training program	Increased availability of resources and training in healthy relationships for Pastors and Ministries Leaders	Number of programs developed and implemented Number of Pastors and Singles' Ministries leaders trained
P3A6	Develop and implement Singles Café "Afterglow" initiative with gender and age/singlehood category sensitivity	Human and Physical resources	Singles Café Initiative	Increased number of opportunities for singles interaction in a healthy environment	Number of singles participating in the initiative

ACTIVITY 3			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
P3A7	Implement recommendations from CARU Family Health & Wellbeing Study	CARU Family Health & Wellbeing Study	Implemented recommendations	Improvement in the abilities of families to deal with issues related to family health and wellbeing	Number of implemented recommendations 50% increase in family health & wellness awareness
P3A8	Develop and implement practical Adventist-based courses	Adventist Experts, Presentation platforms	Practical Adventist-based Courses	Improvement in the capacity of individuals to address family-related challenges	Number of courses designed and implemented Number of individuals participating
P3A9	Implement Family Informational Corner	Materials from Ready-made videos on YouTube; Family Ministries Website	Family Informational Corner	Increased information, tips, ideas, and knowledge shared on family-related matters	Number of opportunities to activate the family informational corner Number of informational materials presented
P3A10	Create and implement families buddy system for the book *Adventist Home*	Hard & digital copies of the book *Adventist Home* & study guide, Families	Adventist Home Book Buddies	Increased implementation of principles/ teachings advanced in the book *The Adventist Home* (as reflected by improved family relations and mission involvement) Increased number of families with strong bonds	At least 100 families participating in the Adventist Home Buddy System by 2027 Initial participation of families from 15 congregations Increase in the number of families from each congregation and number of congregations

ACTIVITY 3			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
					with participating families
P3A11	Implement more structured family-based messages from the pulpit	Creative ideas, materials, and collaboration from pastors and elders	Structured family-based messages	Improvement in family relations in church and the community	Number of family-based messages being reported as preached
P3A12	Design and implement Family Team Building Challenge activities	NCC Facebook Page, families, incentives, leaders & teams.	Family Team Building Challenge activities	Improvement in working relationships among families	Number of team building challenge activities created

Number of activities executed

Number of families who participated |
| P3A13 | Implement more Family Ministries Leadership Training | Family life-related material, trainers, financial resources | Family Ministries Leadership Training | Increased capacity of local leaders to minister to families | Number of leadership trainings executed

Number of trained leaders |

For a comprehensive look at this strategic pillar, including implementing person, group, or department, timeline, and comments, please refer to **Appendix III** in the Companion Guide, and **Financial – P3** in the Financial Plan document for financial details.

Key Strategic Pillar (P4): Health and Temperance

Health and temperance is the progressive, comprehensive health ministry in the NCC which emphasizes Christ's method and ministry of reaching the whole person. The focus is on promoting a lifestyle that advocates optimum levels of physical, social, mental and spiritual well-being, while, at the same time, encouraging balance and control/moderation in all things. Health and Temperance "are inseparable parts of the church's message" and it is therefore the church's responsibility and religious duty to adhere to the laws of health and the principles of moderation and to teach others to do so. The intent is for the NCC to engage collaboratively with communities and extend the message of holistic lifestyle practices and moderation to every community

member, with the understanding that health is something to celebrate, and temperance is a virtue. When integrated together, they can lead to a life of happiness and increased spiritual strength.

Health and temperance are core concerns of members. Many people struggle with health-related challenges, and there seems to be a lack of focused awareness and interest in the Health Message. It is essential that this plan addresses these challenges and promotes options for healthy living and temperance.

One significant challenge is the increase in health-related concerns. Many individuals struggle with chronic diseases such as diabetes, hypertension, and heart disease, which have the potential to impact their quality of life and limit their ability to get involved in certain activities within and outside of the church. Practical health programs that address these challenges and promote healthy living have been highlighted in this plan, which includes the promotion of exercise classes, healthy cooking classes, and other resources that promote physical, mental, and spiritual well-being.

Lastly, there is a need for greater emphasis on total healthcare. With the adoption of a holistic approach to healthcare, the NCC can better serve the community and promote healthy living and temperance as an integral part of the Christian life.

See **Table 10** for the activities, inputs, outputs, outcomes and performance measures for the Health and Temperance Strategic Pillar.

Table 10 – Health and Temperance

ACTIVITY 4			PERFORMANCE INDICATORS		
Activity code	**Activities/tasks to accomplish the strategy**	**INPUT (what is needed)**	**OUTPUT (what is produced)**	**OUTCOME (the result of activity)**	**PERFORMANCE MEASURE**
P4A1	Develop and implement a plan to increase programs on health-related matters	Human resources, finances, sources of information	Health work plan	Increased awareness of the Health Message	Number of programs developed and implemented within the plan
P4A2	Create a health professionals association to mobilize health professionals who will assist in producing health-related programs	Human resources, financial resource	Health Professional Association	Increased involvement of health professionals in the production of health-related programs	Number of health programs created to impact lives

ACTIVITY 4			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
P4A3	Develop and implement an Innovative Health Interest Plan to create interest in the Health Message	Human resources, financial resource	Innovative Health Interest Plan	Increased interest in the SDA Health Message	Number of individuals participating in health-related activities Number of health-related activities created
P4A4	Develop a health corner/program on WGOD or other radio stations	Human resources, programs	Health Program Schedule	Increased community knowledge and interest in the SDA Health Message	Number of programs executed
P4A5	Create content through NCC's social media pages	Human resources, programs	Health-related content	Increased community knowledge and interest in the SDA Health Message	Number of contents uploaded Number of views per content
P4A6	Create and implement health-related information to be circulated by the medium available	Human resources, sources of information, journals	Health-related information	Increased knowledge and application of the SDA Health Message	Number of contents circulated
P4A7	Develop and implement a Lifestyle Change Program	Human resources, programs	Lifestyle Change Program	Reduction in the prevalence of health-related challenges	Number of lifestyle change activities implemented
P4A8	Create and implement awareness campaigns on mental health and other related issues	Human resources, programs	Mental Health Awareness Campaign	Increased awareness of mental health issues and other related challenges	Number of campaigns implemented
P4A9	Develop and implement a Total Health Awareness Program	Human resources, financial resources programs	Total Health Awareness Program	Increased awareness of the importance of total healthcare	Number of health awareness programs implemented
P4A10	Develop and implement a Temperance Awareness Campaign	Human resources, finances,	Temperance Awareness Program	Increased awareness of temperance	Number of temperance campaigns executed

ACTIVITY 4			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
		sources of information			
P4A11	Organize and conduct seminars/sessions on temperance	Human resources, finances, sources of information	Plans for the seminars/sessions	Increased awareness of temperance in targeted population groups	Number of temperance seminars/sessions conducted
P4A12	Develop and implement a Temperance and Moderation Plan	Human resources, finances, sources of information	Temperance and Moderation Plan	Increased participation of church and community members in personal temperance activities	Number of activities executed from the Temperance and Moderation Plan
P4A13	Design and implement a Health and Temperance Corner	Human resources, finances, sources of information	Health and Temperance Corner	Increased awareness of health and temperance in targeted populations	Number of Health and Temperance Corners implemented

For a comprehensive look at this strategic pillar, including implementing person, group, or department, timeline, and comments, please refer to **Appendix IV** in the Companion Guide, and **Financial – P4** in the Financial Plan document for financial details.

Key Strategic Pillar (P5): Church Development and Leadership

Church development and leadership are fundamental components of a thriving church community. NCC needs to continually assess its strengths and weaknesses to develop a strategic plan that addresses the needs of the community and promotes growth and development. A major challenge is the lack of experienced and trained individuals in church leadership. Without effective leadership, it can be difficult to develop and implement strategies that address the needs of the congregation and promote growth and development.

Another major challenge is the need for greater outreach to the unchurched. The mission of the church is to share the gospel message with the world, but many communities remain unchurched. The NCC has recognized the need to develop strategies to reach out to its members and offer resources and support to help them develop a deeper understanding of the

Christian faith. This may include offering Bible studies, prayer groups, and other opportunities for spiritual growth and development.

Finally, the NCC has recognized the need to place greater emphasis on prayer and fellowship. In some congregations, the real impact of prayer is not always realized, and the lack of opportunities for fellowship can hinder the development of strong relationships among church members. By prioritizing prayer and fellowship, the North Caribbean Conference can strengthen relationships, promote unity, and create a supportive and nurturing environment for all church members. Ultimately, the development of a comprehensive strategic plan for church development and leadership can help the NCC fulfill its mission to serve and promote growth and development in all aspects of church activities.

See **Table 11** for the activities, inputs, outputs, outcomes and performance measures for the Church Development and Leadership Strategic Pillar.

Table 11 – Church Development and Leadership

ACTIVITY 5			PERFORMANCE INDICATORS		
Activity code	**Activities/tasks to accomplish the strategy**	**INPUT (what is needed)**	**OUTPUT (what is produced)**	**OUTCOME (the result of activity)**	**PERFORMANCE MEASURE**
P5A1	Develop and implement a Transformational Growth Plan	Competent Human Resource Personnel, Resource Material, funding	Transformational Growth Plan	Increased church membership Increased participation in church activities Enhanced spiritual growth	The rate of growth in church membership Percentage increase in church activity participation
P5A2	Establish Longer-Term Mentorship and Coaching Programs for Transformative Growth and Succession Planning	Teachers and facilitators, curriculum, educational materials, physical or digital space for class	Mentorship and Coaching Programs	Improved leadership skills and spiritual growth among mentees Increased engagement and satisfaction among	Number of mentees successfully transitioning to leadership roles The rate of growth in leadership skills among mentees

ACTIVITY 5			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
				mentors and mentees	
P5A3	Develop and implement Discipleship Classes	Inventory material (physical or digital), Trainers	Discipleship Classes	Improved spiritual growth and understanding Increased participation in church activities	Number of participants completing the program The rate of growth in participants' spiritual understanding or engagement
P5A4	Implement Spiritual Gift Inventories	Inventory material (physical or digital), Human Resources	Spiritual Gift Inventories	Improved spiritual growth and understanding among participants Increased participation in church activities	Number of participants completing the spiritual gift inventories
P5A5	Develop and implement support systems for ministries across the conference	Financial Resources, personnel, counselors, location	Support Systems	Improved wellbeing and satisfaction among members	Number of support systems or services provided Number of individuals using these services
P5A6	Develop and Implement Specific Leadership Training Programs	Training materials, personnel, trainers, financial resources	Specific Leadership Training Programs	Improved leadership skills among participants Enhanced leadership effectiveness within the church	Number of training programs implemented Number of participants attending training
P5A7	Develop and Implement a STAR Leadership Team at the NCC Level	Training materials, personnel, trainers, financial resources	Servant Leaders, Team Oriented, Alignment, Result Driven (STAR) Leadership Team	Improved leadership within the church	Number of STAR leaders identified

ACTIVITY 5			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
P5A8	Organize Centers of Influence in ministerial zones	Centers, personnel, materials	Centers of Influence	Increased church visibility and influence in the community Expanded opportunities for community service and evangelism Improved community relationships	Number of active Centers of Influence Number of community members served
P5A9	Develop and Implement Marketplace Outreach Programs	Outreach programs, resource personnel, materials	Marketplace Outreach Programs	Increased visibility and influence Potential growth in church membership	Number of Marketplace Outreach Programs Number of participants in programs
P5A10	Engage in Outreach Forums within the community	Resource personnel, location, financial resources, participants	Outreach Forums	Increased visibility and influence Potential growth in church membership	Number of Outreach Forums held. Number of participants in program
P5A11	Create and implement Advocacy Programs for Mental Health Care for drug additions and school-age alcoholic usage	Partnerships, training materials, personnel, financial resources	Advocacy Programs	Increased social impact of the church Increased awareness and engagement among members Stronger relationships with partnering organizations	Number of Advocacy Programs active Number of participants in program

ACTIVITY 5			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
P5A12	Develop and improve cutting-edge technology to meet the spiritual, social, and physical needs of the congregation	Financial resources, personnel, access to technology	Improved cutting-edge technology	Enhanced communication Improved growth in church participation	Number of technological initiatives successfully implemented
P5A13	Construct a state-of-the art conference office with multi-use facilities for children, youth, and adults.	Office equipment, furniture, technology, contractors, consultants, personnel, financial resources	State-of-the Art Conference Office	Enhanced effectiveness in service delivery	Number of positive feedback received Number of effective upgrades implemented
P5A14	Optimize the existing spaces in our church buildings to ensure suitable room for various ministries and community/social development needs	Financial resources, personnel, renovation materials	Repurposed rooms in existing church buildings	Improved utilization of church space Enhanced functionality and effectiveness of church activities	Number of rooms successfully repurposed Usage rates for repurposed rooms
P5A15	Develop infrastructure in areas of low SDA density for the empowerment of communities	Financial resources, personnel, materials,	Infrastructure in low SDA communities	Increased church presence Strengthened relationships with the community	Number of new infrastructures established Number of community members served
P5A16	Update and implement policies to foster a healthy working environment for NCC employees and volunteers	Existing policies, resource materials	Updated Healthy Working Environment Policies Governance and Organizational Structure	Enhanced efficiency and effectiveness in church activities Increased satisfaction and engagement among members	Number of updated policies Percent increase in employee and volunteer satisfaction

ACTIVITY 5			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
P5A17	Align the compensation and benefits plan to address current organizational and employees needs	Existing policies, resource materials	Updated Compensation and Benefits Plan	Increased satisfaction among staff	Number of updated policies Number of satisfied employees
P5A18	Develop and implement a program to encourage scholarly approach to leadership and to facilitate the highest educational achievement in pastors	Academic resources, personnel, educator, financial resources	Scholarly approach to leadership program	Improved leadership skills and knowledge	Number of scholarly leadership activities held Number of participants attended
P5A19	Develop and implement Need-based Leadership Training	Training materials, participants	Need-based Leadership Training	Improved leadership skills and knowledge	Number of trainings held Number of participants attended
P5A20	Establish Leadership Cohort Programs for church ministry and the marketplace	Mentor, resource materials	Leadership Cohort Programs	Increased peer-to-peer support	Number of cohorts established Number of participants
P5A21	Develop and implement framework to broaden NCC's income - generating resource channels	Personnel, business advisors	Income-generating resource channels	Improved sustainability and financial security	The amount of income generated The return on investment
P5A22	Develop and implement financial sustainability matrix	Financial data, personnel, financial advisors	Financial Sustainability Matrix	Increased financial stability and security	Percentage increase in income Percentage decrease in expenditure
P5A23	Develop and implement plan to optimize the use of existing facilities for income generation	Architects, resource personnel, financial resources	Optimization plan for use of existing facilities	Improved use of church facilities Potential cost-saving or income generation	Number of optimization changes implemented Number of cost-saving options

ACTIVITY 5			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
					Number of income- generating options
P5A24	Implement a reconciliation of membership framework for the conference	Resource materials, counsellors, personnel	Reconciliation Framework	Improved conflict resolution Enhanced harmony and unity within the church	Number of conflicts successfully resolved
P5A25	Conduct an audit process on the conference membership	Database or record-keeping system, data analysts, personnel	Membership Audit Process	Improved accuracy in the management of membership data Enhanced understanding of membership demographics and trends	Percentage accuracy in membership records
P5A26	Record and file the matrix classification of conference membership according to ACMS	Database or record-keeping system, data analysts, personnel	ACMS Matrix Classification	Improved accuracy and management of membership data Enhanced understanding of membership demographics and trends	Percentage accuracy in membership records

For a comprehensive look at this program strategy, including implementing person, group, or department, timeline, and comments, please refer to **Appendix V** in the Companion Guide, and **Financial – P5** in the Financial Plan document for financial details.

Key Strategic Pillar (P6): Education and Youth

Education and youth empowerment play a crucial role in the development of individuals and communities. They provide the knowledge and skills necessary for personal and societal growth. However, on some islands, there is a need for more educational facilities to cater to the growing

population. Lack of access to education is hindering progress and limiting opportunities for young people to excel. Consideration should therefore be given to prioritizing the establishment of more educational institutions, forums, or facilities throughout the Conference.

The collaboration between the school and the church is another important consideration in educating and empowering our youth. Many communities rely on the church to provide education. However, working together with other agencies can enhance the learning experience. Increased collaboration can lead to better learning outcomes and strengthen the connection between the school and the community. Therefore, NCC has developed strategies that encourage and facilitate cooperation between educational institutions and the church.

Lastly, young people are the future of any community, and investing in their education is critical for long-term success. Providing value and appreciation for teachers, creating more scholarship programs, and involving youth in practical activities can help attract and retain young people's interest in education and the church. It is also essential to address the lack of youth involvement in evangelism and their responsibility as faithful stewards. A comprehensive approach has been considered to help ensure that our young people have the knowledge, competence, and skills necessary to thrive and contribute to their communities.

See **Table 12** for the activities, inputs, outputs, outcomes and performance measures for the Education and Youth strategic pillar.

Table 12 – Education and Youth

ACTIVITY 6			PERFORMANCE INDICATORS		
Activity code	**Activities/tasks to accomplish the strategy**	**INPUT (what is needed)**	**OUTPUT (what is produced)**	**OUTCOME (the result of activity)**	**PERFORMANCE MEASURE**
P6A1	Develop and implement an Adventist Education Promotions Plan	Materials, information	Adventist Education Promotions Plan	Increased number of SDA and non-SDA students within the membership	Number of promotions conducted Number of new students enrolled in Adventist Education
P6A2	Develop and implement an SDA Visitation Schedule (schools visiting churches)	Transportation cost	SDA School Visitation Schedule	Increased awareness of Adventist Education	Number of visitations carried out
P6A3	Develop and implement Church and School Integration Programs/Plans	Ideas	Church and School Integration Programs/Plans	Improvement in the relationship between the church and the school	Number of programs/plans executed

ACTIVITY 6			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
P6A4	Develop and implement strategies to improve the quality and standard of education	Ideas	Church and School Integration Programs/Plans	Improvement in the relationship between the church and the school	Number of programs/plans executed
P6A5	Conduct a Feasibility Study for new schools in St. Eustatius and St. Maarten (high school), BVI (preschool), St. Maarten and St. Thomas/St John	Human and Financial Resources	Feasibility Study Report	Increased understanding of the need for a new facility	Status update
P6A6	Develop and implement Innovative Incentives programs for staff	Ideas, Financial Resources, Innovation	Teachers Innovative Incentive program	Improvement in staff appreciation	Number of incentives implemented
P6A7	Develop and implement support structure to sustain 95% of employees meeting qualification for their positions	Tuition assistance	Support structure to sustain 95% of employees with required qualification	More effective and qualified staff	Number of support structures implemented

Number of teachers reaching the qualifications for their position |
| P6A8 | Develop and implement framework to improve financial viability of schools | Income generating ideas | Framework to improve financial viability of schools | More financially stable schools | Balanced budget

Annual increase in tuition |
| P6A9 | Develop and implement scholarship programs (tuition, transportation, meal, etc.) | Financial Resources, Access to scholarship offerings | Scholarship programs | Increased opportunities and incentives for Christian Education | Number of scholarships issued |
| P6A10 | Develop and implement program to increase the number of students that perform at the top fifth percentile of the national ranking by 100% over the current levels | Resource materials, teachers | Program to increase the number of students that perform at the top fifth percentile of the national ranking by 100% over the current levels | Maintained rigor and relevance in academic programs

Improvement in formative, summative and national benchmark assessments | Number of successful passes in PSAT, SAT, Caribbean Council Education (CSEC), Foundation Based Education (FBE) and students' |

ACTIVITY 6			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
					academic records
P6A11	Develop and implement a program to promote special needs education	Special needs materials, special equipment and tools, qualified personnel for special needs education	Program to promote special needs education	Inclusive education	Number of trainings received Percentage improvement in academic performance of students with special needs
P6A12	Develop and implement maintenance standards for physical school plants and security	Fire, emergency, evacuation, safety and crisis management plans, financial resources, maintenance personnel	Maintenance standards for physical school plants and security	Improved compliance with federal and Adventist Risk Management standards	Compliance rating
P6A13	Develop a plan to implement the strategic direction of the schools over the next five years	Strategic plan, Implementation committee, financial resources	Implementation plan for the strategic direction of the schools	Improvement in the quality of education	Number of activities successfully implemented Rating of the schools
P6A14	Develop and implement framework to promote and support the spiritual components of schools	Spiritual master plan	Framework to promote and support the spiritual components of schools	Improved spirituality of the school	Change in spirituality of students and staff within the schools
P6A15	Develop and implement a framework to refocus and preserve Adventist identity/ ethos in schools	Spiritual committee, spirituality plan	Framework to refocus and preserve Adventist identity/ ethos in schools	Increased focus and preservation of Adventist Identity	Percentage increase in the baptism of non-Adventist students
P6A16	Develop and implement Youth Relationship Building Programs	Ideas, human and financial resources	Youth Relationship Building Programs	Increased positive and lasting relationships	Number of relationship-building programs implemented

ACTIVITY 6			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
P6A17	Develop and implement custom-made creative youth-planned and youth-led programs	Ideas, human and financial resources	Custom-made creative youth-planned and youth-led programs	Increased awareness and engagement of youth in ministry	Number of programs executed Number of youth participating in programs
P6A18	Create and use platforms for social interactions	Tools/equipment	Social Interaction Platforms	Improvement in positive interactions that will lead to stronger families	Number of opportunities for interactions
P6A19	Create and use Discussion Forums	Resource personnel	Discussion Forums	Increased allocation of safe place/environment for open discussion	Number of opportunities for open discussion
P6A20	Host Bible Connections/Bible Jeopardy/Bible Memorization Activities annually	Technology, financial resources, material	Impactful programs that emphasize biblical principles	Increased youth understanding of Biblical principles	Number of youths participating in the events
P6A21	Develop and implement a plan to encourage devotional reading & discussions prior to and during meetings	Material, human resources	Segments in meetings that focus on devotional readings	Increased youth understanding of Biblical principles	Number of youths participating in discussions
P6A22	Host debating competitions on doctrinal issues	Technology, financial resources, material, human resources	Innovative Debating Competitions	Increased youth understanding of Biblical principles	Number of competitions & youth involved
P6A23	Develop and implement a plan to provide safe, non-judgmental forums for youth to express concerns and ideas	Venue, human resources, facilitators	Open forum discussions	Increased number of young people that feel safe enough to express themselves	Number of forums & youth participation
P6A24	Develop and implement a program to provide the youth with more opportunities to plan and execute church programs/initiatives	Youth, financial resources, material, venues	Youth-led church programs and initiatives	Improvement in the youths' perception of the church	Number of youth-led programs

ACTIVITY 6			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
P6A25	Encourage leaders to ensure Youth Month & Youth Week of Prayer are primarily planned and executed by the youth	Youth, Calendar of Events, material, financial resources	Following of the Calendar of Events for these initiatives	Increased participation of youth in Youth Month & Youth WOP activities within congregations	Number of churches recorded as participated
P6A26	Encourage all youth to complete the Stewardship Honor (available at the Pathfinder level & beyond).	Material, human resources, youth	Completed Stewardship Honor among the youth	Increased awareness and understanding in the importance of being faithful stewards	Number of youths who completed the honor
P6A27	Invite Stewardship Director to conduct Stewardship Youth Empowerment Seminars	Stewardship Director, Youth, Venue	Stewardship Empowerment Seminar	Increased awareness and understanding in the importance of being faithful stewards	Number of youths who attended the seminars
P6A28	Provide a platform for youth to share testimonies about their faithfulness in stewardship	Youth, Platform, Technology, Human Resources	Platform for Youth Stewardship Testimonials	Increased awareness and understanding in the importance of being faithful stewards	Number of youths who testified
P6A29	Invite Evangelism Director to conduct Evangelism Training specifically tailored to the youth	Evangelism Director, Youth, Venue	Youth-tailored evangelism training	Increased youth involvement in evangelism	Number of youths trained
P6A30	Establish Youth Evangelism Clubs	Technology, Youth, Human Resources, Material, Finances	Technology, Youth, Human Resources, Material, Finances	Increased youth involvement in evangelism	Number of clubs and youth per club
P6A31	Develop and implement programs to provide more opportunities for youth to plan and execute evangelism initiatives	Youth, Finances, Technology	Youth, Finances, Technology	Increased youth involvement in evangelism	Number of youths who participated in evangelism initiatives
P6A32	Create an appreciation program for purity and identity (sexual orientation, body piercing, and jewelry)	Resource personnel, resource materials	Appreciation program	Increased appreciation for sexual purity and educated consumer of media	Number of youths who participated in appreciation program

ACTIVITY 6			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
					Percentage of improvement in appreciation of sexual purity
P6A33	Develop and implement a Nice to be Nice Neighbourhood Outreach Program	Tucker Barnes Adventure Series	Nice to be Nice Neighbourhood Outreach program	Increased attendance and interest of children in Sabbath School	Number of children attending Sabbath School
P6A34	Implement training and screening processes for children's leaders	Leadership Certification Levels 1-4 Online uploads and testing	Children leadership training	Well trained leaders

Increased number of children enjoying their walk with Jesus | Number of trained children's ministry leaders |

For a comprehensive look at this program strategy, including implementing person, group, or department, timeline, and comments, please refer to **Appendix VI** in the Companion Guide, and **Financial – P6** in the Financial Plan document for financial details.

Key Strategic Pillar (P7): Community Relations and ADRA

To be more practical than theoretical and to allay the concern that the general community in our areas is not being sufficiently impacted, to apply Christ's method by mingling and gaining the trust of the people in the community, to answer the questions about the delineation of duties between community services and ADRA, and to impact the community with appropriate, valid, and relevant relationships, the following three programs can be a beautiful, valid plan of action.

1. FPC (Food Program for Community at Risk of Malnutrition)
2. RED (Response to Emergencies and Disasters)
3.COMMUNITY (care and education for vulnerable groups)

FPC (Food Program for Community at Risk of Malnutrition) will be led by the Personal Ministries Department of the Conference and involve all churches. It is a defined plan of action for collecting, preparing, and distributing food to those in need. In addition, the program would create spaces for cooking and nutrition classes in the community.

RED (Response to Emergencies and Disasters) will be led by the ADRA office at NCC and would involve volunteers from local churches. Under this program, appropriate disaster preparedness plans would be taught in local churches and then implemented. The goal of the plan is to use all available tools and resources when a disaster strikes a particular community by responding with the plan already developed to help the affected people with whatever assistance is available at the time.

COMMUNITY (care and education for vulnerable groups) will be led by the ADRA office at the NCC. It consists of establishing an institute that will offer courses to the public on how to start a small business or entrepreneurship. The goal of this program is to help people who have lost everything due to a disaster by encouraging them to get back up and start their own business. With this program, we would give people the means to help themselves.

TOP PRIOTITIES

1. Facilitate a deeper integration of the church into communities.

2. Develop centers of excellence within the churches to meet community needs.

3. Support clear identification of all existing institutions of the church as "Seventh-day Adventist".

4. Utilization of additional sources of funding, such as from non-governmental organizations, to support

    disaster preparation and response.

5. Develop literature that shows how donated funds were used in the church and the community.

6. Promote the development of schools in all communities to strengthen the presence of the SDA work.

ADRA Supplemental Solution

1. Inform the communities near SDA churches of ADRA role and functions.

2. Where this is not the case, efforts should be made to include an ADRA council member on the local

    disaster response committee of the community.

3. ADRA should distinguish between disaster preparation and actual response.

4. Training people to transport goods and services after disasters.

See **Table 13** for the activities, inputs, outputs, outcomes, and performance measures for the Community Relations and ADRA strategic pillar.

Table 13 – Community Relations and ADRA

ACTIVITY 7			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
P7A1	Create and use Centers of Influence (Institutions)	Locations, Resource persons,	Centers of Influence ministries:	Increased nutrition and holistic health	Number of Centers of

ACTIVITY 7			PERFORMANCE INDICATORS		
Activity code	**Activities/tasks to accomplish the strategy**	**INPUT (what is needed)**	**OUTPUT (what is produced)**	**OUTCOME (the result of activity)**	**PERFORMANCE MEASURE**
		Financial Resources, Soup kitchens	Bible study, Health Care, Sports, Nutrition Classes Gym Education/ Business Classes	awareness in the community

Increased employment ability through the learning of new skills | Influence established

Number of programs created

Number of participants for each respective program |
| P7A2 | Create and implement programs to teach how to become entrepreneurs | Training materials, financial resources | Entrepreneur programs,

Operation of new small businesses | Improvement in the lives of people within the community | Number of Entrepreneurial Programs created

Number of new businesses created

Number of participants by programs |
| P7A3 | Implement the standard signage for all centers with the name of the church | Standardized signage format | Standardized signage throughout all community service locations | Increased identification of the community service locations | Number of signage erected by location |
| P7A4 | Create and implement a funding plan for feeding programs to tap into other financial resources (eg. grants, governmental and non-Governmental sources) | Resources to include grant writing tools and grant writers | Funding Plan for Feeding Program | Increased funding for the support of feeding programs | Amount of funding received by funding source

Number of feeding programs executed

Number of persons fed |
| P7A5 | Create and distribute reporting structures (bulletins, brochures, videos, newsletters, etc.) | Data- survey results, financial breakdowns, pictures, testimonials | Comprehensive reporting vehicle that can be readily shared with | Increased stakeholders' accountability and responsibility | Number of reporting structures created and distributed |

ACTIVITY 7			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
			community members	to the community	Number of feedbacks received
P7A6	Design and administer community needs assessment data-gathering instruments	Template, data-gathering tools	Community needs assessment data-gathering instruments	Increased stakeholders' accountability and responsibility to the community by better understanding the real needs	Number of data-gathering tools designed and implemented Number of participants in the data-gathering process Number of relevant needs identified Number of needs met
P7A7	Create an annual calendar for Community Services and ADRA activities	Schedule of program activities	Annual Calendar	Improvement in the cohesion among church departments	Quarterly evaluation of calendar
P7A8	Develop a Community Services/ADRA corner within the local congregation	Community Services and ADRA-related materials and tools	Community Services/ADRA Corner	Increased awareness of Community Services and ADRA-related matters	Number of opportunities to display/use Community Services/ADRA corner
P7A9	Develop and implement an ADRA Education Program	ADRA-related materials, other relevant resources	ADRA Education Program	Increased community education on safety preparation and mitigation strategies	Number of trainings executed
P7A10	Develop Memorandums of Understanding (MOU) with governmental and non-Governmental agencies	Terms and conditions of agreements	Signed governmental MOUs, and non-governmental MOUs	Strengthened partnership between the SDA community and the governmental	Number of agreements signed

ACTIVITY 7			PERFORMANCE INDICATORS		
Activity code	Activities/tasks to accomplish the strategy	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE
				and non-governmental agencies	
P7A11	Create a matrix document that delineates the roles of ADRA and Community Services and the respective areas that each serve	Documents that outline the role of ADRA and Community Services	Matrix Document on the role of ADRA and Community Services	Increased visibility of ADRA to the NCC community members both SDA and non-SDA persons.	Number of role profiles created and assigned
P7A12	Prepare request to local disaster management agency for permission of NCC to be included	ADRA representative	Membership in Local disaster management agency	Increased awareness of ADRA's presence on the local level	Number of opportunities for inclusion with local agency
P7A13	Develop and implement training of ADRA and Community Services volunteers on skills of Point of Distribution, warehouse management, sheltering, and procurement	ADRA and Community Services volunteers, training personnel	Training program Trained Volunteers	Improvement in the quality of service offered to the community	Number of people trained in POD, warehouse management, procurement, etc.
P7A14	Identify and celebrate a time to highlight the role of ADRA in the church and the community (ADRA Awareness Day)	ADRA volunteers	ADRA Awareness Day (last Sabbath in May)	Increased ADRA awareness on the local church level and in the community	Number of ADRA volunteers highlighted Number of activities highlighted
P7A15	Open two ADRA country offices on the islands of St. Croix and St. Maarten (Dutch)	Vote Certification from Caribbean Union and ADRA International	ADRA Country Offices (St. Croix and St Maarten-Dutch)	Increased ADRA services to St Croix and St. Maarten-Dutch	Established date of offices

For a comprehensive look at this program strategy, including implementing person, group, or department, timeline, and comments, please refer **Appendix VII** in the Companion Guide, and **Financial – P7** in the Financial Plan document for financial details.

Conclusion

As we conclude the Strategic Plan of the North Caribbean Conference (NCC) for 2023-2027, we wish to reaffirm our commitment to God, our Church, and the communities we serve. In a world fraught with uncertainties and ever-evolving challenges, we are resolute in our mission and steadfast in our faith.

The journey to developing this Plan has been rigorous and enlightening. It has involved the collaboration of numerous stakeholders, internal and external, who have shown unwavering dedication to this cause. The extensive consultative process not only strengthened the Plan's elements but also fostered a sense of shared responsibility and ownership, crucial for the implementation and evaluation of the Plan.

The strategic pillars we have identified—Evangelism and Conservation, Stewardship and Finance, Family Life, Health and Temperance, Church Development and Leadership, Education and Youth, Community Service and ADRA—form the foundation of our operations and will guide our actions towards the fulfillment of our mission.

This Strategic Plan is not just a document; it is a roadmap, a covenant, a commitment to keep moving forward and continue serving God and our community despite the challenges that we may encounter. It represents a comprehensive, integrated approach to realize our vision—"The Adventist message in every home and every heart"—while always remaining "Empowered for the Mission, Inspired by Hope."

As we embark on the implementation of this Strategic Plan, we call upon all our members, pastors, island coordinating councils, friends, partners, and stakeholders to join us on this journey. Let us explore new opportunities and frontiers to spread the Advent message in accordance with the principles of the Kingdom of God.

We are confident in the words of Ephesians 3:20 (ESV), "Now to Him who is able to do far more abundantly than all that we ask or think, according to the power at work within us," and we place our trust in the Lord that He will guide us, provide for us, and bless our efforts.

May the spirit of faith, hope, and love guide us as we commit to fulfilling this Strategic Plan over the next five years. We look forward to a future of growth, service, and glorifying God in all we do. With the divine guidance of the Holy Spirit, we shall strive to fulfill our mission, meeting our goals while making a positive impact on the lives of those we serve. As we move forward, let us remember to "Arise, shine, for your light has come..." (Isaiah 60:1, ESV).

May the Lord bless us, guide us, and make us fruitful as we endeavor to implement this Strategic Plan, to His glory and honor. Amen.