



NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS

# STRATEGIC PLAN

— 2 0 2 3 - 2 0 2 7 —



Empowered for Mission, Inspired by Hope

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## APPENDIX I: P1 - EVANGELISM AND CONSERVATION

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P1A1	Lack of consistency in evangelism  Lack of training  Lack of team building skills  Lack of planning ability	Develop and implement Leadership Development programs/plans in team building, department planning, and execution, etc.	Ministering	Books, Manuals, Guest Presenters, Refreshments, Travel Budget, Website for training	Leadership Development Programs  Trained Leaders	Increased number of trained Personal Ministries Leaders  Increased Leadership Development and Evangelism capacity	Number of trainings executed  Number of trained leaders	Conference Evangelism/PM Department	Annually	Seminars / Workshop / Team Building & Leadership Training / Retreats / Certification Courses / Online Course / Conviction Recognition and Training
P1A2	The need for Inclusive Evangelism that fully incorporates Christ's Methods of Evangelism into church department activities	Develop and implement Training programs/plans in Inclusive Evangelism, including the adoption of the Inclusive Evangelism Cyclical Model	Calling to Action	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	Conference Department / Local PM Leaders	Annually	Training (inclusive evangelism for heads of departments) via Seminars / Workshop / Team Building & Leadership Training / Retreats / Certification Courses / Online Courses  Review of local church evangelism plans
P1A3	The need for more Evangelism Leadership	Develop and implement programs/plans on Personal Evangelism Leadership and Execution	Mingling	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 Number of programs executed	Conference Evangelism/Pastors/Sabbath School/ PM Leaders	Ongoing	Seminars / Workshop / Team Building & Leadership Training / Retreats / Certification Courses / Online Course for General Church Membership

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P1A4	The need to plan small groups and churches in un-entered areas	Develop and implement programs/plans for evangelizing to different groupings of people	Sympathizing	Guest presenters, materials, translators	Diversified Groupings Evangelism Programs/ Plans  Trained individuals	Improvement in evangelistic outreach  Increased diversity within the membership of the church	1% growth in church membership within the identified people groups per year  Number of new groups formed  Number of trained individuals	Conference/ Island Coordinating Council	Annually	Host seminars / workshop on alternative methods of evangelism to different people groups: Whites, Creole, French, Spanish and Wealthy.
P1A5	The need for improved evangelistic methodologies	Develop and implement effective church planting methodologies	Mingling	Volunteers, financial resources, training materials	Effective church planting methodologies	Improved evangelistic planting methodologies	Number of methodologies implemented  Number of new churches/groups planted	Volunteer and the close by churches	Annually	Identify Members with the gift of church planting. Conduct felt needs surveys and activities. Church Training, Mingling 60   Ministering to needs: 30 Winning Confidence: 20 Bible Study 10
P1A6	The need for an organized structure to minister to unreached groups	Establish Evangelism Coordinators for Unreached Groups	Ministering	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	Conference with aid Island Coordination Council and Local Churches	Annually	No comment
P1A7	The lack of knowledge and application in friendship evangelism	Develop and implement Guest Relations Strategy	Mingling	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	Sabbath School/Elders/ Deacons	Annually	Host seminars / workshops on signage, dress, church culture, preparation of the physical/online space.

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P1A8	Limited understanding as it relates the role of technology in reaching online communities	Develop and implement training programs in Digital Evangelism with an emphasis on Christ Method	Ministering	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 Digital Evangelism	Conference / Communication Department	Annually	Host seminars/ workshops on application of Christ's Method in the digital space. Digital ads (YouTube, Facebook, etc.). Training in Search engine optimization and digital church planting.
P1A9	Lack of Measurement to evaluate the stages of Christ's Method in Evangelism	Design and implement pre and post-evangelism metrics	Call to Action	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	Conference PM Leader / Evangelism Council / Local Church PM Council	Annually	Implement pre- and post-evangelism metrics   Improve evangelism reporting through the digitalization of Sabbath School and Personal Ministry reports so that information is submitted weekly and is available immediately to the relevant parties.
P1A10	Lack of Digitalized forms and tools	Create digitalized forms and databases for the local church administration and decision making	Ministering	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	Conference PM Leader / Evangelism Council / Local Church PM Council / Communication	June 30th 2023	No comment

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P1A11	Lack of local Bible Workers	Recruit in-person and digital Bible Workers	Ministering	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	Conference PM Leader/ Pastors/ Pm Leader in the local church	June 30th 2023	Recruit in-person and digital Bible Workers   In-person and Digital Bible Worker Seminars/Training. Establish Bible Worker Association on each Island. Host an annual Bible Worker Convention. Resources include travel Budget, Manuals, Guest presenters, Online Training Portal, Study guides.
P1A12	The need for more training of Bible Workers	Develop and implement training for in-person and digital Bible Workers	Ministering	Willing individual, training materials	Bible Workers Training Program	Improvement in the capacity of Bible Workers to carry out their roles	Number of training implemented  Number of trained Bible Workers	Conference PM Leader/ Pastors/ Pm Leader in the local church	June 30th 2023	No comment
P1A13	The need for a more structured approach to Bible working through the islands	Establish a Bible Workers' Association on each island	Ministering	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	Conference PM Leader/ Pastors/ Pm Leader in the local church	June 30th 2023	No comment
P1A14	Lack of Evangelism driven small groups	Re-implement the Cell Group Initiative	Ministering	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	PM Leader, Conference	Immediate	Work with the Sabbath School and other departments of the church to create Cell Groups.
P1A15	Limited variety of reaping events	Develop and implement Reaping Initiatives	Call to Action	Ideas, suggestions	Reaping Initiatives/ styles	Increased number of souls won through a variety of reaping activities/events	Number of activities identified	Conference, PM Leaders	On-going	Encourage a variety of Reaping events which appeal to a wider cross section of the community

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							10% increase in the number of conversions  Number of souls won through the reaping initiative			i.e. Health-conscious, Youth, Women, etc.
P1A16	A need for greater Pastoral organization/ involvement/ coordination in local church evangelism success  Lack of Pastors modeling evangelism	Develop and implement Pastoral Evangelism Empowerment Program/ Plan	Ministering	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	Conference, PM Leaders	On-going	Pastoral Evangelism Empowerment Sessions/Conferences. Pastors modeling personal evangelism and actively involved in leading out in all phases of church evangelism. Members demonstrating a greater interest in evangelism because of pastoral influences and improved overall evangelism results due to effective Pastoral leadership
P1A17	High number of new converts leaving the church	Develop and implement a Conservation Plan	Ministering	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	Conference	On-going	Work with Sabbath School/Conservation Committee to develop a conservation plan for newly baptized members. New Members receive nurturing and opportunities to exercise their giftedness.

APPENDIX II: P2 - STEWARDSHIP AND FINANCE

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P2A1	Lack of education and planning in Estate Planning & Trust Services	Develop and implement an education plan and programs on Estate Planning and Trust Services	Ministering	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	NCC Stewardship director / Estate planning lawyer	Two quarters per year  First qtr focus will be on Estate planning and the second qtr would be on Trust Services	Brochures, ministry fair, spiritual gifts, seminars, workshops. Connections & socializations. More lay speakers presenting on the topic to their congregations Monthly/Quarterly newsletters and videos on the topics. Personal education class being offered once a year. Estate Planning workshop being offered once per year.
P2A2	Some members are not faithful in their tithes and offerings	Develop and implement strategic planned-giving educational programs	Call to Action	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	Church Pastor & Stewardship leader	Quarterly	No comment
P2A3	Some members are not faithful in their tithes and offerings	Develop and implement job preparation and placement programs	Sympathizing	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	Church Pastor & Stewardship leader	6 months	A seminar on budgeting/money management.



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P2A4	One-sided focus on stewardship (treasury) and not enough emphasis on the other areas	Identify and implement creative stewardship promotions ideas	Call to Action	Materials, resources	Creative stewardship promotional ideas	Increased awareness and promotion of stewardship ideas	Number of ideas implemented	Local Pastor/ Stewardship and health leaders	1 week	Videos or podcasts on the different aspects of Stewardship.
P2A5	The need for more Education and Testimony	Develop and implement a faithfulness and gratitude framework	Sympathizing	Resources	Faithfulness and Gratitude Framework	Increased demonstration of acts of gratitude and faithfulness of members	50% increase in members' faithfulness	Local stewardship leader	Continuous	Gratitude journals. Teach gratitude through reflection and prayer.
P2A6	Lack of a clear financial plan	Develop and implement a working partnership framework between leaders in financial planning	Mingling	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	Finance leader/church board	3 months	No comment
P2A7	Failure to maintain physical plant	Develop and implement physical plant maintenance program/plan	Call to Action	Financial resources, skilled individuals, maintenance schedule	Physical Plant Maintenance Program/Plan	To maintain the physical infrastructures of the institution	Number of assets maintained	Building leader/church board	6 months	Two business meetings per year with the provision of financial information.
P2A8	Impact of high inflation affecting cost of living	Develop and implement financial education training/ programs to promote individual wealth.	Ministering	Facilitators, materials	Financial Education training/ programs	Increased awareness on financial education	Number of trainings executed  Number of individuals participating	Stewardship/ Financial advisor	1 day	Lecturers/booklet on ways to increase wealth.

## APPENDIX III: P3 - FAMILY LIFE

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (What is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P3A1	Needs of the singles are not being met	Design and conduct a singles' need assessment	Mingling	Survey instrument, singles	Singles need survey Singles need report	Increased understanding of the needs of singles	Number of singles' needs met	Directors, Fam. Leaders, Youth Director., Youth Leaders in Churches, Women and Men's Ministries	Oct 2023	Develop instrument, include language groups, ensure youth participation, divorced and widowed persons.
P3A2	Build and support the family's capacity and resilience	Host an annual Conference-wide Parenting Conference	Ministering	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	Director Family Life, Pastors, Singles Ministry Committee	May 2024	No comment
P3A3	Lack of sufficient programs for single parents	Create and organize quarterly Single Parenting programs and activities that expand beyond the local church	Ministering	Human, Physical and Financial resources	Quarterly Single Parenting programs and activities	Increased number of opportunities available to reach single parents inside and outside of church	Number of programs and activities implemented Number of single parents in attendance	Family Life Leaders, Pastors, Singles Ministry Coordinator	Mar 2024	No comment
P3A4	The need to revitalize a Singles' Ministry arm to the Family Life Ministry	Redesign and implement an effective Singles Ministry program in the local churches	Call to Action	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	Director Family Life, Pastors, Singles Ministry Committee	December 2024 and 100% by 2027	Churches should ensure that there are persons in office to carry out the singles' ministry objectives.

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							Number of opportunities for networking			
P3A5	The need to revitalize a Singles' Ministry arm to the Family Life Ministry	Develop and implement wholeness, singleness, and healthy relationships training programs for pastors and all leaders	Call to Action	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 leaders trained	Conference Directors, Pastors and Church Leaders	Annually	Host an annual Conference-wide Singles Convention/Retreat that helps to promote and strengthen "wholeness in singleness" (emotional, spiritual and social growth) and opportunity for building healthy relationships.
P3A6	The need to revitalize a Singles' Ministry arm to the Family Life Ministry	Develop and implement Singles Café "Afterglow" initiative with gender and age/singlehood category sensitivity	Mingling	Human and Physical resources	Singles Café Initiative	Increased number of opportunities for singles interaction in healthy environment	Number of singles participating in the initiative	Family Life & Youth Leaders, Pastors, Singles Ministry Coordinator, Possibilities Ministries Leaders	Nov 2023	To be hosted every 3rd Friday evening of the month.
P3A7	Common challenges among family	Implement recommendations from CARU Family Health & Wellbeing Study	Sympathizing	CARU Family Health & Wellbeing Study, Local island's surveys	Implemented recommendations	Improvement in the abilities of families to deal with issues related to family health and wellbeing	Number of implemented recommendations Number of ministries/programs initiated  50% increase in family health & wellness awareness	Family, Health, Youth, Adolescents & Children's Min. Directors, and corresponding leaders in the churches	Mar 2024	In the event of the CARU Family Health & Wellbeing Study not being available, island coordinating councils will ensure the availability of survey data on Challenges (Divorce, Communication Issues, Financial Problems, sexual orientation, etc.)
P3A8	Common challenges among family	Develop and implement practical Adventist-based courses	Ministering	Adventist Experts, Presentation platforms	Practical Adventist-based Courses	Improvement in the capacity of individuals to	Number of educational opportunities offered.	Family, Youth, Adolescents & Children's Min. Directors,	Apr 2024	Plan and execute practical Adventist based "how to courses" that families can access as needed (at

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						address family-related challenges	Number of individuals participating	Pastors, and corresponding leaders in the churches		nominal cost). Ex. How to Create a Budget, "How to Communicate Effectively", "How to Parent Like a Pro." Webinars & interactive Zoom meetings that allow family members to ask questions based on challenges they're facing.
P3A9	Common challenges among family	Implement Family Informational Corner	Sympathizing	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	Family & Communications Dept.	Sep 2023	Include monthly tips (on church chat, bulletins, ten-minute section) that promote one thing healthy families do: Eat together once a day, have family worship, etc. Ready-made videos on You-Tube; Family Ministries Website
P3A10	Common challenges among family	Create and implement families buddy system for the book <i>Adventist Home</i>	Call to Action	Hard & digital copies of the book <i>Adventist Home</i> & study guide, Families	Adventist Home Book Buddies	Increased implementation of principles/ teachings advanced in the book <i>The Adventist Home</i> (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 with	Family, Education Directors	Aug 2024	Families (2 to 4) willing to become buddies with other families for the purpose of reading, discussing, and implementing principles from the book <i>Adventist Home</i> .

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							participating families			
P3A11	Common challenges among family	Implement more structured family-based messages from the pulpit	Ministering	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	Ministerial & Family Min. leaders	May 2023	Preachers researching and presenting more family-based messages.
P3A12	Common challenges among family	Design and implement Family Team Building Challenges activities	Ministering	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 participating  Number of families who participated	Family Min. leaders, youth ministries, women min.	Jun 2024	Challenges should be consistent with our mission objectives: Evangelism, Education, Community Services
P3A13	The need for education on how to develop and maintain better family relations	Implement more Family Ministries Leadership Training	Ministering	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	NCC Family Min. and collaborators, local family ministry leaders and collaborators	Jan 2024	Seminars, workshops, symposiums and ministry resources made available to local leaders, Pastors, Family Life leaders must embrace this approach for it to work. Local leaders who are more competent, comfortable in their roles, providing more effective and systematic ministry benefitting the families of their churches and communities.

APPENDIX IV: P4 - HEALTH AND TEMPERENCE

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P4A1	Insufficient Health Program	Develop and implement a plan to increase programs on health-related matters	Ministering	Human resources, finances, sources of information	Health work plan	Increased awareness of the Health Message	Number of programs developed and implemented within the plan	Health Director, Pastors, Health Professionals, Health Ministries Leaders, and other persons with an interest in health	Mar 2023	Bulletins, church chats, newsletters, radio stations, etc.; Remember to include the French and Spanish-speaking communities.
P4A2	Insufficient Health Programs	Create a health professionals association to mobilize health professionals who will assist in producing health-related programs	Ministering	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	Health Ministries Director	Mar 2023	No comment
P4A3	Lack of interest in Health Message	Develop and implement an Innovative Health Interest Plan to create interest in the Health Message	Ministering	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	Health Director, Pastors, Health Professionals, Health Ministries Leaders, and other persons with an interest in health	Jun 2023	Health jingles, competition (participation), cooking class, health nuggets, healthy giveaways, quizzes, health fairs, promotional videos.
P4A4	Lack of interest in Health Message	Develop a health corner/program on WGOD or other radio stations	Ministering	Human resources, programs	Health Program Schedule	Increased community knowledge and interest in the SDA Health Message	Number of programs executed	Health Director, Pastors, Health Professionals, Health Ministries Leaders, and other persons with an interest in health	Mar 2023	Churches to get involved in creating programs for the radio station. Encourage churches to record 15 minutes of health programs on points of interest and areas assigned.

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P4A5	Lack of interest in Health Message	Create content through NCC's social media pages	Ministering	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	Health Director, Pastors, Health Professionals, Health Ministries Leaders, other persons with interest in health	Jan 2023	No comment
P4A6	Lack of interest in Health Message	Create and implement health-related information to be circulated by the medium available	Ministering	Human resources, sources of information, journals	Health-related information	Increased knowledge and application of the SDA Health Message	Number of contents circulated	Pastors and church members	Jan 2023	Churches, as well as members, can use their different mediums.
P4A7	Increase in health-related challenges/concerns	Develop and implement a Lifestyle Change Program	Ministering	Human resources, programs	Lifestyle Change Program	Reduction in the prevalence of health-related challenges	Number of lifestyle change activities implemented	Health Director, Pastors, Health Professionals, Health Ministries Leaders, other persons with interest in health	Mar 2023	Exercise program, diet, education program, hypertension, obesity, diabetes, cancer.
P4A8	Increase in health-related challenges/concerns	Create and implement awareness campaigns on mental health and other related issues	Mingling	Human resources, programs	Mental Health Awareness Campaign	Increased awareness of mental health issues and other related challenges	Number of campaigns implemented	Health Director, Pastors, Health Professionals, Health Ministries Leaders, other persons with interest in health	Apr 2023	No comment
P4A9	The need for greater emphasis on total healthcare	Develop and implement a Total Health Awareness Program	Ministering	Human resources, financial resources programs	Total Health Awareness Program	Increased awareness of the importance of total healthcare	Number of health awareness programs implemented	Health Director, Pastors, Health Professionals, Health Ministries Leaders, other persons with interest in health	Jan 2023	Health education (mental, spiritual, physical, emotional).

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P4A10	Inadequate awareness of temperance	Develop and implement a Temperance Awareness Campaign	Ministering	Human resources, finances, sources of information	Temperance Awareness Program	Increased awareness of temperance	Number of temperance campaigns executed	Health Director, Pastors, Health Professionals, Health Ministries Leaders, Communication Director, WGOD Radio	Jan 2023	Total involvement - Schools, Youth, Children's ministry, Sabbath School.
P4A11	Inadequate awareness of temperance	Organize and conduct seminars/sessions on temperance	Mingling	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	Health Director, Pastors, Health Professionals, Health Ministries Leaders, Communication Director	Feb 2023	Call-in sessions with WGOD.
P4A12	Inadequate awareness of temperance	Develop and implement a Temperance and Moderation Plan	Ministering	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	Health Director, Pastors, Health Professionals, Health Ministries Leaders	Mar 2023	Abstinence program, involvements of schools, clubs etc. - writing jingles, poems etc., embrace the NEWSTART and any such program.
P4A13	Inadequate awareness of temperance	Design and implement a Health and Temperance Corner	Ministering	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	Health Director, Pastors, Health Professionals, Health Ministries Leaders	Jan 2023	Organic items from backyard gardens for display and sharing; Health Corner for children ministry; students (in schools); the possibility of extending to other schools (non-SDA); Branch Sabbath School.



## APPENDIX V: P5 - CHURCH DEVELOPMENT AND LEADERSHIP

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P5A1	The need to educate on the components of Natural Church Growth (Quantitative and Qualitative)	Develop and implement a Transformational Growth Plan	Call to Action	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.	Administration, Directors, Pastors, Personal Ministries Director	Q3 2023	No comment
P5A2	The need to educate on the components of Natural Church Growth	Establish Longer-Term Mentorship and Coaching Programs for Transformative Growth and Succession Planning	Call to Action	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 mentors and mentees	Number of mentees successfully transitioning to leadership roles  The rate of growth in leadership skills among mentees.	Pastor and local church leadership, Conference leadership team	Q3 2023	No comment
P5A3	The need to educate on the components of Natural Church Growth	Develop and implement Discipleship Classes	Call to Action	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	Pastor and local church leadership, Personal Ministries Director/Advisor to the President	Q4 2023	No comment

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P5A4	The need to educate on the components of Natural Church Growth	Implement Spiritual Gift Inventories	Call to Action	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	All members	Q4 2023	No comment
P5A5	The need for transformational leadership and succession planning at the local and Conference levels	Develop and implement support systems for ministries across the conference	Call to Action	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	Pastors, church leaders	Q3 2023	May include counseling services, support groups, pastoral care initiatives, helplines, or other activities aimed at providing emotional, spiritual, or practical support to church members.
P5A6	The need for transformational leadership and succession planning at the local and Conference levels	Develop and Implement Specific Leadership Training Programs	Call to Action	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	Pastors, church leaders, Departmental Directors	Q1 2023	May include workshops, seminars, mentoring sessions, and other activities designed to develop specific leadership skills.
P5A7	The need for transformational leadership and succession planning at the local and Conference levels	Develop and Implement a STAR Leadership Team at the NCC Level	Call to Action	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	Pastors, church leaders	Q1 2024	No comment

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P5A8	The need to engage members to use their skills and expertise for Kingdom Building within their communities	Organize Centers of Influence in ministerial zones	Mingling	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	Island coordinators, pastors, Community Services Leaders, Administration	Q1 2024	No comment
P5A9	The need to engage members to use their skills and expertise for Kingdom Building within their communities	Develop and Implement Marketplace Outreach Programs	Mingling	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	Island coordinators, pastors, Community Services Leaders, Administration	Q1 2023	No comment
P5A10	The need to engage members to use their skills and expertise for Kingdom Building within their communities	Engage in Outreach Forums within the community	Mingling	Resource personnel, location, financial resources, participants	Outreach Forums	Increased visibility and influence  Potential growth in church membership	Number of Outreach Forums held  Number of participant in program	Island coordinators, pastors, Community Services Leaders, Administration	Q2 2023	Forums within the community in City Halls, and ocean dwellers community

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P5A11	The need to engage members to use their skills and expertise for Kingdom Building within their communities	Create and implement Advocacy Programs for Mental Health Care for drug addiction and school-age alcoholic usage	Mingling	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	Island coordinators, pastors, Community Services Leaders, Administration	Q2 2024	No comment
P5A12	The need for infrastructure development and updates	Develop and improve cutting-edge technology to meet the spiritual, social, and physical needs of the congregation	Ministering	Financial resources, personnel, access to technology	Improved cutting-edge technology	Enhanced communication  Improved growth in church participation	Number of technological initiatives successfully implemented	Administration, Communication Director, NCC Building Committee	Q1 2023	No comment
P5A13	The need for infrastructure development and updates	Construct a state-of-the-art conference office with multi-use facilities	Ministering	Office equipment, furniture, technology, contractors, consultants, personnel, financial resources	State-of-the-Art Conference Office	Enhanced effectiveness in service delivery	Number of positive feedbacks received  Number of effective upgrades implemented	Administration, NCC Building Committee	Q1 2024	No comment
P5A14	The need for infrastructure development and updates	Optimize the existing spaces in our church buildings to ensure suitable room for various	Ministering	Financial resources, personnel, renovation materials	Repurposed rooms in existing church buildings	Improved utilization of church space.  Enhanced functionally and	Number of rooms successfully repurposed  Usage rates for repurposed rooms	Local Church Boards, NCC Building Committee	Q1 2023	No comment

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
		ministries ad community social development needs				effectiveness of church activities				
P5A15	The need for infrastructure development and updates	Develop infrastructure in areas of low SDA density for the empowerment of communities	Ministering	Financial resources, personnel, materials	Infrastructure in low SDA communities	Increased church presence  Strengthened relationships with community	Number of new infrastructures established  Number of community members served	Administration, NCC Building Committee	Q3 2024	Liaise with coordinating councils of St. Croix, St. Thomas, and BVI to develop the Southgate Project, Donor Project & Anegadac Health Facility respectively. Mobile church (Retrofit Container).
P5A16	The need to improve organizational capacity	Update and implement policies to foster a healthy working environment for NCC employees and volunteers	Ministering	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	NCC Administration	Q2 2024	No comment
P5A17	The need to improve organizational capacity	Align the compensation and benefits plan to address current organizational and employees needs	Sympathizing	Existing policies, resource materials	Updated Compensation and Benefits Plan	Increased satisfaction among staff	Number of updated policies.  Number of satisfied employees	Human Resource, Administration	Q1 2023	No comment
P5A18	The need to provide transformative, qualitative outreach services for	Develop and implement a program to encourage scholarly approach to	Ministering	Academic resources, personnel, educator, financial resources	Scholarly approach to leadership program	Improved leadership skills and knowledge.	Number of scholarly leadership activities held.	Personal Ministers and Evangelism Directors CARU/NCC.	Q1 2023	May include study groups, book clubs, workshops, seminars, courses.

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
	mission and evangelism	leadership and to facilitate the highest educational achievement in pastors					Number of participants attended	Pastors, IAD personnel		
P5A19	The need to provide transformative, qualitative outreach services for mission and evangelism	Develop and implement Need-based Leadership Training	Ministering	Training materials, participants	Need-based Leadership Training	Improved leadership skills and knowledge.	Number of trainings held  Number of participants attended	Personal Ministers and Evangelism Directors CARU/NCC. Pastors, IAD personnel	Q2 2024	May include workshops, seminars, courses, coaching sessions, or other training activities designed to address specific leadership needs.
P5A20	The need to provide transformative, qualitative outreach services for mission and evangelism	Establish Leadership Cohort Programs for church ministry and the marketplace	Ministering	Mentor, resource materials	Leadership Cohort Programs	Increased-peer-to-peer support	Number of cohorts established  Number of participants	Personal Ministers and Evangelism Directors CARU/NCC. Pastors, IAD personnel	Q3 2024	May include group training sessions, mentoring, peer learning opportunities, and other activities designed to develop leadership skills among a specific group (or "cohort") of individuals.
P5A21	The lack of investments and resource mobilization	Develop and implement framework to broaden NCC's income - generating resource channels	Call to Action	Personnel, business advisors	Income-generating resource channels	Improved sustainability and financial security	The amount of income generated.  The return on investment	Administration, Treasury department. Treasurer	Q4 2023	No comment
P5A22	The lack of investments and resource mobilization	Develop and implement financial sustainability matrix	Call to Action	Financial data, personnel, financial advisors	Financial Sustainability Matrix	Increased financial stability and security	Percentage increase in income  Percentage decrease in expenditure	Administration, Treasury department. Treasurer	Q3 2023	May include a detailed analysis of income sources, expenditures, potential risks, and strategies for increasing financial sustainability.

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P5A23	The lack of investments and resource mobilization	Develop and implement plan to optimize the use of existing facilities for income generation	Call to Action	Architects, resource personnel, financial resources	Optimization plan for use of existing facilities	Improved use of church facilities  Potential cost saving or income generation  Enhanced ethical and effective business practices	Number of optimization changes implemented  Number of cost saving options.  Number of income generating options	Administration, Church Leadership, Treasury department, Treasurer	Q4 2023	May include changes to facility layouts, schedules, maintenance procedures, or usage policies to make better use of existing spaces.
P5A24	Not enough attention to membership retention	Implement a reconciliation of membership framework for the conference framework	Call to Action	Resource materials, counselors, personnel	Reconciliation Framework	Improved conflict resolution.  Enhanced harmony and unity within the church	Number of conflicts successfully resolved  Number of New members retained	Pastor, personal ministries director, Church clerk and their assistants	Q4 2023	May include conflict resolution procedures, reconciliation training programs, counseling services, or other activities aimed at promoting harmony and resolving disagreements.
P5A25	Not enough attention to membership retention	Conduct an audit process on the conference membership	Call to Action	Database or record-keeping system, data analysts, personnel	Membership Audit Process	Improved accuracy and management of membership data.  Enhanced understanding of membership demographics and trends	Percentage accuracy in membership records	Pastor, personal ministries, Church clerk and their assistants, Auditors	Q1 2023	May include procedures for verifying membership data, updating records, identifying inactive members, or addressing discrepancies in membership data.
P5A26	Not enough attention to membership retention	Record and file the matrix classification of conference membership according to ACMS	Call to Action	Database or record-keeping system, data analysts, personnel	ACMS Matrix Classification	Improved accuracy and management of membership data.  Enhanced understanding of membership	Percentage accuracy in membership records	Pastor, Church clerk and their assistants, Auditors	Q1 2023	No comment

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
						demographics and trends				

## APPENDIX VI: P6 - EDUCATION AND YOUTH

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P6A1	Large number of our members entrust their children to non-SDA educators	Develop and implement an Adventist Education Promotions Plan	Ministering	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	School administration, Education Director, Children's Ministries Dept. Church Leadership,	Dec 2023	No comment
P6A2	Not enough visitation of schools among the churches	Develop and implement an SDA Visitation Schedule (schools visiting churches)	Mingling	Transportation cost	SDA School Visitation Schedule	Increased awareness of Adventist Education	Number of visitations carried out	Principals, Staff, Pastors	Nov 2023	No comment
P6A3	The need for more integrated activities between the school and the church	Develop and implement Church and School Integration Programs/Plans	Mingling	Ideas	Church and School Integration Programs/Plans	Improvement in the relationship between the church and the school	Number of programs/plans executed	Principals, Staff, Pastors	Sep 2023	No comment



Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P6A4	The need for more integrated activities between the school and the church	Develop and implement strategies to improve the quality and standard of education	Mingling	Educators, trainers, training materials	Updated curriculum Updated teacher handbook	Improved and expand course offering proficient Seventh-day Adventist employees	Number of curriculums updated  Percentage improvement in the quality and standard of education	Principals, Staff, Pastors	Mar 2023	Curriculum committee professional development workshops for teachers and principals. Performance evaluation of employees. Conduct school board governance training set up local board of education. Radio programs.
P6A5	Lack of an SDA Education facility on some islands	Conduct a Feasibility Study for new schools in St. Eustatius and St. Maarten (high school), BVI (pre-school), St. Maarten and St. Thomas/St John	Ministering	Human and Financial Resources	Feasibility Study Reports	Increased understanding for the need of a new facilities	Status update	Education Director, Island Constituency	Jun 2024	No comment
P6A6	The need for increases teacher value/ appreciation	Develop and implement Innovative Incentives programs for Staff	Sympathizing	Ideas, Financial Resources, Innovation	Staff Innovative Incentive program	Improvement in staff appreciation	Number of incentives implemented	Education Director, School Board, School Administration	Mar 2023	No comment
P6A7	The need to increase teacher satisfaction and staff retention	Develop and implement support structure to sustain 95% of employees meeting qualification for their positions	Sympathizing	Tuition assistance	Support structure to sustain 95% of employees with required qualification	More effective and qualified staff	Number of support structures implement  Number of teachers reaching the qualifications for their position	Education Director, School Board, School Administration	Sep 2023	Review personal records, and establish guidelines, specific dates and relevant support. Require all teachers to be SDA certified.

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P6A8	The need for financial viability of our schools	Develop and implement framework to improve financial viability of schools	Ministering	Income generating ideas	Framework to improve financial viability of schools	More financially stable schools	Balanced budget  Annual increase in tuition	Education Director, School Board, School Administration	Sep 2023	Provide income generating projects in schools. Annual audits of schools
P6A9	The need to affirm and value the Teaching ministry	Develop and implement scholarship programs (tuition, transportation, meal, etc.)	Sympathizing	Financial Resources, Access to scholarship offerings	Scholarship programs	Increased opportunities and incentives for Christian Education	Number of scholarships issued	Education Director, School Board, School Administration	Mar 2023	Teacher retreat, teacher of the year, teacher, principal, and secretary appreciation day.
P6A10	The need for greater academic excellence in our schools	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	Ministering	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 benchmarks assessments	Number of successful passes in PSAT, SAT, Caribbean Council Education (CSEC), Foundation Based Education (FBE) and students' academic records	Education Director, School Boards,	Sep 2023	Host inter-island activities such as Science Fair, Spelling Bee, Literary Arts Challenge, Visual and Performing Arts, and Culinary Arts Competition.
P6A11	The need for more attention to the promotion of special needs education	Develop and implement a program to promote special needs education	Sympathizing	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	School's administrators	Sep 2023	Work together with possibilities ministries
P6A12	The need for school physical plant to be in	Develop and implement maintenance standards for	Call to Action	Fire, emergency, evacuation, safety and crisis management	Maintenance standards for physical school	Improved compliance with federal and Adventist Risk	Compliance rating	School's administrators, School boards, risk managers	Jul 2023	Annual evaluation of school plants to meet federal and Adventist risk management standards

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
	compliance with local government and Adventist Risk Management standards	physical school plants and security		plans, financial resources, maintenance personnel.	plants and security	Management standards				Current certificates for fire safety and at least four emergency drills (fire, earthquake, tsunami and active shooter) per year
P6A13	The need for clear strategic direction of our schools	Develop a plan to implement the strategic direction of the schools over the next five years	Call to Action	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	Education Director, School Board, School Administration	Jul 2023	Annual progress reports and updated strategic plans
P6A14	The need for clear strategic direction of our schools	Develop and implement framework to promote and support the spiritual components of schools	Call to Action	Spiritual master plan	Framework to promote and support the spiritual components of schools	Improved spirituality of the school	Change in the spirituality of students and staff within the schools	Education Director, School Board, School Administration	Jan 2023	Initiatives such as week of prayer, chapel services, day of prayer, mission trips, community outreach, health and wellness fairs and DEAP. Appoint school Chaplains. Host Education Conventions. Celebrate Education Day. Initiate the Pathfinder program in at least 60% of schools.
P6A15	The need for improvement in the spiritual ethos of our schools	Develop and implement a framework to refocus and preserve Adventist identity/ ethos in schools	Call to Action	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	Education Director, School Board, School Administration	Sep 2023	Adventist Heritage Week, Adventist. Reintroduction of singing Adventist hymns. Focus on 28 Fundamental Beliefs

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P6A16	Our youth are leaving the church at a rapid rate	Develop and implement Youth Relationship Building Programs	Sympathizing	Ideas, human and financial resources	Youth Relationship Building Programs	Increased positive and lasting relationships	Number of relationship-building programs implemented	School board & island constituency	Jan 2025	No comment
P6A17	Our youth are leaving the church at a rapid rate	Develop and implement Custom-made creative youth-planned and youth-led programs	Mingling	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	Pastors, church leadership, youth director	Nov 2023	No comment
P6A18	Our youth are looking outside the church for soul mates	Create and use platforms for social interactions	Mingling	Tools/equipment	Social Interaction Platforms	Improvement in positive interactions that will lead to stronger families	Number of opportunities for interactions	Communications, Family Life Director, Youth Director, Pastors, Church Leadership	Jul 2023	No comment
P6A19	Lack of youth involvement in church services	Create and use Discussion Forums	Mingling	Resource personnel	Discussion Forums	Increased allocation of safe place/environment for open discussion	Number of opportunities for open discussion	Youth Leaders, Pastors, Church leadership	Nov 2023	No comment
P6A20	Lack of understanding Biblical principles	Host Bible Connections/Bible Jeopardy/Bible Memorization Activities annually	Ministering	Technology, financial resources, material	Impactful programs that emphasize biblical principles	Increased youth understanding of Biblical principles	Number of youths participating in the events	Youth Director, Youth Leaders, Pastors	Jul 2023	No comment
P6A21	Lack of understanding Biblical principles	Develop and implement a plan to encourage devotional reading & discussions prior	Ministering	Material, human resources	Segments in meetings that focus on devotional readings	Increased youth understanding of Biblical principles	Number of youths participating in discussions	Youth Leaders	Jan 2023	No comment

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
		to and during meetings								
P6A22	Lack of understanding Biblical principles	Host debating competitions on doctrinal issues	Ministering	Technology, financial resources, material, human resources	Innovative Debating Competitions	Increased youth understanding of Biblical principles	Number of competitions & youth involved	Youth Leaders	Mar 2024	No comment
P6A23	Many youths perceive the church as irrelevant and are not involved	Develop and implement a plan to provide safe, non-judgmental forums for youth to express concerns and ideas	Sympathizing	Venue, human resources, facilitators	Open forum discussions	Increased number of young people that feel safe enough to express themselves	Number of forums & youth participation	Youth Leaders, Pastors, Church leadership	Nov 2023	No comment
P6A24	Many youths perceive the church as irrelevant and are not involved	Develop and implement a program to provide the youth with more opportunities to plan and execute church programs/initiatives	Ministering	Youth, financial resources, material, venues	Youth-led church programs and initiatives	Improvement in the youths' perception of the church	Number of youth-led programs	Church Leadership, Youth	Jul 2023	No comment
P6A25	Many youths perceive the church as irrelevant and are not involved	Encourage leaders to ensure Youth Month & Youth Week of Prayer are primarily planned and executed by the youth	Mingling	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	Church Leadership, Youth	Jul 2023	No comment

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P6A26	The need to educate our youth in faithful financial stewardship	Encourage all youth to complete the Stewardship Honor (available at the Pathfinder level & beyond).	Ministering	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	Youth Director, Youth Leaders, Pastors	Jan 2024	No comment
P6A27	The need to educate our youth in faithful financial stewardship	Invite Stewardship Director to conduct Stewardship Youth Empowerment Seminars	Ministering	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	Youth Director, Stewardship Director, Church Leadership	Feb 2024	No comment
P6A28	The need to educate our youth in faithful financial stewardship	Provide a platform for youth to share testimonies about their faithfulness in stewardship	Ministering	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	Youth, Youth & Communication Director, Communication Teams, Pastors	Jan 2024	No comment
P6A29	The need to educate our youth in faithful financial stewardship	Invite Evangelism Director to conduct Evangelism Training specifically tailored to the youth	Ministering	Evangelism Director, Youth, Venue	Youth-tailored evangelism training	Increased youth involvement in evangelism	Number of youths trained	Evang. Director, Youth Director, Church leadership	Apr 2024	No comment
P6A30	Lack of involvement in evangelism	Establish Youth Evangelism Clubs	Mingling	Technology, Youth, Human Resources, Material, Finances	Youth Evangelism Clubs	Increased youth involvement in evangelism	Number of clubs and youth per club	Evang. Director, Children's Ministries Department, Youth Director & Leaders, Pastors	May 2023	No comment

Activity code	CONCERNS	Activities/tasks to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P6A31	Lack of involvement in evangelism	Develop and implement programs to provide more opportunities for youth to plan and execute evangelism initiatives	Mingling	Youth, Finances, Technology	Youth evangelism initiatives program	Increased youth involvement in evangelism	Number of youths who participated in evangelism initiatives	Pastors, church leadership, youth director, Children's Ministries	Jun 2024	No comment
P6A32	The need to create an appreciation for purity and Adventist identity among our youth	Create an appreciation program for purity and identity (sexual orientation, body piercing, and jewelry)	Ministering	Resource personnel, resource materials	Appreciation program	Increased appreciation for sexual purity and educated consumer of media	Number of youths who participated in the appreciation program  Percentage of improvement in appreciation of sexual purity	Pastors, church leadership, youth director, Children's Ministries	Sep 2023	Abstinence promotion plan. Identity awareness program. Church programs, youth rap sessions, videos, Advertisements.
P6A33	Children's Sabbath School lacking children	Develop and implement a Nice to be Nice Neighbourhood Outreach Program	Mingling	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	Children's Ministry Leaders, Sabbath School Leaders, Pastors	Jan 2024	Each set cost \$7.99 and each church should at 10 sets (\$79.90 + shipping)
P6A34	The need for more children's nurturing into loving, serving relationship with Christ	Implement training and screening processes for children's leaders	Call to Action	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	Children Ministry Leaders, Sabbath School Leaders, Youth Leaders	Jan 2024	Costs: Lunch costs per church

APPENDIX VII: P7 - COMMUNITY RELATIONS AND ADRA

Activity code	CONCERNS	Activities/task to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P7A1	Further integration is needed within the community	Create and Use Center of Influences (Institution)	Mingling	Locations, Resource persons, Financial Resources, Soup kitchens	Centers of Influence ministries: Bible study, Health Care, Sports, Nutrition Classes Gym Education/ Business Classes	Increased nutrition and holistic health awareness in the community.  Increased employment ability through the learning of new skills	Number of Center of Influences established.  Number of programs created.  Number of participants for each respective program	Community service, Island Coordinating Council, Personal Ministries ADRA	Sep 2024	Nutrition classes, culinary classes, computer classes, weight loss programs
P7A2	The need to be self-sustaining	Create and implement programs to teach how to become entrepreneurs	Mingling	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	Personal Ministries	3 years	Collaboration with the Stewardship Department
P7A3	Inadequate identification of SDA Community Service Centers	Implement the standard signage for all centers with the name of the church	Ministering	Standardized signage format	Standardized signage throughout all community service locations	Increased identification of the community service locations	Number of signage erected by location	Coordinating Council	1 year	Each location to be given a timeline for full implementation and monitoring to be done by the local Coordinating Council.



Activity code	CONCERNS	Activities/task to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P7A4	Need for additional funding sources to support feeding programs	Create and implement a funding plan for feeding programs to tap into other financial resources (e.g., grants, government and non-governmental sources)	Sympathizing	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 feed	Coordinating Council/Personal Ministry/Pastors/Community Services Leaders	Sep 2023	Breakdown \$ 52,000.00 per year; 100 persons served once per week at appx \$10.00 per meal. 1% of each island's population to be served.
P7A5	Need for more literature showing how community donations were used	Create and distribute reporting structures (bulletins, brochures, videos, newsletters, etc.)	Ministering	Data- survey results, financial breakdowns, pictures, testimonials	Comprehensive reporting vehicle that can be readily shared with community members.	Increased stakeholders' accountability and responsibility to the community	Number of reporting structures created and distributed  Number of feedbacks received	Coordinating Council, Communication Department, IT departments	Jul 2023	Coordinating council in collaboration with IT and Communication departments to create an island reporting structure such as bulletin, brochure, video presentation or newsletter with results from each island. Feedback (survey results) and rating results (viewing numbers etc.)
P7A6	Not meeting the real needs of the community	Design and administer community needs assessment data-gathering instruments	Mingling	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.	Personal Ministries, Pastors, Communication Department, Community Services Leaders	Nov 2023	Number of persons participating in surveys and subsequent programing. .05% of the participating population.

Activity code	CONCERNS	Activities/task to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
							Number of relevant needs identified  Number of needs met			
P7A7	Lack of cohesive church departmental planning of programs and events for the community	Create an annual calendar for Community Services and ADRA activities	Ministering	Schedule of program activities	Annual Calendar	Improvement in the cohesion among church departments	Quarterly evaluation of calendar	Coordinating Council/Pastors	Nov2023	Evaluation during the quarterly meeting of each island's Coordinating Council as a standing agenda item.
P7A8	The need for an appropriate space that supports Community/ADRA services	Develop a Community Services/ADRA corner within the local congregation	Ministering	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	Pastor, Community Service leaders, ADRA	Feb 2024	Ongoing Community/ADRA presence at the local church site, an attraction for needed community members. A center where some needs can be addressed.
P7A9	ADRA should make a distinction between preparation for disaster and actual response	Develop and implement an ADRA Education Program	Ministering	ADRA-related materials, other relevant resources	ADRA Education Program	Increased community education on safety preparation and mitigation strategies	Number of trainings executed	ADRA, Personal Ministries, Pastors, Community Service Leaders	Jul 2023	No comment

Activity code	CONCERNS	Activities/task to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P7A10	The need to strengthen partnership arrangement between the SDA Community and governmental and non-governmental Agencies	Develop Memorandums of Understanding (MOU) with governmental and non-governmental agencies	Ministering	Terms and conditions of agreements	Signed governmental MOUs, and non-governmental MOUs	Strengthened partnership between the SDA community and the governmental and non-governmental agencies	Number of agreements signed	NCC Administration	TBD	No comment
P7A11	Educate the community around each Center of Influence on the role of ADRA	Create a matrix document that delineates the roles of ADRA and Community Services and the respective areas that each serve	Call to Action	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	ADRA leaders. Community Service Leaders, Pastors,	Aug 2023	Each local council church creates an active ADRA council and nominates a congregational ADRA leader. Provide website portal to ADRA news, updates. Create a local ADRA account and retweet, repost and share information. Provide website portal to ADRA news, updates. Create a local ADRA account and retweet, repost and share information.
P7A12	The need to add a member of the ADRA council to the local disaster	Prepare request to local disaster management agency for permission of NCC to be included	Ministering	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	Local church, Church board, Church Pastor	May 2023	In compliance with CARU voted recommendation of 2019

Activity code	CONCERNS	Activities/task to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
	management agency, where not already in place									
P7A13	The need to train persons for the movement of goods and services immediately following a disaster	Develop and implement training of ADRA and Community Services volunteers on skills of Point of Distribution, warehouse management, sheltering, and procurement	Mingling	ADRA and Community Services volunteers. training personnel	Training program Trained Volunteers	Improvement in the quality of serve offered to the community	Number of people trained in POD, warehouse management, procurement, etc.	ADRA, Pastors, Community service leaders, Personal ministry leaders	Jul 2023	No comment
P7A14	The need for more education of the church membership of the role of ADRA	Identify and celebrate a time to highlight the role of ADRA in the church and the community (ADRA Awareness Day)	Ministering	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	ADRA leaders of CARU, NCC and local congregation, Pastors,	Jul 2023	No comment

Activity code	CONCERNS	Activities/task to accomplish the strategy	METHOD	INPUT (what is needed)	OUTPUT (what is produced)	OUTCOME (the result of activity)	PERFORMANCE MEASURE	IMPLEMENTING PERSON	TIMELINE	COMMENTS
P7A15	No presence of ADRA offices in NCC conference	Open two ADRA country offices on the islands of St. Croix and St. Maarten (Dutch)	Ministering	Vote Certification from Caribbean Union and ADRA International	ADRA Country Offices (St. Croix and St Maarten-Dutch)	Provided ADRA services to St Croix and St. Maarten-Dutch	Established date of offices	ADRA CARU, ADRA NCC, NCC Executive Committee, Coordinating councils of St. Croix and Sint Maarten	Nov 2023 - Feb 2024	St. Croix Office to be established in November 2023, St. Maarten to be established in February 2024.

## APPENDIX VIII: INFORMATION TECHNOLOGY SERVICE ACTION PLAN

Activity code	OBJECTIVES	INITIATIVES / STRATEGIES	IMPLEMENTATION	DATE	KEY PERFORMANCE INDICATOR (KPI)
IT1	Increase the number of church members participating in both personal and public evangelistic outreach initiatives with a goal of Total Member Involvement (TMI)	Create events to promote use of the website and encourage its extensive use by all ministries using #linksnomoredocsonwhatsapp  Optimize search engine results	Enhance the current website with additional features and a new web domain northcaribbean.org and a shorter URL for quick redirection to ncc.org or ncc7.net  Purchase of a new CMS as the old one is no longer supported	Launch on Jul 29,2023	100% of churches use our website as a resource hub  10% non-Adventists led to church through SEO matrix
IT2	Implement team and office management software  Streamline processes such as production requests, project management, human resource management and financial management	Forums for office staff	Educate staff on the importance of scheduling and project management through forums and provide valuable resources that can make processes seamless.  Establish a FNC for quick access	May 22 2023	100% of staff can collaborate and complete tasks more quickly
IT3	Conduct annual IT audits of IT infrastructure such as network cables, servers, workstations, software with the goal of reducing costs and increasing productivity	Inspection of office workstation	Circulate schedule and notices of IT audits  Carry out automated program checks to see if the computers are up to standard	Each year in Nov from 2023- 2025	100% of ITS department will be audited
IT4	Increase employee awareness of remote work accessibility options	Office Forum	Educate employees about the ability to work remotely	May 22 2023	100% of employees will be able to collaborate and complete tasks faster
IT5	Foster cyber security awareness	Office regard the value Forum	Educate employees on the importance of cybersecurity  Host a Cybersecurity Day with cybersecurity experts	Each year in September	100% of employees can understand the importance of cyber security

Activity code	OBJECTIVES	INITIATIVES / STRATEGIES	IMPLEMENTATION	DATE	KEY PERFORMANCE INDICATOR (KPI)
IT6	Create policies to improve workflow and create more accountability and transparency	Conduct consultations with employees across departments	Educate employees on new policies and provide guidance as needed	Aug 2023	100% of employees can understand the new policies 100% of policies are subject to review.
IT7	Increase security level	Seek administrative approval	Increase security measures for the IT and server rooms  Additional Wi-Fi camera installation	Oct 2023	100% office fully secured
IT8	Upgrade all existing systems to Windows 10/11 with larger memory and SSD storage	Seek administrative approval	Replace old office systems with new and updated systems	Jul 2024	100% of office will receive new systems
IT9	Increase staff self-sufficiency	Training in Office Helpdesk items	Train office staff to fix minor issues without calling ITS	Every year	Office staff will be able to fix 5% - 10% of issues themselves
IT10	Improve workflow	Seek administrative approval	Replace servers with updated version with better features and remote access points	Jan 2025	100% better workflow
IT11	Increase staff autonomy	Conduct training in helpdesk items with continued certification	ITS Train staff to resolve major issues without calling HQ	Every year	ITS staff will be able to resolve 40% of the issues themselves
IT12	Improved retention rates of audited members throughout the conference	Consulting with secretariat	Develop ideas to make the process easier	Jun 2023	80% of church members can use the platform
IT13	Each organization systematically reviews resources and aligns them considering global mission priorities	Review resources and use or eliminate underutilized services	Periodic review and analysis through click up and service matrix	Annually	Cut of 100% of underutilized services and programs

Activity code	OBECTIVES	INITIATIVES / STRATEGIES	IMPLEMENTATION	DATE	KEY PERFORMANCE INDICATOR (KPI)
IT14	Conduct spring cleaning of inactive users	Seek administrative approval	Delete and deactivate old emails and server users	Annually	Delete 100% of inactive users and deactivate user profiles
M1	Establish professional media studio with capacity for various forms of media production	Seek administrative approval	Establish a new media studio	Aug 2023	100% completion of new media studio



