

Greater New York Conference
Strategic Planning

2019-2022



Ministry beyond boundaries: Touching lives changing hearts.



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GREETINGS



From the President

Dear brothers and sisters

The goal of this plan is to turn our dreams and ideas into actions. We want everyone to know the path and fit into the overall vision. We are completely focused upon the mission of making disciples. Today more than ever resounds in our minds the echoes of the Three Angels' Messages of Revelation 14:6-13.

We are certain that "...this gospel of the kingdom will be preached in the whole world as a testimony to all nations, and then the end will come." (Matthew 24:14) Ellen White said: "The church is God's appointed agency for the salvation of men. It was organized for service, and its mission is to carry the gospel to the world." (AA 9.1).

In order to fulfill this mission we are to be united and subordinate to the Holy Spirit. "The order that was maintained in the early Christian church made it possible for them to move forward solidly as a well-disciplined army clad with the armor of God." (AA 95.3) In the same way the churches of the Greater New York Conference, though scattered over one of the largest cities of the world, must move in harmony with one another, implementing our strategic imperatives of Growing in Leadership, Growing in Mission and Growing in Stewardship.

Let us uplift our mission and vision; let us embrace our values of communion, community and commitment, confident that the victory is assured in Jesus Christ, our Savior and Lord.

Your brother in Christ

Henry Beras



GREETINGS

From the Secretary

Dear Friends,

The Greater New York Conference of Seventh-day Adventists Administrators and Directors have united to plan for the future. Our strategic plans have focused on three imperatives: Growing in Leadership, Growing in Mission, and Growing in Stewardship. It is our desire to build, expand and strengthen our dynamic, diverse and growing community by touching lives and changing hearts.

Our plan is embedded in biblical mandate, our Christian traditions, the Seventh-day Adventist values, and beliefs in the Spirit of Prophecy counsels. We are blessed to have dedicated and committed Christian workers, who are helping us to fulfill the vision and mission of the church as given to us by Christ in Matthew 28:19-20.

In the coming years leading up to 2022, if Jesus does not come before, I expect that the plans set forth in this document will be accomplished, and that there will be even greater achievements in soul winning, church planting, tithe increases, and much more.

As we allow our minds and hearts to be transformed by His power, it is my sincere prayer that we will unite our efforts to achieve these goals. Our only desire, by the power of the Holy Spirit, is to prepare a church of disciples filled with power and love, and to be ready for the coming of the Lord.

May these plans meet His divine approval.

Sincerely,

Alanzo H. Smith



GREETINGS



From the Treasurer

Dear Colleagues,

I greet you all in the precious name of Jesus.

It is with humility and gratitude that I tell you, it is a truly pleasure to serve our Lord with all my heart, with all my mind, and with all my strength. When we commit to the Lord whatever we do as King Solomon says, "He (Lord) will establish our plans" (Prov. 16:3 NIV).

My greatest desire is that we may please God in all we plan, and in all established goals and strategies to fulfill His sacred mission. The Lord has called us to be faithful servants. Remember, it is only through sincere prayers and total self-consecration that the Greater New York Conference will accomplish God's divine plan during the coming years.

Let us remain faithful to our God, and very soon we will hear His sweet voice saying: "...Well done, good and faithful servant; thou hast been faithful over a few things, I will make thee ruler over many things: enter thou into the joy of thy Lord." (Matthew 25:23 KJB)

May the Lord bless you abundantly.

Sincerely,

Ysaias Javier





The importance of Strategic Planning

Strategic planning in an ecclesiastical context is a spiritual, intentional, and collective process that entails analysis of the current situation, visioning of the desired future, and implementation of coherent steps of action to reach the expected goals.

Strategic planning really makes a difference. According to expert Aubrey Malphurs, “It enables leaders to answer three basic question. The first is the identity question, who are we? This gets at the church’s core values, or DNA. The second is the direction question, where are we going? This identifies the church mission and vision. A third is the ministry strategy question, how will we get there? This addresses how the church will accomplish its mission and vision.”¹

In light of that, we are thrilled to share with you our strategic plan. Our mission is what we are called to do, our vision is the desired picture, our values are core beliefs, and our strategic imperatives are clear indicators of our top priorities. Each imperative is broken down into reachable goals, based on critical success factors (CSFs) and measured by specific key performance indicators (KPIs). Since strategic planning is an ongoing process and not an event a clear scorecard has been designed as an assessment tool.

Ellen White wrote: “All Heaven is in activity, and angels of God are waiting to cooperate with all who will devise plans whereby souls for whom Christ died may hear the glad tidings of Salvation.”² Let us continue to do our part and let us never forget that only God can grow his church. (1 Corinthians 3:6-8)

1. Strategic Planning makes a difference

- a. Where are we coming from?
- b. Who are we?

1 Aubrey Malphurs, *Advanced Strategic Planning*. Michigan: Baker Books, 2013 p. 27

2 Ellen Gould White, *Christian Service*. Hagerstown: Review and Herald, 1925, p. 259.5

- c. Where are we going?
 - d. How will we get there?
- 2. **Strategic Planning affects the long-term life of the organization**
 - a. The organization is a ship that attempts to cross the ocean.
 - b. It has to navigate itself against hazards.
 - c. Strategic planning provides the chart and compass.
- 3. **Strategic Planning addresses alignment issues**
 - a. Employee-role alignment.
 - i. Matching the right pastor with the district.
 - ii. Employing the right worker for the job.
 - b. Employee-goal alignment
 - i. Pastor's personal work goal.
 - ii. Setting local church goal.
 - iii. Goals must be specific, measurable, attainable, relevant and timely.
 - c. Employee-team alignment
 - i. Pastor's goals in harmony with Church.
 - ii. Pastor's goals in harmony with Coordinator.
 - iii. Pastor's goals in harmony with Conference.
- 4. **Strategic Planning is a process**
 - a. It is not an event that a team works through and finishes.
 - b. Instead, it is ongoing.
- 5. **Strategic Planning requires a point leader**
 - a. Someone has to take charge - A captain.
 - b. This does not mean that the captain does all the work.
 - c. He works with a team.
- 6. **Strategic Planning involves four core concepts**
 - a. Development of the mission.
 - b. Development of the vision.
 - c. Discovery of the core values.
 - d. Design of the strategy.

Adopted and redacted: Aubrey Malphurs: Advanced Strategic Planning



Our Mission, Vision and Value Statements

Strategic planning determines exactly where the Conference is going over the next four years (2019-2022), and how it is going to get there. A strategic plan is a coordinated and systematic way to develop a course and direction for Greater New York Conference.

Mission statement: *Making disciples by touching hearts and changing lives with the everlasting gospel.*

Mission statement tag line: *Touching hearts and changing lives.*

Vision statement: *By the power of the Holy Spirit to prepare a church of disciples filled with power and love, and to be ready for the coming of the Lord.*

Value statement: *Our shared sense of mission will drive implementation of our goals. Making disciples calls for ministry beyond boundaries, touching hearts and changing lives through three spiritual imperatives.*

Our Three Imperatives are: Leadership, Mission, and Stewardship

1. **Growing in Leadership:** Jesus is our model. He did not come to be served but to serve (Mark 10:45). We want to be like Him and reproduce ourselves as servant leaders as He did. We feel the urgency to empower this and the next generation to Godly living and faithful service. Paul said to Timothy, *“And what you have heard from me in the presence of many witnesses entrust to faithful men,*

who will be able to teach others also.” (2 Timothy 2:2). We must invest in others. We ought to make leaders!

2. **Growing in Mission:** We are committed to making disciples. *“Go ye therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit” (Matt 28:19).* We recognize that greater efforts must be exerted to reach our families, students, communities, immigrants, and our native-born. New methods must be developed to grow the Kingdom, to plant and revitalize churches, and to reach our second and third generations with the three angels’ messages of Revelation 14:6-12.
3. **Growing in Stewardship:** God is the owner of everything and we are privileged to be His stewards (Psalm 8). The essence of stewardship is man’s faithfulness to God. It touches every area of our lives (*family relations, giving patterns, health habits, time management, and care of the environment*). As stewards what we do is important, but who we are is most important. We are committed to putting God first in everything we do, with the Bible as our manual and prayer as our method.





Our Shared Goals

Our shared sense of mission will drive implementation of our shared goals

I. Growing in Leadership

1. Making Disciples

- a. Jesus is our model. He did not come to be served but to serve (Mark 10:45).
- b. To be servant leaders (2 Timothy 2:2).
- c. To invest in others for the kingdom.

2. Improve worker relationships and personnel development

- a. Add a Human Resource Manager to the Secretariat staff.
- b. Provide ongoing training for office staff.
- c. Improve security at office.
- d. Establish a safe environment for office workers to air their views without reprisal.
- e. Provide opportunities for togetherness and fellowship with a desire to build camaraderie and collegiality.

3. Commit to the growth and development of our youth

- a. Build a center at camp Berkshire specifically for the youth.
- b. Strategically engage young people in meaningful conversation to establish rapport and support.
- c. Involve young people in vision, mission and decision-making of the church.
- d. Foster millennial and Generation Z retention by working with the Youth Director and Pastors to facilitate this process.

- e. Involve the young people in preaching, teaching and winning souls for God's kingdom.

4. **Communicate more effectively to the constituency**

- a. The GNYC recognizes that its membership is growing at a steady rate.
- b. Better communication with the constituency is needed.
- c. Utilize more effectively the Conference web page (gnyc.org)
- d. Re-activate the President's News Letter
- e. Engage church clerks to announce and post GNYC news, events and specials.

II. Growing in Mission

5. **Maintain a spiritual fervency as we prepare for the imminent return of our Lord and Savior Jesus Christ.**

- a. "Go ye therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit." (Matt 28:19)
- b. "Behold I come quickly: hold that fast which thou hast, that no man take thy crown." (Rev 3:11)
- c. The second coming of Christ must be the golden thread that runs throughout the tapestry of ministry.
- d. Empower members to be the sermon, live the sermon, and teach the sermon.
- e. Model Christian principles and behavior at the GNYC head office and beyond.
- f. Righteous living and ethical behavior are the only standards for GNYC workers.

6. **Facilitate church growth and church planting through visioning, equipping and implementing**

- a. Support baptismal projection of the Ethnic Directors.
- b. Foster an environment for church plant and growth.
- c. Train elders and equip them with the necessary tools for mission.
- d. Provide financial resources for lay evangelism.
- e. Inspire leaders and members to facilitate Bible studies.
- f. Empower lay-pastors to evangelize and strategize.

III. Growing in Stewardship

7. **Accelerate our financial and stewardship mission and passion**
 - a. Encourage our members to be faithful in their stewardship commitment.
 - b. Go paperless. The ultimate goal for the conference office.
 - c. Adopt the NAD accounting system for all local churches.
 - d. For ABC, Camp Berkshire, and our Schools to be financially healthy.
 - e. Encourage more members/churches to participate in online giving/remittance.
 - f. Annual education programs for pastors, elders, stewardship leaders, etc.
 - g. Develop a manual on stewardship principles.

8. **Address infrastructure necessities**
 - a. GNY Academy
 - b. Youth Building
 - c. Conference headquarters
 - d. Camp Berkshire
 - e. Adventist Home





President's Strategic Planning

1) To resume the church planting and revitalization initiatives

- Optimize the evangelistic plans for native-born Caucasians and African Americans.
- Seek to nurture and edify the incarcerated through spiritual education in both the truth of the Bible and habits of a Christian lifestyle.
- Promote ongoing spiritual development of at least two more ethnic groups of the many living in NYC.
- Achieve the goal to plant 100 new churches by 2022

2) To provide support and resources for a positive and spiritual church environment in which our youth and young adults are empowered for ministry and service

- Invest and support the "Growing Young" program led by the Youth Department.
- Execute the plans for the "Youth Pavilion" at Camp Berkshire.

3) To continue with the Center of Influence in Manhattan

- Adopt a contemporary style to spread the gospel to New Yorkers.
- Designate this facility as a model of Christ's method of service.

4) To promote active staff development and ensure team-building techniques among workers

- Create a culture of love and fellowship among staff.

- Improve significantly the quality of services provided in our main office and all the institutions of the corporation.

5) To continue with the certifications for current church officers and leaders

- Train a new generation of church officers consolidating the efforts of the Secretariat, Treasury, Ethnic Ministries, and Departmental Directors.
- Certify at least 800 new leaders.

6) To finish building the Gymnasium and the refurbishment of the classrooms for the Greater New York Academy

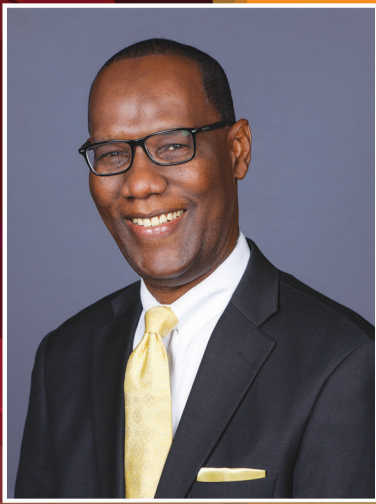
- Make due diligence to get a loan to finish the construction proposed.
- Keep the Executive Committee fully informed giving reports of the project status and future upcoming issues.

7) To improve leadership transparency to enhance the credibility and trust of the stakeholders

- Strengthen the interaction with our members, making sure standards and procedures are practical and comply with all norms acceptable in the delivery of service.
- Provide regular reports to our constituents.

8) To prioritize the financial stability of the conference

- Fully support the initiative of the Stewardship Department to put God first.
- Corroborate with the efforts of the Treasury Department to make more productive and orderly the management of God's resources.



Secretary's Strategic Planning

Leader: Alanzo Smith

Responsibility: Secretariat

Mission: The office of the Executive Secretary works very closely with the President, and provides guidance, direction, and coordination in a collaborative manner consistent with the mission, vision, and values of the Conference. The office is primarily responsible for general administrative and management functions, directs responsibility for matters related to policy review and counsel, and statistical management. The Secretary collects such data as may be desired by the President or the Executive Committee.

Vision # 1 **To create a Human Resource (HR) department for the Conference**
(1) Employ a HR Director. (2) Provide secretarial support. (3) Provide office space.

Who: Trained, experienced professional in HR.

How: Implement outcome assessment for Office Staff. Accentuate collaboration. Assess hiring and firing practices. Stay in compliance with state and federal laws.

Vision #2 **Provide training and support for Church Clerks and Secretaries**
(1) Annual training workshops. (2) Telephone training. (3) Office training.

Who: Church Clerks and secretaries of the local churches.

How: Help them to develop competency in minutes taking, e-Adventist, and record keeping. Provide on time statistical report to Conference.

Vision #3 Make all forms and function of Secretariat electronic

(1) Have workers utilize Conference forms that are available online. (2) Out of Conference Form. (3) Vacation Form. (4) Leave of absence.

Who: All workers employed by the Greater New York Conference.

How: Have all Secretariat forms available on Conference website. Explore the possibility of investing in Laserfiche to go fully digital.

Vision #4 Provide adequate training and workshops for secretariat staff

Who: Administrative Assistant for Personnel, Administrative Assistant for membership, HR Director.

How: Attend annual NAD Human Resource training workshops. Attend other HR training by Union or Conference. Participate in other seminars geared towards strengthening the department.

Vision #5 Maintain an accurate updated list of membership, service records and minutes

Who: Executive Secretary, Administrative Assistant for Personnel, Administrative Assistant for membership.

How: Connect with eAdventist team in analyzing the data for GNY Conference. Keep service records updated and provide workers with personal copy every two years. Transcribe EXCOM minutes and make available to members within 3 weeks of meeting.



Treasurer's Strategic Planning

Leader: Ysaías Javier

Responsibility: Financial Management

Mission: To work together with the Administration to give faithful, correct use, and constant supervision of all God's resources that He provides to the Greater New York Conference through the faithfulness of our brethren. Also, with the best efficiency, to provide finance update, guidance and advice first to the Administration and to the executive committee, then to our workers and constituency.

Vision # 1 **Encourage our members to be faithful in their stewardship commitment.**

Who: Administration and Stewardship Director.

How: First, pray for divine wisdom. Second, prepare inspirational sermons and seminars focused intentionally on spiritual growth connected to faithfulness, and third use all technology resources and pulpits to get in contact with all children of God in GNYC.

Vision # 2 **To increase our working capital from 40% to 60%**

Who: Administrative Committee.

How: Increasing remittances by 5% and cutting general expenses by 5% every year, thereby increasing working capital by 5% every year.

Vision #3 Go Paperless

Who: Treasury and Information Technology Incharge Person (IT).

How: Explore the best paperless system that some SDA Conferences already use, and get the best one for Greater New York Conference.

Vision #4 Adopt the NAD Accounting System for all local churches

Who: Treasury and the auditors.

How: Work with the AU Treasurer in providing training and support to all church treasurers, utilizing experts from NAD, Atlantic Union and from our local Conference.

Vision #5 To develop healthier financial institutions

Who: Administrative Committee, Finance Committee and each Institution's administration.

How: The Administration will work together with each institution to have a general update and provide them finance guidance support.

Vision #6 Pay off LI Debt for GNYC Office Building Renovation

Who: Administrative Committee and Executive Committee.

How: The balance as of Dec. 2018 is \$3,150,000.00 our payment plan is as follow:

2019: \$1,050,000.00

2020: \$1,050,000.00

2021: \$1,050,000.00

Vision #7 Have a \$1,000,000.00 CD at the AU revolving fund as a saving

Who: Administrative Committee.

How: Take it from savings.

Vision #8 GNYC Office Building Renovation

Who: Administrative Committee, Finance Committee and Executive Committee.

How: Using the \$4,000,000.00 that was assigned for the purpose from LI Fund. Project will start in summer 2021.



1. Growing in Leadership	2019	2020	2021	2022
a. No. of Full-time Pastors	100	102	105	107
b. No. of Bible Workers	1	1	1	1
c. No. of Lay Pastors	8	12	15	20
2. Growing in Mission				
a. No. of evangelistic outreach	100	80	100	70
b. No. of baptisms	1200	1000	1200	1000
c. No. of church plants	12	12	12	12
d. No. of Churches/Companies	161/26	166/31	175/35	185/40
3. Growing in Stewardship				
a. Tithe increase by %	2%	3%	4%	5%
b. Conference Advance by %	2%	2%	2%	2%
c. Working Capital	20%	20%	20%	20%
d. Assets	15%	10%	15%	15%
e. Liabilities decrease by %	2%	2%	2%	3%





Adventist Book Center (ABC)

Leader: Manager (To appoint new manager)

Responsibility: General Operating Management

I. Growing in Leadership

1. Recruit a sales manager to promote sales and products.
2. Stop the financial bleeding.
3. Restructure the approach to manage ABC in order to maximize profit.
4. Develop a better customer service attitude.

II. Growing in Mission

1. To extend the best service to our customers. Distributing evangelistic materials and healthy food, with the view of sharing the message of salvation to all peoples in Greater New York Conference territory and beyond.
2. Encourage our Conference administrators, departmental leaders, pastors, Office staff and church members to pray for the ABC every day, to be faithful supporters of our mission, and to be regular committed customers.
3. To have staff member memorize, Internalize and practice our mission and values, and to invest in sending our staff to receive special customer service training.

III. Growing in Stewardship

1. Reduce operation expenses.

2. Increase sales by 10% each year.
3. Creating our own web page.
4. Preparing promotional flyers.
5. Reducing cost of products.
6. Improving mobile sales.
7. Implementing local church activities.
8. Introducing more healthy food.





Adventist Community Service

- Leader:** Luis Biazotto
- Responsibilities:** Adventist Community Services/Health Ministries
- Mission:** Serve the community in Christ's name.
- Vision:** Expanding the scope of the community services.

The Adventist Community Services and Health Ministries will focus on three areas:

I. Growing in Leadership

Non-Profit Leadership Certification	An intensive program that equips participants with strategies and professional skills to successfully lead.
Emotional and Spiritual Care Certification	Equips and deploys volunteers to provide emotional and spiritual care for individuals traumatized by disasters and other incidents.
Disaster Response and Preparedness	Collaborates with partners in the public, private, and nonprofit sectors allowing this ministry to provide the most effective and efficient aid in times of crisis. Engaging volunteers to be prepared in mitigation, preparedness, response, and long-term recovery.

Wellness Coaching Certification	Prepares wellness coaches and individuals to develop sustainable strategies to promote overall wellness and health, for physical, mental, and spiritual dimensions.
Gourmet Cooking Workshops	Enhances skills in order to present healthy meals in a higher quality of taste and appearance. Integrates the relationship between food and healing.
Natural Remedies Workshops	Promote natural-remedy products in which the active ingredients are derived from natural sources.

II. Growing in Mission

Wellness on the Go - Van	Connects churches and community; engages church members in mission through providing free services like relaxation and lifestyle change resources.
Showers of Blessings - Van	A mobile unit that provides free showers to the NYC street homeless community, and is equipped to provide services during disaster response.
Wellness on the Go - City Center	The center will be designed to help people to prevent and reverse diseases through positive lifestyle changes. Our focus includes physical, mental and spiritual health.
Brooklyn Community Center	The center will fulfill the needs of the community with the goal to provide medical services, a food pantry, and a thrift store.
Bronx – ACS Resource and Distribution Center	The center will be prepared to provide resources for church members and local community through services, training, and materials.

III. Growing in Stewardship

Hope for Humanity/Ingathering	Helps fund and support community initiatives that engage Adventist churches and members in service to their communities.
Grant Application/Fundraising	The ministries will be strengthened through fundraising campaigns and grant applications for each specific project and ministry.





Adventist Youth

Leader: Ariel Manzueta

Responsibility: Youth Ministries

Mission: The Mission of the Adventist Youth Ministries of Greater New York Conference is to motivate and equip children, youth, and young adults to live as Jesus lived, mingling with, and serving the community to reveal God's infinite love.

I. Growing in Leadership

Establish a Vibrant Young Adult Ministry

We are committed to fostering a church environment where young adults can thrive and develop into holistic Adventist Christian adults, by:

1. Establish the Growing Young Church Health Initiative that will promote a thriving environment for young adults to grow at the local church.
2. Develop Young Adult gatherings in different areas, for fellowship, fun and faith building.
3. Advocate for a local church young adult mentorship program.
4. Promote the inclusion of more young adults in leadership at the local church.

A. Establish the Teen Leadership Ministry (TLT)

We believe that engaging and investing in the lives of youth at the critical adolescent stage is crucial for their retention in the church as young adults.

1. Appoint TLT coordinators in various geographical areas within our Conference.
2. Form TLT Clubs in each area.
3. Advocate for leadership opportunities for teenagers at the local church.

B. Strengthen the Adventist Youth Ministry Staff

1. Establish a mentorship program that will develop new leaders for our various ministries.
2. Identify, appoint, and equip new leaders where needed.
3. Provide ongoing equipping, motivation, and care for the body of volunteers.
4. Advocate for paid staff that will aid in the growth and sustainability of new ministry areas and improvement of existing ones.

C. Strengthen our School of Leadership and Evangelism

1. Provide greater support for our instructors.
2. Discover and share ways for our graduates to have more opportunities for service at the local church level.

II. Growing in Mission

A. Develop Public Campus Ministry.

1. We are committed to serve the 400,000 students in NYC public campuses and to serve our GNYC students in the US and abroad. We seek to:
2. Establish Adventist Community Fellowship (ACF) chapters at selected locations with Adventist presence with particular attention to CUNY Schools, NYU, Columbia University, and Stony Brook University.
3. Establish a system of an ongoing relationship with out-of-state GNYC college students.
4. Form a committee that will support the sustainability of this ministry.

B. Advocate for the re-establishment of Summer Camp Ministry at Camp Berkshire.

1. Summer Camps are a proven soul winning and leadership development strategy for youth ministry in America.
2. Seek to support Camp Berkshire Manager in the establishment of Summer Camp Ministry.

C. Develop a Communication Team

1. Strengthen our Social Media presence for in reach and outreach.

2. Create opportunities for service and leadership development for our youth through the communication platform.

D. Foster a Discipleship Culture

1. Promote the establishment of Young Adult Holistic Small Groups.
2. Create opportunities for young adults to participate in Public Evangelism.

III. Growing in Stewardship

Foster a better management of our resources.

We are committed to better stewardship of our resources and to finding ways to encourage donations for youth ministry.

1. Lead the establishment of a fundraising committee for the Youth Pavilion Project.
2. Establish capability for full electronic contributions for all our fundraising initiatives and events.
3. Develop current ministry resource store into an online ministry store.
4. Discover ways to financially support non-self-sustaining ministries such as PBE, Bible Bowl, Running Club and equipping ministries.
5. Train our youth and young adults in finance management in collaboration with Stewardship and Family Life Departments.





Audit Department

Leader: Dalin Lindsay

Responsibility: Conference Auditor

Mission: To work cooperatively in full support of the mission to make disciples by touching lives and changing hearts with the everlasting gospel. The primary purpose of our churches and schools is to model Jesus while teaching other people to do the same, and provide a Bible based education for all respectively. Our work helps to build confidence in the financial environment to make this possible. That is why we are committed to undertake the following during the next four years 2019 to 2022:

I. Growing in Leadership

1. Review churches, companies, and groups at least twice, and elementary schools every year during the period.
2. Provide technical support to all treasurers, to maximize their ability to give valuable financial information to controlling boards and constituents.
3. Provide advice and counsel to all relevant parties, as to how best to minimize loss to the organization.
4. Implement the new soon-to-be-released North American Division software for churches and elementary schools.

II. Growing in Mission:

How do these activities augment the mission? At the heart of continued

financial support to the organization, is **confidence**. The more confident donors feel about the organization, the more prone they will be to support it financially. Therefore, we are committed to -

1. Provide independent verification of the financial operation.
2. Ascertain that the treasury work is being done, consistent with Seventh-day Adventist guidelines.
3. Verify that government's requirements for auditing standards are being met.

III. Growing in Stewardship

1. Consistent with our goal is to train our treasurers. They can feel confident in giving financial advice as to best use of resources of the organization to which they belong.
2. In addition to mentoring treasurers, we give counsel to pastors and principals on a variety of issues, for smooth running of the organization.
3. Implement the new software; this will give more flexibility as a management tool to facilitate efficiency.
4. We are committed to the task, and will do all we can to engender accountability, integrity, and responsibility. This, we are sure, will help to advance the mission.





Communication

Leader: Donnieval Walker

Responsibility: Stewardship

	The mission of the Communication Department is to assist the Conference and constituent churches in effectively executing the imperatives of Leadership, Mission and Stewardship.
Growing in Leadership	Establish and empower a team of dedicated lay-members to augment the Department’s efforts. These individuals will be trained to reflect the high ideals of the GNYC in executing their assigned responsibilities.
	Create video vignettes to highlighting and answer major concerns as expressed by the membership. These will be released to be played in the churches in a timely fashion.
	The Administrators and Directors will have a more creative way of speaking to the membership. This increased engagement will see the growth of online traffic by 10% and a newsletter subscription increase by 5%.
	Establish relationships with secular and religious reporters outside our traditional church press.
	Provide a positive view of the Seventh-day Adventist Church to secular society as we share stories of our schools, and other entities of the church impacting the community.

	We will build relationships with people who can help shape public perception about who we are and what we believe in.
Growing in Stewardship:	Provide instruments for churches to gather data on their physical and personnel needs. These will also aid in assessing and tracking actual growth of the department as well as assessing opportunities for growth. Growth information will be shared with the GNYC Communication Department to assist with planning for training and assisting with recommendations for standardization.
	One major annual training will be conducted at the beginning of each year for the different categories of communication responsibilities. Training will be provided, on a more reduced scale, in zones as demand indicates.
	These trainees will be tracked with a view to providing opportunities for utilizing their training for the local churches and conference events.
Vision #4	Develop and maintain a blog dedicated to providing a commentary on topical issues.





Corporation

- Leader:** Lloyd Scharffenberg
- Responsibility:** Corporation Secretary
- Mission:** To preserve more resources for ministry by providing guidance in Risk Management and Property Acquisition and Development.

I. Growing in Leadership:

Our Areas of Focus are Property Acquisition and Management and Asset Protection.

1. Acquire Properties to fulfill the Mission.
 - a. To provide training for developing a ministry plan.
 - b. To develop relationships with new financial partners.

II. Growing in Mission

2. Improve Property Management
 - a. To provide adequate personnel for maintenance of Corporation properties.
 - b. Provide seminars for building committees.
 - c. Train property managers
 - Violation avoidance
 - Required inspections
 - Tax elimination
 - Annual Safety Check

- d. Develop a vendor's list.
- e. To maintain properties in a manner that glorifies our God.
- f. To approve all Property Use Agreements.
- g. Review and approval of all contracts.

III. Growing in Stewardship

- 3. Preserve Assets by proper Risk Management
 - a. Fully implement NAD Child Protection Policies.
 - b. Full implementation of verification of all drivers.
 - c. To develop Church Safety Teams that will create and implement safety plans and drills.
 - d. To have an active Risk Manager in each Entity.
 - e. To provide guidance in vehicle acquisition and in developing use and maintenance guidelines.
- 4. To provide resources via Conference website.





Education

Leader: Marlene Romeo

Responsibility: Education

Mission: The mission and purpose of the Education Department of Greater New York Conference is to provide a Christ-centered education, guiding students to academic and life-long success that is centered on building a relationship with God and shaping a character transformed into the image of God.

I. Growing in Leadership

Maintain academic excellence and establish new programs to advance excellence.

1. Establish active REACH (Reaching to Educate all Children for Heaven) program in our schools.
2. Create a database of students' performance on various exams; compare to public schools.
3. Create STEAM programs in our schools (train the faculty for this purpose/ get experts to conduct workshops for this).
4. Look for opportunities for our students to participate in city, conference, and union activities: Spelling Bees, Science Fairs, Leadership and Mentorship programs.
5. Create a group of professionals from various churches to mentor and guide our students.
6. Establish career days and internship programs for our students.
7. In each school establish a Junior Honor Society.

8. Continue to present quarterly Honors certificate awards.
9. Have students in 7th and 8th grades prepare for Math Regents exams.

Growing in Mission

Equip our schools with the resources needed to provide a sought-after and quality Adventist education.

1. Work with churches and Conference to provide for every student Bibles that they can keep (so they don't have to buy their own).
2. Assess what textbooks (digital and hard copy) are needed in each school and work with schools to order textbooks/publications according to their needs.
3. Assess which schools have appropriate technology resources and work to make available technology (iPads, computers, SMART Boards, etc.) that may be lacking in specific schools for classroom use by students and/or teachers.
4. Assess what subject-based resources are needed in each school.

Provide professional learning and development for teachers and administrators and seek to establish additional conference-paid teachers.

Each August, we will continue to provide professional development courses at Conference office for all teachers.

1. Initiate Curriculum Committee meetings with representatives from each school that will build on the Curriculum Committee meeting conducted at the Union and then disseminate information to their respective schools. Target: February.
2. Increase the number of Conference paid teachers by at least 3 (1 per year). The purpose of this is to further validate the efforts of teachers, to offer better benefits, and to reduce financial burden on the schools.

III. Growing in Stewardship

Work with partners to develop strong relationships between churches and schools.

1. Encourage pastors to be more active in their district school (visit schools, organize/conduct Bible studies, offer baptismal classes, provide counseling services, etc).
2. Have regular meetings with each school district church pastor to

brainstorm ideas about having all our church students attend GNYC schools.

3. Promote our schools in all GNYC churches and encourage schools (teachers and students) to present programs in our churches.
4. Encourage Principals and teachers to visit all of our churches and be active members of our churches.

Increase giving and offer additional scholarships

1. Identify potential donors (establish donor list) and identify and pursue fundraising opportunities to increase scholarships: Individual donors; scholarships from various Greater New York churches, Union, and NAD; concerts; annual giving campaign, etc.
2. Establish alumni chapter in various states (start with California, Florida, and New York); Add 1 state per year.
3. Encourage each school to conduct an annual alumni meeting and celebrate significant anniversaries in each school.
4. Create an advertising campaign for all schools using previous and present students (testimonials).







Family Ministries

Leader: Samuel Peguero

Responsibility: Family Ministries

Mission Statement:

To promote the gospel of hope in Jesus through the families in the territory of the Greater New York Conference, providing training, resources, activities, and orientation to families.

The vision of the Family Ministries Department is to prepare families for the kingdom of God.

I. Growing in Leadership

To empower local Family Ministries Leaders and church members with training and resources to promote healthy families for eternity:

1. Yearly training for Family Ministries & Single Ministries Directors.
2. Yearly Lay Family Counseling Certification.
3. Two yearly Certification on Child Abuse and Sexual Molestation Prevention.
4. To prepare a series of fifty seminars on family life topics.
5. To organize the Adventist Association of Family Life Professionals in GNYC.

II. Growing in Mission

To reach families in GNYC territory, through programs and events.

1. Prepare a Bible Study series on family life.
2. Prepare pamphlets on family life topics for the constituency.
3. Celebrate Family Life Evangelism Month.
4. Promote Family Life Baptismal classes.
5. Two yearly Family Cruises.
6. Yearly couple's and singles Retreat.

III. Growing in Stewardship

The stewardship of health families is of paramount importance to the strategic planning of the Family Life Department. We seek to provide counseling to our constituency, with a view of building stronger families and relationships one home at a time.

1. Clinical Counseling for constituency.
2. Family life seminars.
3. Pre-marital counseling seminars.
4. Divorce and Re-marriage counseling seminars





Men's Ministries

Leader: Reginald Barthelemy

Responsibilities: Ministerial and Men's Ministries

Mission:

The main objective of this department is to draw the men of Greater New York Conference together as a whole in developing a personal relationship with God as they share personal testimonies and bond with one another. Our goal is to provide our men with the proper tools, in order to strengthen their spirituality, so that they will remain strong in faith and they will labor to advance God's kingdom.

I. Growing in Leadership

1. Leading men and young men to a saving knowledge of Christ, and teaching them to become responsible productive men.
2. To help strengthen families by challenging men to fidelity and spirituality.
3. To empower men to become the High Priest of their family.
4. Reach out to pastors and churches whose men are not attending the Men's Convention and encourage them to participate.
5. Help pastors to start a Men Ministries department in their churches.

II. Growing in Mission

1. Increase attendance at our Men's Prayer Convention by 25%.
2. At our yearly Conventions, provide men with the opportunity of

fellowshipping with one another and of acquiring of spiritual tools needed in order to be better equipped for service.

3. Facilitate community outreach programs with our men.
4. Promotion through social media the activities of Men's Ministries.
5. Encourage churches to increase the number of men attending the Prayer Convention.

III. Growing in Stewardship

1. Provide scholarships for our youngsters.
2. Encourage our men and young men to be faithful stewards.
3. Through our Men's Ministry Department seek to offer help to needy families.
4. To encourage men to become involved in all areas of ministry in their church and their community.





Ministerial

Leader: Reginald Barthelemy

Responsibilities: Ministerial/Men's Ministry

Mission: The purpose of the Ministerial department is to support and equip the ministry and role of the local pastors so that they can be more effective ministers.

I. Growing in Leadership

1. Provide ongoing training for our licensed ministers.
2. Prepare and groom young men for ordination.
3. Partner with Administration to train leaders and equip them with the necessary tools for service.
4. Minister's Growth Seminars: Ministerial growth seminar is a professional development training that helps pastors and leaders grow their ministry both numerically and spiritually.
5. Increasing the number of Lay Pastors in the Greater New York Conference by 25%.
6. To plan a Pastor's retreat in 2021.
7. Encourage our pastors to participate in continuing education. "Never think that you have learned enough, and that you may now relax your efforts. The cultivated mind is the measure of a man. Your education should continue during your lifetime; every day you should be learning, and putting to practical use the knowledge gained." *Counsels on Health*, p. 405.

II. Growing in Mission

1. Prison ministry: Addresses the spiritual needs of incarcerated people, and help.
2. lead them on a journey toward freedom in Jesus Christ.
3. Conduct two annual prison ministry trainings to equip pastors, elders, deacons.
4. and deaconesses with a view of empowering them to engage in prison ministry.
5. Work together with ethnic ministries directors and with personal ministries.
6. director to prepare lay pastors to help with some of our new church planting.
7. Training for lay pastors will take place once a quarter.
8. We will emphasize the need of continuous self-improvement.

III. Growing in Stewardship

Discipleship

1. The purpose of discipleship is to shape believers into committed followers of Jesus who embrace and assist in spreading His teaching.
2. Equip men, women and youth to live like Christ, and send them to work for Christ.
3. Equipping will take place through our annual trainings for Elders, deacons and deaconesses.
4. Encourage our pastors, lay pastors and elders to be faithful stewards.





Ministerial Spouses

Leader: Angelia Beras

Responsibility: Ministerial Spouse Association

Mission: Ministerial Spouses Association exists to provide relevant support to pastoral spouses. We exist to foster faith, family, fitness, fellowship, and ministry especially tailored to ministerial spouses and their unique role alongside the pastor for the congregations they help to serve.

I. Growing in Leadership

1. Create an ambiance of unity among all Ministerial Spouses.
2. Specialized training in areas of Church Ministry for Ministerial Spouses, especially the newly installed pastor's spouses.
3. Promote the importance of health and total well-being among ministers' spouses to better function in the ministry.
4. Create collegiality among spouses by having get-to-gathers.

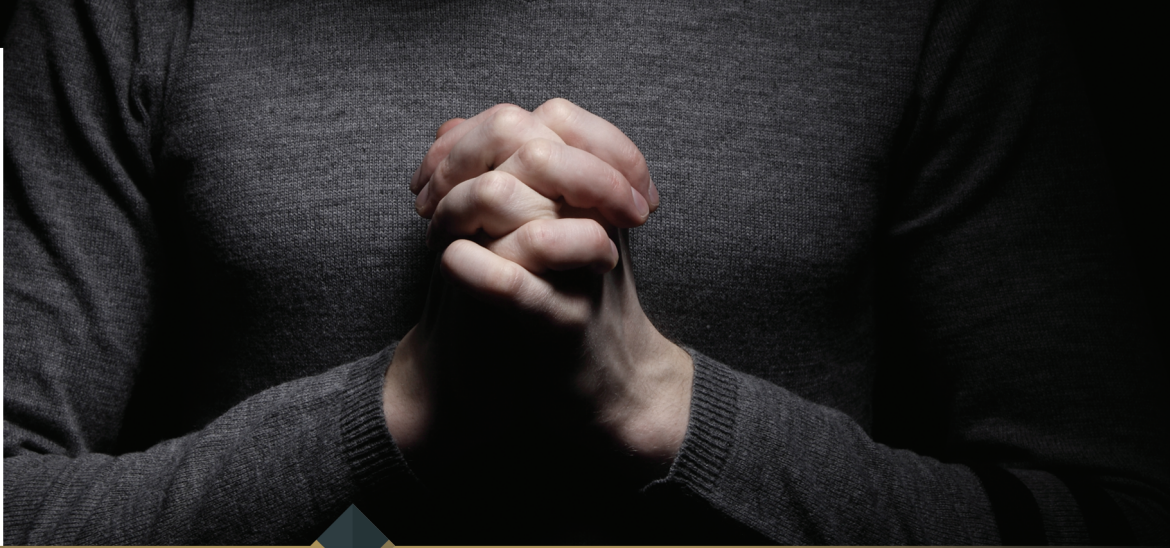
II. Growing in Mission

1. All new pastors' spouses receive training on new responsibilities they have to face.
2. At least 50 spouses receive training related to the health of the pastors' spouses.
3. Continue to have at least two meetings annually to promote better communication, and to encourage friendship among pastors' spouses.

III. Growing in Stewardship

1. Stewardship of time: Encourage spouses to give service to church and school.
2. Stewardship of talent: Encourage spouses to utilize their talents for the cause of Christ.
3. Stewardship of means: Encourage spouses to be faithful in their giving.
4. Provide mentorship to the spouses that are having personal or professional challenges.
5. Intercede on spouse's behalf if and when there are family problems.
6. Maintain a level of trust and confidentiality on behalf of spouses.





Prayer Ministries

Leader: Angela Beras

Responsibility: Prayer Ministry

Mission: To spiritually strengthen and support every ministry, pastor, and church member at every level of the church by combining the three imperatives of leadership, mission and stewardship.

I. Growing in Leadership

1. Strengthen the Prayer Ministry in the different area; among Pastors, Office staff, schools, Colporteurs and church members.
2. Provide resources to train prayer leaders in local churches.
3. Connect with the community through the Prayer Ministry.
4. Provide an assigned prayer room in churches where the church members can have time to speak with God.
5. Consolidate the Prayer Ministry Convention.

II. Growing in Mission

1. Quarterly promote a special book on prayer.
2. Pray once a day in the Office.
3. Engage the Office staff and pastors to be involved in the Prayer Ministry Convention.
4. Provide online prayer for members in need.
5. Be a support ministry to all departments.
6. When possible, create a prayer room at conventions.

7. Have a yearly Conference wide day for prayer and fasting.
8. Organize prayer coordinators in churches that don't have one.

III. Growing in Stewardship

1. Pray for the stewardship of time, talent and means to be evident among God's people.
2. Coordinate groups praying for the spiritual and financial success of the Conference.
3. Pray for the health and strength of the members of our constituency.
4. Manage well the resources of the Prayer Ministry Department.
5. Utilize our devout prayer coordinators to pray for specific crisis in our church family.







Personal Ministries

Leader: Manuel Rosario

Responsibilities: Personal Ministries

Mission:

Personal Ministries is a branch of the church whose endeavor is to inspire, equip and mobilize all members to make disciples through dynamic Christian service with the conviction that “Every true disciple is born into the kingdom of God as a missionary.” *The Desire of Ages*, p. 195.

Vision:

“Every disciple making a disciple and every church planting a church.”

I. Growing in Leadership

To create a culture of multiplication through discipleship:

- a. Reiterate the biblical command to make disciples.
- b. Increase the number of disciples giving Bible Studies by 15%.
- c. Facilitate the distribution of at least 80K free Bible Study Lessons.
- d. Hold a joint evangelism program every year during the fall.
- e. Hold two joint baptismal programs every year.
- f. Establish two worship services for the incarcerated.
- g. Create awareness for people with disabilities to have equal opportunities.

Indicators

- At least 20K Bible Studies distributed every year.
- A yearly joint evangelism program.
- 2 joint baptismal programs.

- A Bible Worker assigned to inmates.
- A prison ministry training every year.
- A yearly event to support people with disabilities.

II. Growing in Mission

To create a culture of multiplication through church planting:

- Prioritize the suitability of each core team of planters.
- Plant churches that will continue to reproduce, at least every five years.
- Complete our goal to plant 100 new churches by 2022.
- Assist each Mission Group to become a Company and the Companies to become Churches.
- Identify 25 congregations committed to multiply within the quadrennial; these will be selected for a special follow-up assessment.

Indicators

- A yearly Church Planting Festival.
- Two yearly assessment programs.
- Strengthen the church planting support system with a WhatsApp group.
- Yearly trip with at least 50 planters to the NAD Boot Camp and Exponential.
- 15 churches led by volunteer church planters.
- Statistics for the new churches, companies and mission groups.

III. Growing in Stewardship

To create a culture of multiplication through church revitalization:

- Support the Ethnic Ministries with a health assessment of their congregations.
- Facilitate the application of the Natural Church Development survey to at least 50 congregations.
- Assist the Ethnic Ministries in the implementation of a revitalization process in up to 25 churches.

Indicators

- A church revitalization training with pastors every year.
- Number of NCD surveys completed by year.
- Number of revitalized churches evidenced by a second survey and updated statistics.



Publishing

Leader: Bianel Lara

Responsibility: Publishing

Mission: The Publishing Ministry Department of the Greater New York Conference of the Seventh-day Adventist Church has the mission to proclaim, through printed media, the Gospel of Hope that can only be found in Jesus to all people around the world, especially in New York for this generation.

I. Growing in Leadership

1. Promote Learning and Growing Perspective for Employee Empowerment

Recognize work suitability of each staff member.

1. Establish a plan for efficient training of workers, that will establish high morale in the work environment.
2. Develop a well-coordinated communication system for the department.
3. Give workers assignments according to their job description.
4. Promote seminars and trainings on human-relations on the job.
5. Encourage classes to assist staff communicate bi-lingually.
6. Proper system for filing and recording of important information and messages on a daily basis will be developed.

II. Growing in Mission

To have a Publishing Department focused on soul winning and be financially auto sustainable by sharing the Adventist Gospel through our Christian publications.

1. **Plant new churches in the next four years:**
 - a. Train and equip Literature Evangelists in giving Bible Study and in Soul-winning.
 - b. Territory assigned to LEs will be studied and considered a target place for church-planting.
 - c. Initiate church-planting activities like free Bible distribution and health seminars.
 - d. At least 2-3 Literature Evangelism professional trainings annually
 - e. Territorial evaluation for church-planting.
 - f. Promote book sponsorship for church member involvement in our churches.
 - g. Baptize 500 new church members in the next 5 years.

2. **Hiring more LEs via the Worldwide Recruiting Perspective**
 - a. Increase the present number of regular Literature Evangelists to 40.
 - b. Increase the number of student Literature Evangelists to 150 annually.
 - c. Employ 10 new regular Literature Evangelists from majority ethnicities present in New York like Chinese, Filipino, Haitian, Jamaican and Honduran.
 - d. Have a regular promotion of Literature Evangelism in local churches within the GNYCSA territory.
 - e. Have a regular promotion of summer program for Literature Evangelism in SDA colleges and universities around the world especially those near the GNYCSA territory.
 - f. Encourage multi-ethnic churches to recommend Literature Evangelists from their country who could best represent them in the Publishing Ministry.

III. Growing in Stewardship

1. **Stewardship of Means**
 - a. Be financially stable through new income from sales.

- b. Facilitate donations from churches.
- c. Minimize expense.
- d. Sell one million dollars (\$1,000,000) of books per year over the next 5 years with a 20% increase annually.
- e. Promote books for free distribution in communities with SDA Churches to be sponsored by church members.
- f. Monitor bad debts by establishing consistent follow up.
- g. Reject returns of badly damaged books.

2. Stewardship of Care

- 1. House student LEs for the Summer Program throughout the year.
- 2. House new LEs from other countries at a minimal cost for at least 6 months.
- 3. Purchase or rent a 3-storey house or apartment to shelter regular LEs and those in the student program as needed.
- 4. Encourage church members to accommodate LEs as much as possible, in order to cover housing cost.
- 5. Request churches to allow the summer program students to be housed in churches.







Religious Liberty/Plan giving and development

Leader: Claude Morgan

Responsibilities: Religious Liberty/Planned Giving and Development

I. Growing in Leadership

1. Continue providing support to members who need assistance with Sabbath problems.
2. Continue monitoring New York state legislation.
3. Continue promoting religious liberty in our churches.

II. Growing in Mission

1. Promote sermons and educational presentations.
2. Promoting the annual religious liberty campaign.
3. Continue supporting the distribution of Liberty magazine to thought leaders.
4. In collaboration with the Atlantic Union, Northeastern and New York Conference Religious Liberty Departments, to continue recruiting, training and coordinating New York Religious Liberty Action Team members.

II. Growing in Stewardship

Department of Planned Giving and Development

1. The primary goal of the department at the present time is to support the operation and redevelopment of Adventist Home by

- a. Serving temporarily as administrator of the facility until a subsequent administrator can be appointed.
 - b. Providing support, including cultivating financial support, for the ongoing renovation and redevelopment efforts.
 - c. Cultivation of an ongoing relationship with senior members of our constituency in order to determine their needs and interests and to build support for the Adventist Home redevelopment effort.
2. An aspirational goal for the department if time permits is to conduct estate planning workshops in 2020-2021 emphasizing end-of-life stewardship.





Sabbath School

Leader: Manuel Rosario

Responsibilities: Sabbath School

Mission:

Sabbath School is the primary religious education system and the largest education entity in the Seventh-day Adventist Church. It has been called to provide quality local church education that builds faith and practice.

Vision:

“Each Sabbath School will develop into a center of Christian Discipleship that emphasizes the Study of the Bible, Fellowship, Community Outreach and the Global Mission of the Church.”

I. Growing in Leadership, Mission and Stewardship

To consolidate the initiative “I love Sabbath School”

- a. Develop the SS classes into Discipleship Units (DU).
- b. Pilot Discipleship Units in 10 voluntary churches.
- c. Assert the need that the DU also function as an evangelistic small group.
- d. Partner with the Administration and the Ethnic Ministries to create a six-month certification for SS Department and facilitators (teachers).

Indicators

- A yearly SS training.
- A certification for SS leaders and facilitators.
- At least 10 churches fully implementing the concept of Discipleship Units.
- At least 50 DU operating also as evangelistic small groups.



Stewardship

Leader: Donnieval Walker

Responsibility: Stewardship

	To motivate members and leaders to create a culture of responsible life management habits through spiritual growth.
Growing in Leadership:	The GNYC Stewardship Department will help members develop spiritual habits— personal, family and communal.
	1. Conduct stewardship seminars/summits in the churches as well as with pastors.
	2. Emphasize spirituality as a basis for faithful stewardship in every program. End each stewardship educational event with a commitment call, using the General Conference Commitment Card.
	3. Collaboration: NAD Stewardship Leaders, GNYC Stewardship Director, local church leaders.
Growing in Mission:	The GNYC Stewardship Department will encourage pastors to promote the nurture of members before and after baptism.
	1. Training for pastors as well as providing study material to be used with candidates for baptism and new members. 2. Pastors to have an agenda, which should include Stewardship, when they visit church members.

	<p>3. Primarily, church pastors using instruments provided by the GNYC Stewardship Department. Through assessing increased membership faithfulness to the stewardship ideals; also, an increase in tithers by 5% over the next two years.</p> <p>4. Complete the certification curriculum accessed on the Adventist Learning Community platform.</p>
Growing in Stewardship	To see greater collaboration in providing regular accountability reports to the membership.
	<p>1. Current relevant financial information from the Treasury Department, both at the local church and at the Conference level, shared with the wider membership.</p> <p>2. Encourage churches to adopt the use of duly designated envelopes, online and other giving options, and encourage accountability on the part of the local church treasury, including the giving of receipts.</p> <p>3. Use of traditional media and social media to regularly share relevant reports.</p>





Women's Ministry

Leader: Lisa Gonzalez

Responsibility: Women's Ministry

Mission: To develop a caring community of women to be devoted to Christ, through; prayer, evangelism, relationship, mission and health.

I. Growing in Leadership

1. Train our women to saturate every aspect of their lives in prayer.
2. Equip our women with training so they will be actively involved in evangelism, and outreach ministries with the goal of becoming "Disciples Making Disciples".
3. Foster a culture of unity and total involvement as we work for the Master.
4. Facilitate Christ-Centered Focus through spiritual encouragement, growth and daily Bible study.
5. Cater to the needs of each other in all seasons of our lives, and of those in our community and around the world.
6. Incorporate the Health Message in all that we do.

II. Growing in Mission

1. Inspire, support and challenge one another as the women of the Greater New York Conference.
2. Provide a framework for a healthy expression and balance of our vision.
3. Encourage each other in our relationships, spiritual life, giftedness, ministry and outreach.

4. Train women to give Bible studies.
5. Have several evangelistic campaigns yearly, conducted by women.
6. Encourage and train women to participate in their church's evangelistic programs.
7. Help women grow in their relationship with Jesus Christ.
8. Help women get established in the Word.
9. Help women learn to serve in love.
10. Help women understand how to live out the gospel.
11. Help women to develop and become mentors for the youth and young adults.

III. Growing in Stewardship

1. Through seminars help women grow in their stewardship relationship with Christ.
2. Model financial stability from leadership to others.
3. Provide opportunities to hear the stories of other women and their walk with Jesus.
4. Appoint women to leadership who are faithful stewards in their relationship with Christ.
5. Challenge women to become faithful stewards.
6. Establish a Safe Haven for battered women.
7. Create safe environments where women can be real, can ask questions, and can take the next steps in their faith journey.







English Ministries

Leader: Rohann D. Wellington

Responsibility: English Ministry

Mission: The English Ministries Department of the Greater New York Conference exists to make disciples in the Greater New York Metropolitan area as we proclaim the everlasting Gospel and prepare individuals for Christ's imminent return, through religious, social, and educational activities.

I. Growing in Leadership

1. Enable and support our pastors and lay persons engaged in evangelism to use traditional and innovative evangelism methods to effectively reach the changing demographics of their local church.
2. Facilitate training for various church officers in conjunction with the GNYC lay training school for Elders, Deacon and Deaconess and other officers as provided.
3. Create and host at least one annual next generation leadership development symposium in our sector.
4. Create and host a bi-annual English Ministries Pastoral Evangelism Summit.
5. Facilitate at least one unit of Clinical Pastoral Education training for 50% of our pastors by 2022.

Growing in Mission

1. Develop a branding for English Ministries that inspires and motivates our constituents around our mission.

- a. Simplify our mission by branding a three-word phrase that is easy for recollection, inspiration and motivation of our members.
 - b. Develop our 4-year mission around the words: Love, Reach and Transform.
2. Distribute 12,500 Breath of Life Bible Studies throughout our local churches for the quadrennial.
3. Increase our membership by 5% annually through baptisms and profession of faith.
4. Enable and support creative outreach initiatives to reach the second and third generation immigrants and African Americans. This is to include Millennial and Gen Z.
 - a. Partner with the North American Division Ministerial Evangelism Department in providing funding for this initiative.
 - b. Provide \$15,000 to initialize outreach project.
 - c. Provide training for pastors on strategies to reach this demographic while facilitating their creative initiatives.
5. Strategically plant 3 churches in this quadrennial.
 - a. 2 Churches in NYC
 - b. 1 Church upstate NY.
6. Develop 2 churches as collegiate centers for campus ministries in the city.
7. Facilitate church revitalization strategy and implementation in at least 2 churches in English Ministries.
 - a. Officially enter these churches in a measuring instrument such as Natural Church Development (NCD), or other similar instruments to measure and assess the revitalization efforts.
 - b. Post Assessment will have implications for greater adaptation in other churches.
8. Equip our pastors to engage social justice and community involvement as urgent relevant ministry functions.
 - a. Provide training to help our churches become community conscious and engaged.
 - b. Facilitate civic leadership and local church connections in providing relevant community service initiatives.
9. Pilot “Growing Young” program at one of our churches in partnership with the Youth Department to effect retention and engagement in mission and leadership by young adults. Results of pilot will inform future expansion of initiative.

Growing in Finance

1. Increase our tithing return by five percent annually.
2. Provide annual stewardship training for our officers and membership.

Determining Where We Want to Go: *Projected Goals and Objectives*

1. Growing in Leadership	2019	2020	2021	2022
a. Pastoral Development Programs	5	5	5	5
b. Lay training Programs	Done in conjunction with Lay Training School Initiative of the Conference			
c. Pastoral Evaluations	25%	25%	25%	25%
2. Growing in Mission				
a. No. of evangelistic events	25	20	20	15
b. No. of baptisms	400	325	400	200
c. No. of church plants	1	1	1	-
d. No. of Bible study lessons	6000	2500	2000	2000
3. Growing in Finance				
a. Tithe increase by %	4%	4%	5%	5%
b. Conference Advance by %	-	-	-	-





Franco-Haitian Ministries

Leader: R. Jean-Marie Charles

Responsibility: Franco-Haitian Ministries

Mission: Fulfilling the Great Commission through prayer and by His Spirit.

Vision: Encourage each member to preach the Gospel and to be faithful as a disciple. Train Pastors and Lay people continually for mission, and prepare a vibrant community for the coming of the Lord.

I. Growing in Leadership

1. **Two Campaigns per church each year:** Encourage each church to have two Evangelistic Campaigns each year.
2. **Training & Growth:** Create a School of Evangelism; Seminars for the Pastors; encourage our Pastors to read.
3. **Empowering the Youth:** a) Create a new bilingual church for the second-generation Haitian Americans in 2020; b) An Annual Youth Festival. Encourage the churches to have joint Youth programs; c) Banquet 2020 and 2022.

II. Growing in Mission

1. **Community of Prayer:** a) A Sabbath of Prayer and Fasting 4th Sabbath of January each year; b). A Convention of Prayer every 2nd weekend of November.

2. **Church Planting:** Two new churches from 2019 to 2022; Encourage each Pastor to plant a church in his district.
3. **Community Service:** 1) Immigration Clinic. 2) Encourage Health Day and Health fair in the churches. 3) ESL classes. 4) Legal Documents Translation services. 5) Health site.
4. **Vibrant Community:** Create an association of doctors, nurses, social workers; Use of technology. For the Digital Age, create a website in 2020 for MOOCs (Massive Open Online Courses) with free online courses available at any time for anyone.

III. Growing in Stewardship

1. Week of Prayer on Stewardship, the third week of March, every year.
2. Sabbath on Stewardship, the third Sabbath of November, every year.

Determining Where We Want to Go:

Projected Goals and Objectives

Preamble: By God’s grace, the Franco-Haitian Ministries, along with the Pastors and Lay people, wants to respond to the call of Jesus to “Follow Me”. With the power of the Holy Spirit, the emphasis will be on Church Planting and Discipleship.

1. Growing in Leadership	2019	2020	2021	2022
a. Pastoral Development Programs	2	2	2	2
b. Lay training Programs	3	3	3	3
c. Pastoral Evaluations	1	1	1	1
2. Growing in Mission				
a. No. of evangelistic events	25	30	35	40
b. No. of baptisms	250	262	275	288
c. No. of church plants	2	2	3	3
d. No. of Bible study lessons	10,000	7,000	7,000	7,000
3. Growing in Stewardship				
a. Tithe increase by %	2%	2%	3%	3%
b. Conference Advance by %	1%	1%	2%	2%



Hispanic Ministries

- Leader:** Yeury Ferreira
- Responsibility:** Hispanic Ministries
- Mission Statement:** To inspire, train and equip pastors and lay people to fulfill the mission of making disciples, and the faithful administration of the church.
- Our vision:** To be a model ministry in pastoral leadership, evangelism, discipleship, stewardship, church planting, and district growth”.

Growing in Leadership:

A. Pastoral Body

To grow the Hispanic pastoral body of the Greater New York Conference in an integrated manner to better serve God and His church.

1. Focus on the spiritual life of the pastor, his family, his social life, health and continuing education through talks, printed materials, social gatherings and family retreats.
2. Hold meetings with pastors individually to discuss topics related to their work.
3. Hold an annual pastoral planning meeting to discuss evangelistic strategies that may be implemented in the churches.
4. Implement a pastoral evaluation every two years.

B. Evangelism

To create a culture of evangelism that impels the Hispanic Ministries to a qualitative and quantitative growth of its membership.

1. Work towards the goal of increasing the baptism percentage by 5% from 2019-2022.
2. Plant a new congregation per district from 2019-2022.
3. Establish 2 new districts in the period 2019-2022.
4. Impact social networks with the message of salvation and a training event.
5. Work on the establishment of a radio program in order to expand the message more effectively.
6. Promote the quality of the programs and activities that are held during Hispanic Camp.
7. Meeting, in order to inspire the churches to the soul winning mission.
8. Annual evangelistic training per zone, five training meetings per year.
9. Establish the "Operación Andrés" program, in order to train 320 bible workers.
10. Establish the "Proyecto Apolos" program, in order to train 100 lay preachers.

II. Growing in Mission

To develop a culture of disciple training, where both youth and adult members can grow spiritually.

1. Develop a regular training program that is relevant for the time in which we are living.
2. Establish the lay council by zones and a general council.
3. Work together with the Youth Department in order to collaborate in the spiritual development of Hispanic youth.
4. Graduate 1,200 lay people as a result of the different GNYC training programs.
5. Recognize outstanding lay people each year.
6. Establish a quarterly magazine that will enhance the development of the integration of the lay body.

III. Growing in Stewardship

To support the Stewardship Department through a program that involves the training of pastors and lay people.

1. Work in partnership with the GNYC Stewardship Ministries.
2. Increase tithes contribution by 3% per year through raising awareness of the importance of Christian stewardship.
3. Establish an annual Stewardship day that involves each church.

4. Establish a method that will help to lower the number of overdue remittances.

Determining Where We Want to Go:
Projected Goals and Objectives

1. Growing in Leadership	2019	2020	2021	2022
a. Pastoral Development Programs	2	2	2	2
b. Lay training Programs	5	5	5	5
c. Pastoral Evaluations	1	1	1	1
2. Growing in Mission				
a. No. of evangelistic events	4	4	4	4
b. No. of baptisms	517	542	569	597
c. No. of church plants	8	8	8	8
d. No. of Bible study lessons	15000	15000	15000	15000
3. Growing in Finance				
a. Tithe increase by %	3%	3%	3%	3%
b. Conference Advance by %	2%	2%	2%	2%





Korean Ministries

Leader: Sang Ki Ahn

Responsibility: Korean Ministry

Mission: Our mission is to spread the three angels' gospel to people of different ethnic and linguistic backgrounds, as well as centering on Korean Americans in the New York metropolitan area. "But ye shall receive power, after that the Holy Ghost is come upon you: and ye shall be witnesses unto me both in Jerusalem, and in all Judaea, and in Samaria, and unto the uttermost part of the earth." Act 1:8

Our Ministry connects with the three imperatives of our Conference:

I. Growing in Leadership

1. Making Disciples.
We are trained not because we would be disciples, but because we are disciples.
2. The process of becoming a disciple.
 - a. Leadership training for the key leaders, pastors, and elders.
 - b. Jesus Discipleship Training School for lay people--every 6 month.
 - c. Short term Leadership training.
 - i. January -united board members' seminar.
 - ii. May- Korean weekend Camp.
 - iii. July- East Coast Korean Camp meeting--one week).
 - d. Boosting discipleship training at each local church.

- e. United field training two times a year.
- 3. Youth Leader training.
 - a. Youth Leader training twice a year -training for evangelism.
 - B. Weekend Revival meetings.
 - c. Camp Meeting for a week.
 - d. Campus Ministry – boosting cell Bible meetings.

II. Growing in Mission

As we understand the mission command given in Matthew 28, we gradually expand our mission from us to our families, then our local churches, and to our communities. “Preach the word; be prepared in season and out of season; correct, rebuke and encourage - with great patience and careful instruction.” (2 Timothy 4:2)

1. Provide a detailed strategic plan for evangelism.
 - a. Set short-term and long-term goals.
 - b. Confirm process- analyze and manage each ministry in a systematic way.
 - c. Gather information – From church’s address book and through evangelism events.
 - d. Have church members submit names of seekers through Total Members’ Involvement.

2. Boost the mission activities of the churches.
 - a. Activate TMI.
 - b. Small-group Ministries.
 - c. Community Service.
 - d. Magazine Ministry (Church magazines such as Signs and Home and Health).
 - e. Use the first week of every month for church mission activity.
 - f. Plant seeds through various evangelism events.
 - g. Effective Visitation.
 - h. NEWSTART Seminar: Heath EXPO / Anti-Drugs / Stop-Drinking and Smoking / Healthy Food.
 - i. Relief Programs: Silver Care / Support for Homeless / Support for Immigrants / Counseling Center.
 - j. Cultural Ministry: Musicals, Concerts / Culture-Experience Booths/ Language School/Computer Class.

III. Growing in Stewardship

- a. Inspire church members to have true faith toward God by setting 10% of their income aside for God.
- b. Set a goal for each church's tithe and evaluate the results.
- c. Appeal for devote giving of freewill offering.
- d. Inspire church members' stewardship through relevant messages on a regular basis.
- e. Emphasize the spirit of stewardship by messages from different pastors.
- f. Hold a united stewardship seminar among the Korean churches.

Determining Where We Want to Go:

Projected Goals and Objectives

1. Growing in Leadership	2019	2020	2021	2022
a. Pastoral Development Programs	3	3	5	5
b. Lay training Programs	2	3	4	5
c. Pastoral Evaluations	5	5	5	5
2. Growing in Mission				
a. No. of evangelistic events	35	40	40	50
b. No. of baptisms	32	45	54	62
c. No. of church plants		1		
d. No. of Bible study lessons	150	180	220	320
3. Growing in Finance				
a. Tithe increase by %	5	5	7	7
b. Conference Advance by %	6	6	7	7





Multi-Ethnic Ministries

Leader: Bledi Leno

Responsibility: Multi-Ethnic Ministry

Mission: Multi Ethnic Ministries Department exists to extend God's kingdom among New Yorkers of all ethnic and cultural backgrounds, helping them to live in loving relationship with God and one another.

Our Strategy:

1. Growing in Leadership

We will provide support to empower and equip our leaders.

- Build strong pastoral community.
- Create a culture of community among pastors.
- Organize yearly pastors' retreat.
- Hold monthly area pastors meetings.
- Hold quarterly pastors meeting.
- Create social media platform to improve communication.

2. Growing in Mission

We will communicate the gospel through effective ministries designed for local communities.

- Identify felt and specific needs of the community.
- Set up community hangout spots and centers of influence.

- Collaborate with dynamic churches and community groups.
- Join community boards, groups, and ministerial associations.
- Identify and deploy church members' gifts.
- Reach our communities through planting new churches.
- Create metrics to identify success.

3. Growing in Stewardship

We will promote and facilitate discipleship among our churches.

- Invest in people, not just programs.
- Reframe leadership around multiplication.
- Create step-by-step process for discipleship (Allies in Mission).
- Churches and members implement this process.
- Create a coaching and mentoring plan.

Solidify confidence in church members through transparency and accountability.

Determining Where We Want to Go:

Projected Goals and Objectives

1. Growing in Leadership	2019	2020	2021	2022
a. Pastoral Development Programs	4	4	4	4
b. Lay training Programs	2	2	4	4
c. Pastoral Evaluations	1	1	1	1
2. Growing in Mission				
a. No. of evangelistic events				
b. No. of baptisms	150	170	200	210
c. No. of church plants	5	6	6	6
d. No. of Bible study lessons	3000	3500	3700	4000
3. Growing in Finance				
b. Tithe increase by %	10%	12%	15%	17%
c. Conference Advance by %	10%	12%	15%	17%



Strategic Visioning



GREATER NEW YORK CONFERENCE
of Seventh-day Adventists