

GREATER NEW YORK CONFERENCE

# Strategic Plan

EXECUTIVE SUMMARY 2014 - 2018



GREATER NEW YORK CONFERENCE  
of Seventh-day Adventists

[WWW.GNYC.ORG](http://WWW.GNYC.ORG)



SEVENTH-DAY ADVENTIST CHURCH

TOUCH THE WORLD WITH HOPE AND WHOLENESS

# INTRODUCTION

## Mission Statement & Core Values

### MISSION STATEMENT

#### Reach New York and touch the World with Hope and Wholeness

To help churches, schools, and members within the Greater New York Conference reach their communities with the distinctive, Christ-centered Seventh-day Adventist message of Hope and Wholeness.

#### Mission Statement Tagline

REACH New York, touch the world with hope and wholeness.

#### Mission Statement in Full

We exist for the purpose of reaching the Greater New York Conference territory with the distinctive, Christ-centered, Seventh-day Adventist message of hope and wholeness. Key components of our statement of mission include the following:

**REACH** Christ's method of discipling is our model for reaching people. "The Savior mingled with men as one who desired their good. He showed His sympathy for them, ministered to their needs, and won their confidence. Then He bade them, "Follow Me." Ministry of Healing p. 143

**HOPE** Our Church has been charged to reach the world with a distinctive message. It is a message illustrated by Sanctuary truths, modeled in the life of Christ, communicated by the prophets throughout the ages, and succinctly expressed in the Three Angel's Messages of Revelation 14:6-12. This special, Christ-centered message, points prophetically to His second coming - a concept that is etched in our very name, Seventh-day Adventists!

**WHOLENESS** Our distinctive, Christ-centered message not only points toward the future - it adds "more abundant life" to the present! Hundreds of scientific studies have confirmed the benefits of our Adventist message of health of body, mind, and spirit. Sabbath rest nourishes the soul. Our ideas of education and social responsibilities involve the harmonious development of the whole person-physical, mental, spiritual, social-extending from life on this earth to eternity.

### CORE VALUES

#### R.E.A.C.H

- Revival & transformation: Connecting with God through public and personal worship
- Education for discipleship: Every youth and adult learning, growing, and becoming more like Christ
- Alignment within the Church: Connecting effectively within our diverse church family
- Community outreach & evangelism: Connecting with our communities--sharing hope and wholeness
- Healthy leadership & management: God's stewards insisting on personal and church-wide excellence



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# AT-A-GLANCE

## Strategic Imperatives & Organizational Goals

### 1 REACH GREATER NEW YORK STRATEGIC IMPERATIVES

#### ORGANIZATION GOALS

- 1 We will reach every major ethnic group within the Greater New York Conference territory with the distinctive, Christ-centered Seventh-day Adventist message of Hope.
  - 1.1 Identify major under-represented groups to be evangelized.
  - 1.2 Adapt technology in fulfilling mission.
  - 1.3 Plant 50 new churches by 2020.
- 2 We will reach every congregation within the Greater New York Conference territory with the opportunity to become a mission driven church of excellence.
  - 2.1 We will identify two churches per ethnic group as pilot churches for the implementation of REACH strategies in becoming a mission-driven church of excellence.
  - 2.2 Establish six Permanent Institute of Missional Training extension schools in our conference territory. (To include NYC boroughs and upstate)
  - 2.3 Establish a culture of discipleship and small groups with 5 selected pilot churches in English Ministries
  - 2.4 We will REACH 2500 new members in the Hispanic Ministry.
  - 2.5 Establish a reclaiming strategy for the youth who left the church within the Greater New York Conference territory in the past 10 years.
  - 2.6 Establish the "New York Mission Center" at the Queens Adventist Community Services Building to provide training and certification to church members, pastors and short-term missionaries.
  - 2.7 Add an average of 5% annually to the total conference membership

### 2 EDUCATION & YOUTH STRATEGIC IMPERATIVES

#### ORGANIZATION GOALS

- 3 We will make our schools and churches compelling places of engagement where younger generations love to learn, grow, and serve.
  - 3.1 Equip our schools with the resources needed to provide a sought-after quality Adventist Christian Education.
  - 3.2 Establishment of an Endowment Fund for Scholarships
- 4 We will create a church environment in which our youth and young adults are embraced and empowered as partners in leadership and service with measurable results.
  - 4.1 Develop at least two Adventist Collegiate Fellowship service centers
  - 4.2 Strengthen GNYC programs for high school youth
  - 4.3 Build a youth Pavilion at Camp Berkshire

### 3 HEALTH, HOPE AND WHOLENESS STRATEGIC IMPERATIVES

#### ORGANIZATION GOALS

- 5 We will develop facilities and services that significantly nurture the body, mind and spirit of those within the Church and the wider community.
  - 5.1 Establish Hope and Wholeness Centers (Centers of Influence) at strategic places around the city beginning in Manhattan and Queens
  - 5.2 Establish operation of Wellness center at Camp Berkshire
  - 5.3 Establish Community Health Center/Urgent Care in Brooklyn New York.
  - 5.4 Establish a "Safe Havens" home for abused women.

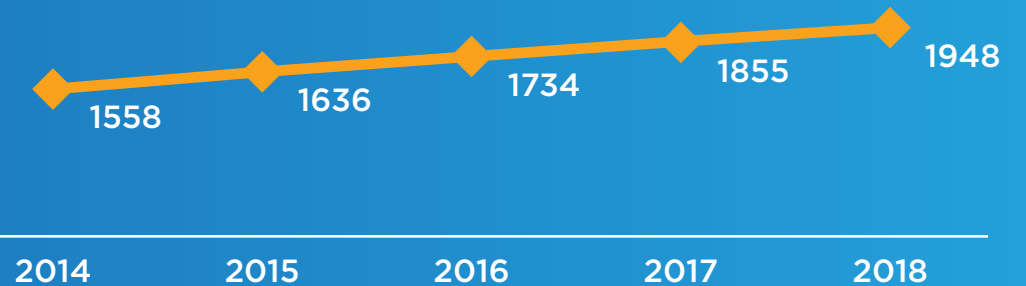
### 4 FINANCE AND STEWARDSHIP STRATEGIC IMPERATIVES

#### ORGANIZATION GOALS

- 6 We will improve the financial health of our constituency in order to better fund and support mission.
  - 6.1 Establish Financial stability and build our working capital to meet denominational standards.
  - 6.2 Improve the financial health of our constituency through stewardship education and financial management.
  - 6.3 Increase the membership and tithing of the English Ministries churches by 10% over the quadrennial.
  - 6.4 Launch a Conference-wide multi-million dollar Capital Campaign

## Greater New York Conference - Secretariat Department STRATEGIC PLAN BAPTISM PROJECTIONS 2014 - 2018

### Baptism Projection



The total new members projection by the end of this Quadrennial will be 8731 members.

# THE COMMITTEE

## Strategic Planning Members

*As voted by the Greater New York Conference Executive Committee.*



**DR. G. EARL KNIGHT**  
President  
*Chairman of Strategic Planning Committee*



**DR. PAUL BRANTLEY**  
NAD General Vice President  
Office of Strategic Planning & Assessment  
*Strategic Planning Committee Coach*



**ROHANN D. WELLINGTON**  
Assistant to the President for Strategic  
Planning & Communication Director  
*Secretary of Strategic Planning Committee*

Ebenezer Agboka\*  
Reginald Barthelemy\*  
Henry Beras\*  
Luis Biazotto\*  
Steve D. Cassimy\*  
Andrii Dyman  
Paul Fitts  
Angelia Francis-Brown\*  
Milagros Gonzalez  
Michael Guerrero\*  
Nereida (Nelly) Harris\*

Barbara Hyde\*  
Jin Taek Kim\*  
G. Earl Knight\*  
Ja Ik Koo  
Bianel Lara\*  
Bledi Leno\*  
Kevin Lilly  
Lillian Mitchell  
Claude Morgan\*  
Trevor Patton  
Andres Peralta\*

Yves-Carlo Phaeton\*  
Marlene Romeo\*  
Manuel Rosario\*  
Lloyd Scharffenberg\*  
Alanzo Smith\*  
David Sosa\*  
Kenneth Stout  
Ventryce Thomas  
Rohann Wellington\*.

*\*Greater New York Conference Department Director*

## Executives

### **Dr. G. Earl Knight,** *President*

I am pleased to share this Strategic Plan with you. This is the unified work of conference administrators and our departmental directors. It will serve as a road map for the future plans and development of the Conference. This plan sets out the top four strategic imperatives that we are committed to accomplish over the next four to five years. With the help of God, the cooperation of our leadership team and the prayers and support of our constituency, I am certain that with a determined effort we will accomplish our goals.



### **Pastor Henry Beras,** *Executive Secretary*

The Office of the Secretary intentionally focuses on keeping record of church membership and empowers them to grow and become healthy disciples for God's honor and glory. This strategic plan reveals how we will collaborate to accomplish this.

### **Elder Ebenezer Agboka,** *Treasurer*

The Treasury department focuses on transparency and accountability of the Lord's financial resources. The goal is to encourage stewardship and faithfulness in order to provide the necessary funding to fulfil the strategic mission within the Greater New York Conference territory.



# PLAN DETAILS

## Strategic Imperatives & Organizational Goals



### 1 REACH GREATER NEW YORK STRATEGIC IMPERATIVES ORGANIZATION GOALS

**1 We will reach every major ethnic group within the Greater New York Conference territory with the distinctive, Christ-centered Seventh-day Adventist message of Hope.**

- > 1.1 Identify major under-represented groups to be evangelized. (Office of the President)

#### Department Goals

- 1.1.1 Ethnic Ministries collaborate (English & Multi-Ethnic) to form a Millennial church. (English Ministries)
- 1.1.2 Provide annual training for ministers in Evangelism and personal growth, with a desire for more success in family and soul winning. (Family/Mens/Ministerial Ministries)

- 1.1.3 Host annual family life series especially geared to building stronger families and to help win non-Christian spouses and children. (Family/Mens/Ministerial Ministries)
- 1.1.4 Create a Men's Ministry Fraternity in at least 15 churches by 2020 with a desire to improve the family, men's convention and evangelism. (Family/Mens/Ministerial Ministries)
- 1.1.5 Realize 1.8 million dollars in gross sales annually as we reach New Yorkers through our publishing ministry and literature. (Publishing)
- 1.1.6 100 persons reached by 100 colporteurs with the Gospel of Jesus Christ in addition to 20 Campaigns lead by colporteurs annually (Publishing)

- > 1.2 Adapt technology in fulfilling mission. (Strategic Planning Office)

#### Department Goals

- 1.2.1 Implementation of On Strategy Technology is the development and execution of the strategic planning for the Greater New York Conference (Strategic Planning Office)

- 1.2.2 Provide training in the adaptation of technology for ministry delivery for Pastors (Communication)
- 1.2.3 Host annual Minister's Technology Conference (Strategic Planning Office)
- > 1.3 Plant 50 new churches by 2020. (Sabbath School/Personal Ministries)

#### Department Goals

- 1.3.1 Plant 10 new churches annually (Sabbath School/Personal Ministries)
- 1.3.2 Initiate at least four new churches annually (Multi-Ethnic Ministries)
- 1.3.3 Plant 25 new Hispanic churches within the Greater New York Conference territory (Hispanic Ministries)
- 1.3.4 Plant five new churches with two being in the Westchester and Staten Island territory (English Ministries)
- 1.3.5 Establish four new French churches in new territories such as the Bronx and Staten Island. (Franco-Haitian Ministries)
- 1.3.6 Plant a total of seven new churches. (3 in 2015) (Publishing)

### 2 We will reach every congregation within the Greater New York Conference territory with the opportunity to become a mission-driven church of excellence

- > 2.1 We will identify two churches per ethnic group as pilot churches for the implementation of REACH strategies in becoming a mission-driven church of excellence. (Office of the President)
- > 2.2 Establish six Permanent Institute of Missional Training extension schools in our conference territory. (To include NYC boroughs and upstate) (Sabbath School/Personal Ministries)
- > 2.3 Establish a culture of discipleship and small groups with 5 selected pilot churches in English Ministries (English Ministries)

- > 2.4 We will REACH 2500 new members in the Hispanic Ministry. (Hispanic Ministries)
- > 2.5 Establish a reclaiming strategy for the youth who left the church within the Greater New York Conference territory in the past 10 years. (Adventist Youth Ministry)

#### Department Goals

- 2.5.1 Conduct an assessment to find out how many of our youth have left the church and are still within the Greater New York Conference territory. (Adventist Youth Ministry)
- > 2.6 Establish the "New York Mission Center" at the Queens Adventist Community Services Building to provide training and certification to church members, pastors and short-term missionaries. (Community Services & Health)
- > 2.7 Add an average of 5% annually to the total conference membership (Secretariat)

### 2 EDUCATION AND YOUTH STRATEGIC IMPERATIVES ORGANIZATION GOALS

**3 We will make our schools and churches compelling places of engagement where younger generations love to learn, grow, and serve.**

- > 3.1 Equip our schools with the resources needed to provide a sought-after quality Adventist Christian Education. (Education)

#### Department Goals

- 3.1.1 Increase the number of conference paid Teachers by 40% by 2018. (Education)
- > 3.2 Establishment of an Endowment Fund for Scholarships (Education)

### Department Goals

- 3.2.1 Raise a minimum of \$250,000 towards the Endowment Fund for Scholarships (Education)

#### 4 We will create a church environment in which our youth and young adults are embraced and empowered as partners in leadership and service with measurable results.

- > 4.1 Develop at least two Adventist Collegiate Fellowship service centers (Adventist Youth Ministry)
- > 4.2 Strengthen GNYC programs for high school youth (Education)

### Department Goals

- 4.2.1 Educate and empower at least 200 youth and young adults and help them to develop into youth disciples and spiritual mentors (Adventist Youth Ministry)
- 4.2.2 Establish on-going professional development program focusing on classroom inclusiveness to more effectively meet the special needs of students. (K-12) (Education)
- 4.2.3 Create an effective advertising campaign that will promote and enhance Seventh-day Adventist Christian Education to reach students/parents in our churches and communities. (Education)

- > 4.3 Build a youth Pavilion at Camp Berkshire (Adventist Youth Ministry)

### 3 HEALTH, HOPE AND WHOLENESS STRATEGIC IMPERATIVES

#### ORGANIZATION GOALS

##### 5 We will develop facilities and services that significantly nurture the body, mind and spirit of those within the Church and the wider community.

- > 5.1 Establish Hope and Wholeness Centers (Centers of Influence) at strategic places around the city beginning in Manhattan and Queens (Community Services & Health)

### Department Goals

- 5.1.1 Revitalize the “ACS Van Ministry” by the fall of 2015. (Community Services & Health)
- 5.1.2 Establish a Juice Bar/Cafe in partnership with Life Hope Center to offer in addition music classes, Bible study and afterschool programs. - LIFE HOPE CENTER (Multi-Ethnic Ministries)
- 5.1.3 Establish a center of influence at the ACS building in Queens to provide services addressing health and family needs as well as Bible teaching. (Community Services & Health)

- > 5.2 Establish operation of Wellness center at Camp Berkshire (Community Services & Health)

- > 5.3 Establish Community Health Center/Urgent Care in Brooklyn New York. (Community Services & Health)

- > 5.4 Establish a “Safe Havens” home for abused women. (Women’s Ministries)

### 4 FINANCE & STEWARDSHIP STRATEGIC IMPERATIVES

#### ORGANIZATION GOALS

##### 6 We will improve the financial health of our constituency in order to better fund and support mission.

- > 6.1 Establish Financial stability and build our working capital to meet denominational standards. (Treasury)

### Department Goals

- 6.1.1 Actualize a tithe increase of 5% annually. (Stewardship)
- 6.1.2 Increase the number of elected Risk Managers in every church and on the local church board by 50%. (Corporation)
- 6.1.3 Develop property Management book and seminars (purchase, sale, upkeep and risk management, development etc.) (Corporation)

- > 6.2 Improve the financial health of our constituency through stewardship education and financial management. (Stewardship)

### Department Goals

- 6.2.1 Host “annual” Regional Symposium on Philanthropy (Planned Giving & Development)
- 6.2.2 Rebuild strong emphasis on planned gifts such as annuities and wills through quarterly symposiums. (Planned Giving & Development)

- 6.2.3 Increase awareness among workers about retirement and policy matters that will significantly impact their retirement. (Secretariat)

- > 6.3 Increase the membership and tithing of the English Ministries churches by 10% over the quadrennial. (English Ministries)

- > 6.4 Launch a Conference-wide multi-million dollar Capital Campaign (Planned Giving & Development)

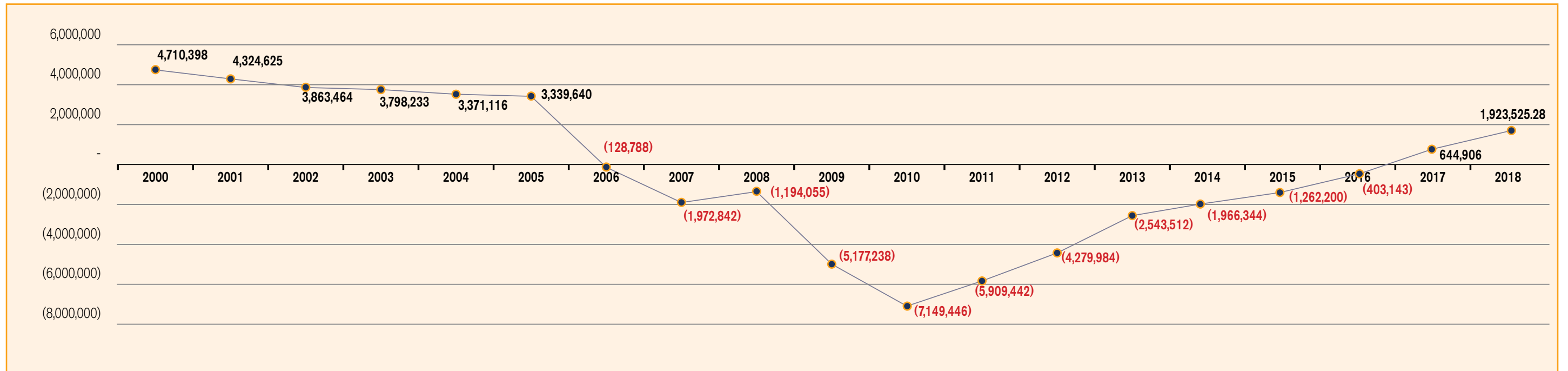


Dr. Paul Brantley, coaching the Strategic Committee meeting

Greater New York Conference of Seventh-day Adventists  
**CHANGE IN NET ASSETS PROJECTION**  
**2012 - 2018**

	2001 - 2010	2011 - 2014	2015 - 2018
Accumulated Surplus or (Deficit)	(\$11,859,844)	\$5,183,102	\$3,889,870

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Beginning Net Assets	4,123,359	4,710,398	4,324,625	3,863,464	3,798,233	3,371,116	3,339,640	(128,788)	(1,972,842)	(1,194,055)	(5,177,238)	(7,149,446)	(5,909,442)	(4,279,984)	(2,543,512)	(1,966,344)	(1,262,200)	(403,143)	644,905.59
Increase (Decrease)	587,039	(385,773)	(461,161)	(65,231)	(427,117)	(31,476)	(3,468,428)	(1,844,054)	778,787	(3,983,183)	(1,972,208)	1,240,004	1,629,458	1,736,472	577,168	704,145	859,056	1,048,049	1,278,619.69
<b>End of Year - Net Assets</b>	<b>4,710,398</b>	<b>4,324,625</b>	<b>3,863,464</b>	<b>3,798,233</b>	<b>3,371,116</b>	<b>3,339,640</b>	<b>(128,788)</b>	<b>(1,972,842)</b>	<b>(1,194,055)</b>	<b>(5,177,238)</b>	<b>(7,149,446)</b>	<b>(5,909,442)</b>	<b>(4,279,984)</b>	<b>(2,543,512)</b>	<b>(1,966,344)</b>	<b>(1,262,200)</b>	<b>(403,143)</b>	<b>644,906</b>	<b>1,923,525.28</b>



This graphic shows the balance of net assets at the end of each year beginning in 2000. The Greater New York Conference comes out of a deep deficit in this index since 2010. During the period of 2010-2014 we recovered \$5,183,102; and at the end of 2014 there was a cumulative deficit of \$1,966,344. We have made a projection from 2015 to 2018 to recover the cumulative deficit and to reach a surplus of \$1,923,525 at the end of this period.

\*At the time of the publication of this report, auditing for 2014 was in progress.



# APPENDIX A

## Strategic Planning Terms

*Strategic Planning Term*   *Definition*

Core Values/Guiding Principles   How people want to behave with each other in the organization. Value statements describe actions that are the living enactment of the fundamental values held by most individuals within the organization. What are our guiding principles, as a group, to adhere to no matter what?

*Strategic Planning Term*   *Definition*

Core Purpose/Mission Statement   The organization's core purpose. Why do we exist?

Vision Statement (5+ years)   Where you are headed – your future state – your Big, Hairy, Audacious Goal. Where are we going?

Organization-Wide Strategies   Your strategies are the general methods you intend to use to reach your vision. A strategy is like an umbrella. It is a general statement(s) that guides and covers a set of activities. You can develop strategies for your whole organization, a department, a specific set of activities, or a guiding statement for a year. No matter what the level, a strategy answers the question “how.”

Long-Term Strategic Imperatives (3+ years)   Long-term, broad, continuous statements that address all areas of your organization. If you have a five-year vision, these would be three- to four-year intermediate guideposts on the way there. What must we focus on to achieve our vision?

Key Performance Indicators (KPIs)   Metric and non-metric measurements essential to the completion of an organization's goals. Each organization narrows the possible list down to a manageable group of KPIs that make the most difference to performance.





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SEVENTH-DAY  
ADVENTIST CHURCH 