

SAINT LUCIA MISSION
OF
SEVENTH DAY ADVENTIST

Going with God – Soaring to New Heights

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i. Executive summary

This document presents the strategic plan for the Saint Lucia Mission of Seventh-day Adventists, a church organization that aims to fulfil the gospel commission, actively and effectively preparing St. Lucia for the second coming of Jesus Christ. The strategic plan covers the period from 2024 to 2028 and outlines the situation analysis, strategic goals and priorities, action plans strategic objectives with key performance indicators, and a monitoring and evaluation framework. This strategic plan is based on the vision, mission, values, and principles of the organization with its existential values founded on scripture and accompanied by statements highlighting moral and ethical conduct. These stated values reflect the standard of moral conduct expected of members of the organization at all levels.

This strategic plan is intended to serve as a roadmap, to guide the development and implementation of programs, activities, and the disbursement of resources that will enable the organization to achieve its vision and mission. If followed by decision-makers as a corporate unit, it will minimize the occurrence of divided opinions and disjointed efforts and will assist in channelling collectively towards common objectives.

Planning is critical to success. When there is no clear plan, leaders, influencers and even the average member of an organization will sooner or later improvise their own plan. In such a case the result will often be disunity, a jostle to sway allegiance to one's side and to mobilize support for one's own agenda. On the contrary, this can be avoided with a well-articulated plan in which everyone can rally around and contribute their expertise, talents, resources, and support towards its realization. Much of the information which appears in this document was gathered from responses to a stakeholder survey conducted precisely for this purpose. The approach produced the added benefit of nurturing an atmosphere of cooperation and buy-in so that members feel an integral part of the process.

The analysis of the information gathered indicates that there is a concerning trend of membership decline affecting mainly the youth population. This will continue to radically affect the organization's growth if this matter does not receive the needed attention. It will continue to impact the transfer of leadership issues for the ageing population. Some of the recommendations are specifically geared toward addressing these critical issues.

From analyzing the salient issue emerging from the survey, it appears that the church will be challenged to maintain its relevance amid sweeping global changes which it cannot ignore. The redefinition of family and standards of morality, legislative support for the LGBTQ, indifference towards religion and economic hardship brought about by rising prices and food shortages. These issues may challenge the church's values, mission, identity, and relevance. However, despite this, the church continues to nurture the faith of members in pressing forward with the vision: "actively preparing Saint Lucia for the second coming of Christ".

Because of the nature of the organization, it will be necessary to repeat some of the actions; some annually and others bi-annually to keep up the momentum and to ensure that every area/district is targeted so that

no one will feel left out. Notwithstanding, efforts must be made to pause, celebrate and give recognition to those who make notable efforts in the achievement of particular objectives.

Introduction:

Any organization which is serious about its future will develop and work with a Strategic Plan. It is one of the tried and tested ways of ensuring that everyone in the organization is heading in the same direction. A strategic plan sets a roadmap which gives purpose and direction to every sector, person, event, and program within the organization and points to a specific vision. Of course, without a strategic plan work can be done, and people can carry on with their daily affairs; but where is all this leading? What is the driving motivation for all this activity? Such a disjointed and unguided set of actions and activities may produce a measure of success; however, it cannot be measured against any set target or justified to be directed to any consented goals or objectives of the organization. To avoid this misdirected use of energy and resources, organizations develop strategic plans to ensure that work is directed towards predetermined outcomes.

This strategic plan is an expression of the commitment of the administration of the Saint Lucia Mission of Seventh-day Adventists, to get everyone in the organization to embrace the future vision and get involved in directing their energies towards the achievement of set goals. It takes an analytical approach to assessing where the organization is at the time of developing the plan and determining where its stakeholders would wish to see it in the long term. Having captured a perception of the anticipated future state, leaders can then develop strategies and create plans, programs and activities to take the organization to this desired future state. This sets the framework to align the exertion of energies, the execution of plans and programs, and the expenditure of resources towards predetermined outcomes which are purpose-driven.

This strategic plan emerges from the projected Vision of the Saint Lucia Mission: *A church equipped to fulfil the gospel commission, actively and effectively preparing St. Lucia for the second coming of Jesus Christ.*

It is a riveting motivation, which intends to awaken the church to the urgency of the times and evoke a sense of personal responsibility for each member at every level of the church to be constantly engaged in active ministry, in preparing the nation for the imminent return of Jesus as King of Kings.

This present era and time is characterized by an overwhelming state of confusion and chaos. At present, Saint Lucia and perhaps even the world, is facing crippling economic challenges, massive job losses, food shortages, rising prices of goods and services, spiralling crime, unpredictable and record-breaking variations in weather patterns, and the dangling threat of a third world war, with devastating consequences. Yet, amidst all this, there appears to be evidence of widespread carelessness and moral indifference, even as these occurrences overtly indicate the unfolding of end-time conditions long ago predicted. Against such a backdrop, one can appreciate the accuracy and congruency of the stated vision for such a time; calling the church to awaken and embrace the essence of its calling: and the need to have every willing member be actively involved in preparing Saint Lucia, in every way, and through every possible and available avenue, for the soon return of Jesus.

This strategic plan intends to assist the Saint Lucia Mission in pursuing and attaining this vision. It will serve as a roadmap to guide the development of programs, identify gaps and inefficiencies in its operations where corrective actions are needed, make improvements to existing programs, streamline entities for greater viability and survivability, improve capacity through targeted training programs, galvanize support from stakeholders and rally every member to invest their resources and talents towards the realization of this Vision.

It is hoped that as the implementation unfolds, the church will realize a greater thrust and eagerness among members to experience spiritual growth, Go with God and be inspired to invest their time, talent and influence to take the work of sharing the gospel to new heights.

Organizational Profile

The Saint Lucia Mission of Seventh-day Adventists is a religious organization which uses various social and interactive approaches to influence spiritual growth among members of the population. It is the formal structure which represents the work of the Seventh-day Adventist Church in Saint Lucia and spearheads the general oversight of evangelistic work on the island. Being a "Mission" means that it is responsible for the administrative and coordination aspects of the work. This involves the management of the clergy assignment to churches, the demarcation of church districts, oversight of the general operations of schools, salary and wages of all workers and other related functions and managing the construction and esthetical appearance of the various church buildings and other church property through the Island Development Council which it has established for such a purpose.

The Seventh-day Adventist Church seeks to incorporate education, health, social and humanitarian services as part of its integrated approach to ministry. The executive officers of the Saint Lucia Mission of Seventh-day Adventists are **the President, the Executive Secretary, and the Treasurer/Chief Financial Officer**. Along with other elected members, they constitute the Executive Committee which is convened to formulate the collective and collaborative decision-making body of the organization.

The team of pastoral staff answers directly to the President. However, there are a few elected positions selected from among the pastors and laity to administer certain aspects of the work and these serve for four years. There are also supporting officers who perform various clerical, reception, and accounting functions. See details in the chart below.

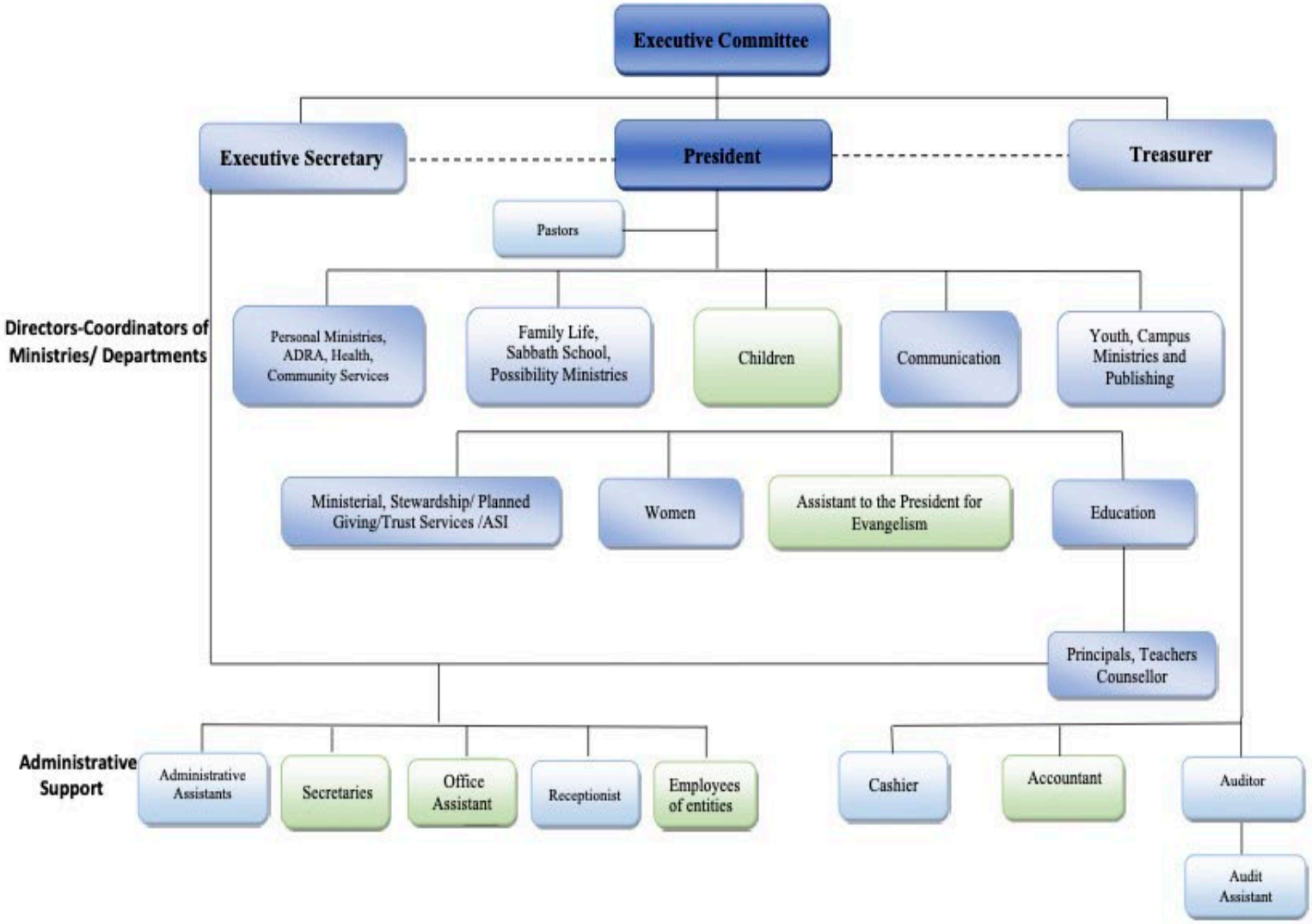
The institution is now in its 24th year since it became officially established in 1999. Although the administrative staff were appointed in November 1998, the inaugural session took place on January 25th, 1999, to mark the official commencement of the Saint Lucia Mission as an entity of the General Conference. This means that it should now be demonstrating a level of institutional maturity and has gained a firm grasp of the nature of the work of ministry in St. Lucia. With such experience and knowledge, it is well placed to make some well-informed assumptions about how best to approach the work of advancing the gospel, given the nature of the local environment in which it operates, and how to navigate through the systems, cultures, and customs to achieve desired outcomes.

At the time of the preparation of this document, the organization consisted of fifty (50) congregations distributed into fourteen (14) districts which appear below; fourteen (14) appointed pastors plus one Intern, seven (7) departmental directors; two coordinators, the administrative staff consisting of the President, the Treasurer, and the Executive Secretary and their support staff; one Secondary school with its Principal, Vice Principal and teaching staff, three Primary Schools with their principals and teaching staff, and one Radio station with support staff and volunteers.

It is a semi-autonomous entity of the Caribbean Union Conference of Seventh-day Adventists with the headquarters in Trinidad. The Caribbean Union Conference itself is a component of the structure of the Inter-American Division – an international subdivision of the General Conference of Seventh-day Adventists which is the parent body.

The latest membership figures on record at the time of preparing this document stood at fifteen thousand seven hundred and twenty-one (15,721) souls. These are distributed across 50 congregations, grouped into fourteen (14) geographical districts. The greatest concentration of members is in the North of the island, ranging from L'Abayee to Gros Islet.

Figure 1: **Saint Lucia Mission of Seventh-day Adventist Organisational Chart**



Vision Statement:

A church equipped to fulfil the gospel commission, actively and effectively preparing St. Lucia for the second coming of Jesus Christ.

Everything the organization does must be motivated by its vision. This should be central to the performance of all major programs and the expenditure of resources over the next five years. Leadership must focus intently on the future and drive the organization forward propelled by a desire to fulfil this vision. This will test the organization's commitment to the strategic plan. (place this section somewhere else)

Mission Statement:

Empowered by the Holy Spirit, the Saint Lucia Mission of Seventh-day Adventists will communicate the gospel of Jesus Christ to all persons within its environs, leading them into a loving, personal, and caring relationship with Him. Our ministry, characterized by love, patience, understanding, and spiritual zeal will go the extra mile in meeting the holistic needs of those we serve.

Statement of Core Values:

The ontological values which constitute the existential foundation of this organization are gleaned from doctrines and principles enshrined in the holy scriptures and they form the core beliefs of the church. "Seventh-day Adventists accept the Bible as their only creed and hold certain fundamental beliefs to be the teaching of the Holy Scriptures. These beliefs… constitute the church's understanding and expression of the teaching of Scripture…" (https://www.adventist.org/beliefs/)

The Seventh-day Adventist Church holds **28 Fundamental Beliefs**. These can be organized into six categories of doctrine: God, man, salvation, the church, daily Christian life, and last-day events (restoration).

1. God:
    1. Holy Scriptures
    2. Trinity
    3. Father
    4. Son
    5. Holy Spirit
2. Man:
    6. Creation

7. Nature of humanity

8. The Great Controversy

3. Salvation:

9. The Life, Death and Resurrection of Christ

10. The Experience of Salvation

4. Church:

11. Growing in Christ

12. The Church

13. The Remnant and its Mission

14. Unity in the Body of Christ

15. Baptism

16.The Lord's Supper

17.Spiritual Gifts and Ministries

18. The Gift of Prophecy

5. Daily Christian Living:

19. The Law of God

20. The Sabbath

21. Stewardship

22.Christian Behaviour

23. Marriage and the Family

6. Last day events and restoration:

24. Christ's ministry in the Heavenly Sanctuary

25. The Second Coming of Christ

26.Death and Resurrection

27. The Millennium and the End of Sin

28. The New Earth

At their very foundation is the fact that the scriptures are the infallible word of God as they were written by Holy men of God who were moved by the inspiration of the Holy Spirit.

Notwithstanding, there are other moral and ethical values enunciated during stakeholder sessions which capture what the organization endorses as desirable aspirations. They have been grouped into four major categories and include the following: …

PERFORMANCE	:	**Excellence, passion, creativity, growth mindset.**
ETHICS	:	**Respect, integrity, accountability, discipline.**
ALTRUISM	:	**Christocentric, loyal, generous, charitable.**
COLLABORATION	:	**Teamwork, commitment, reliability.**

Theme:

Going with God: Soaring to New Heights

This theme expresses anticipation of a radical and exponential shift in the fortunes of the Saint Lucia Mission of Seventh-day Adventists – "soaring to new heights" – forging new paths and pursuing new boundaries beyond the familiar over the next quinquennium, but this is all conditional upon total and continuous submission to God's leadership captured in the phrase "going with God".



Sharing the gospel

Methodology:

This consultant was engaged by Saint Lucia Mission of Seventh-day Adventists (SLU) to assist in the completion of its five-year Strategic Development plan. In the initial engagement, it was made clear that although the Administration of the Mission had a duty to lead this process, however, to ensure its successful implementation it needed to capture the collective input of stakeholders to gather buy-in and collaborative support. As a consequence, stakeholder engagement meetings were scheduled.

The attendees at these sessions were exposed to the key issues already identified and they were allowed to bring a third-party perspective to further validate or redefine the assumptions presented. Several such meetings were held, and the input provided material to finetune the final product.

This exercise was preceded by a review of the earlier expired versions of the SLMSDA Strategic plan documents including the draft of the revised Vision and Mission statements, Key Strategic Issues, Goals and Objectives. Additionally, relevant literature supported the review. See references in Appendix.

To ensure that the input from the stakeholder sessions was properly captured, a survey instrument was developed to quiz participants and get feedback on a broad range of issues. It was to confirm what issues stakeholders perceived that the SLMSDA would have to contend with both from an internal and external perspective and what were the perceived strengths and weaknesses characterized the internal framework of the organization.

FOCUS GROUP SESSIONS

The Focus group sessions took the form of an open forum in which questions were posed to participants and they were allowed to share their feedback and opinions. A survey questionnaire was also utilized to capture collective input regarding the status of the church from the perspective of the representative groups. The groups consisted of Elders, Treasurers, Superintendents, Church Clerks and floor representatives pooled from the various churches. Input also came from the administration of the Mission, Employees at the Mission Office, departmental directors, the education department, Prayzfm staff and Pastors.

This approach ensured that input was gathered from a wide cross-section of the organization. It also demonstrated the intent to apply the philosophy of Total Member Involvement from the inception of the process, which will undoubtedly facilitate a wide scope of participation when the plans and initiatives get rolled out.

SITUATION ANALYSIS:

After several years of service to the Adventist community and general citizenry of Saint Lucia, the Saint Lucia Mission of Seventh-day Adventists (SLU) is at an opportune juncture to re-evaluate the situation of the constituencies which it serves. This strategic planning period offers an occasion to examine what has been gained over the years and to assess what opportunities lie ahead to advance its progress in the context of ministry. Such an exercise is critical too, because the Saint Lucia Mission operates in a continuously changing environment and the approaches of the past may not necessarily be as effective in the foreseeable future. Also, people's mentality, level of awareness and changing cultural norms mean that the nature of constituents and the target audience continues to change. These factors make it imperative for the Saint Lucia Mission to look at its operations in the context of these realities.

From the offset one observes a concerning trend in the membership figures. The most recent membership figures quoted as of August 2023 stood at 15,721 souls. This represents an alarming development, as the membership is obviously experiencing a negative trend. The Saint Lucia Mission of Seventh-day Adventists in 2019 reported a membership total of 16,300. That membership figure presented a notable decline of about 3.50% over five years, as in 2014, the figure reported was 23,263 members. (*Sourced from the 2015 Mission Session Report*)

The last National Census of 2010 placed the Seventh-day Adventist population on the island at 18,000, representing the number of people identified as Seventh-day Adventists during their survey.

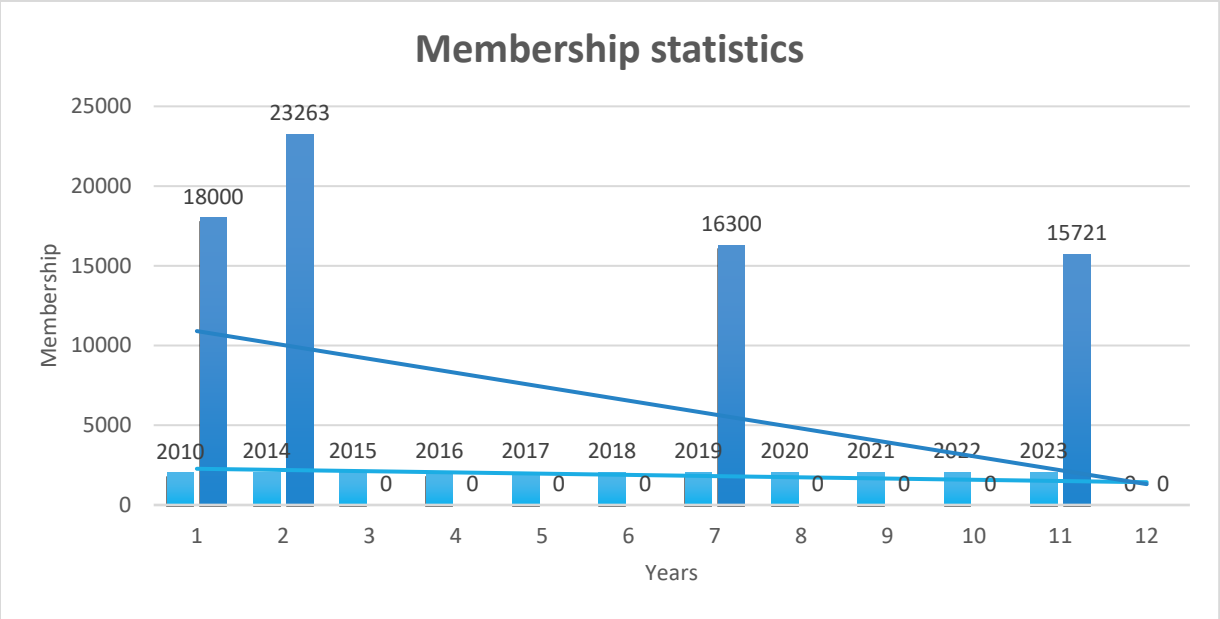


FIGURE 2: MEMBERSHIP TREND

Begin the bar graph from 2019

A cursory assessment of these figures will indicate that between 2010 and 2014 there was a 23% growth in membership. However, the Saint Lucia Mission reported a drop in its overall membership to a total of 16,300 in 2019. This signified a 30% decline from the quoted 23,263 members reported in 2014, and for 2022 it continued to slide to an alarming 32.4%

We requested from the Central Statistics Office details about the population changes in population distribution by religion, for the period 2018 – 2022 to make some comparisons to see if any other religions were affected in a similar way. However, the Statistical Assistant responded as follows: *"I am sorry to inform you that the data requested is not available for the specified period. This data was only collected during the Population and Housing Census and*

the last one was in 2010. Although Census 2022 is still being carried out, there is uncertainty as to when the data will be available for dissemination."

Notwithstanding, the figures tell tales of an alarming trend that the Saint Lucia Mission cannot ignore. Of course, we understand that we are clearly living in the end times and scripture gives ample warning that there will be a phenomenon of widespread apostasy: many will depart from the faith and the church will be shaken so violently that only believers who are firmly grounded in the faith will remain unmoved. But who can say if this is in fact the experience which has led to this notable decline in membership?

Administrators and the team of pastors need to do an analysis of the years in question to come up with supposed reasons why there has been such a shift. Were there any major events or developments during the period under observation which may have contributed to this downward trend between 2014 and 2019? This was obviously before the experience of the Covid pandemic so we could not arrive at a justifiable reason for this sharp decline.

If it desires or intends to reverse this decline and regain a positive growth trajectory, the Saint Lucia Mission must be prepared to dedicate and devote tremendous amounts of time and effort to prayer, planning and practical implementation of strategies to halt and reverse the trend. **Conservation, Reclamation and Growth** should be high on the agenda of every pastor.

However, we should be mindful that in the experience of the early church as recorded in the book of Acts, when the members were becoming complacent and indifferent, God allowed them to be dispersed to other parts so that the work could continue.

To get a deeper sense of the observations and sentiments of the membership and attempt to view the image of the Saint Lucia Mission from their vantage point, within their particular community and congregation, we dug into the survey results and captured the issues which hit on a common theme or some

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unique observation which was sufficiently noteworthy to be captured. A summary of these details appears below.

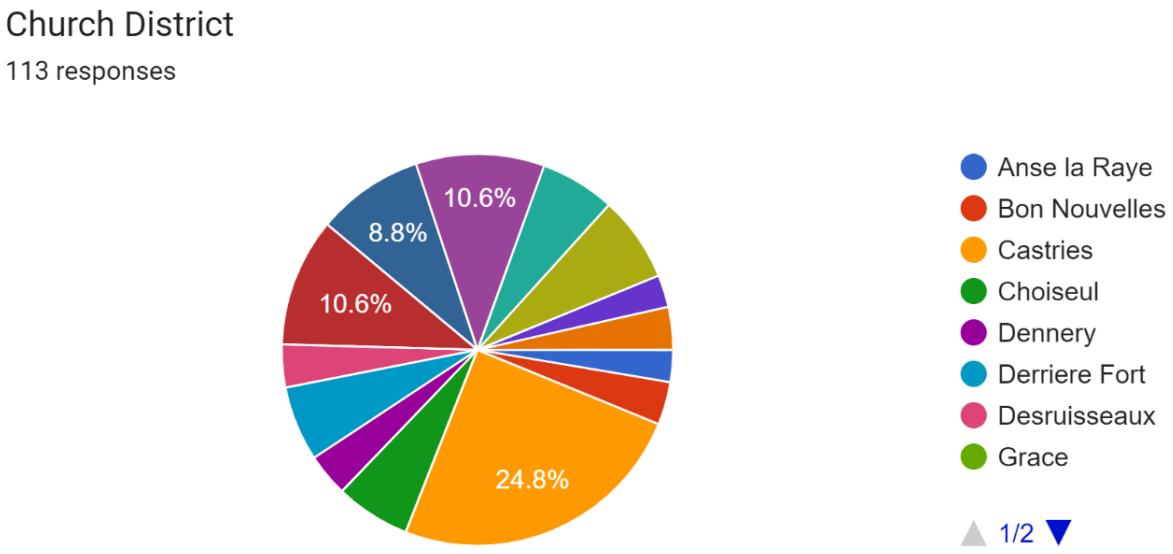
Figure 3: **DISTRIBUTION OF MEMBERSHIP BY DISTRICT:**

SOURCE: SAINT LUCIA MISSION.

NO	DISTRICT	CHURCHES	MEMBERSHIP
1	Anse La Raye	5	1**655**
2	Bon Nouvelle	3	9**30**
3	Castries	2	1**224**
4	Choiseul	3	4**55**
5	Dennery	4	1**195**
6	Derriere Fort	5	9**75**
7	Desruisseaux	4	1**253**
8	Gros Islet	4	1506
9	La Bayee'	3	1446
10	Maranatha	2	807
11	Micoud	3	1342
12	NORTHEASTERN	5	1**243**
13	SOUFRIERE	3	473
14	Vieux Fort	5	1217
	TOTAL MEMBERSHIP		**15721 SOULS**

THE DEMOGRAPHIC OF RESPONDERS BY DISTRICT:

Anse La Raye 2.7%	Derriere Fort 6.2%	Micoud 6.2%
Bon Nouvelle 3.5%	Desruisseaux 3.5%	Northeastern 7.1%
Castries 24.8%	Gros Islet 10.6%	Soufriere/Canaries 2.7%
Choiseul 6.2%	La Bayee' 8.8%	V/Fort 3.5%
Dennery 3.5%	Maranatha 10.6%	





Population distribution by gender:

The church's population by gender shows that the female population is 33% greater than the male. Responders: Female 65.8% and male 32.5%.

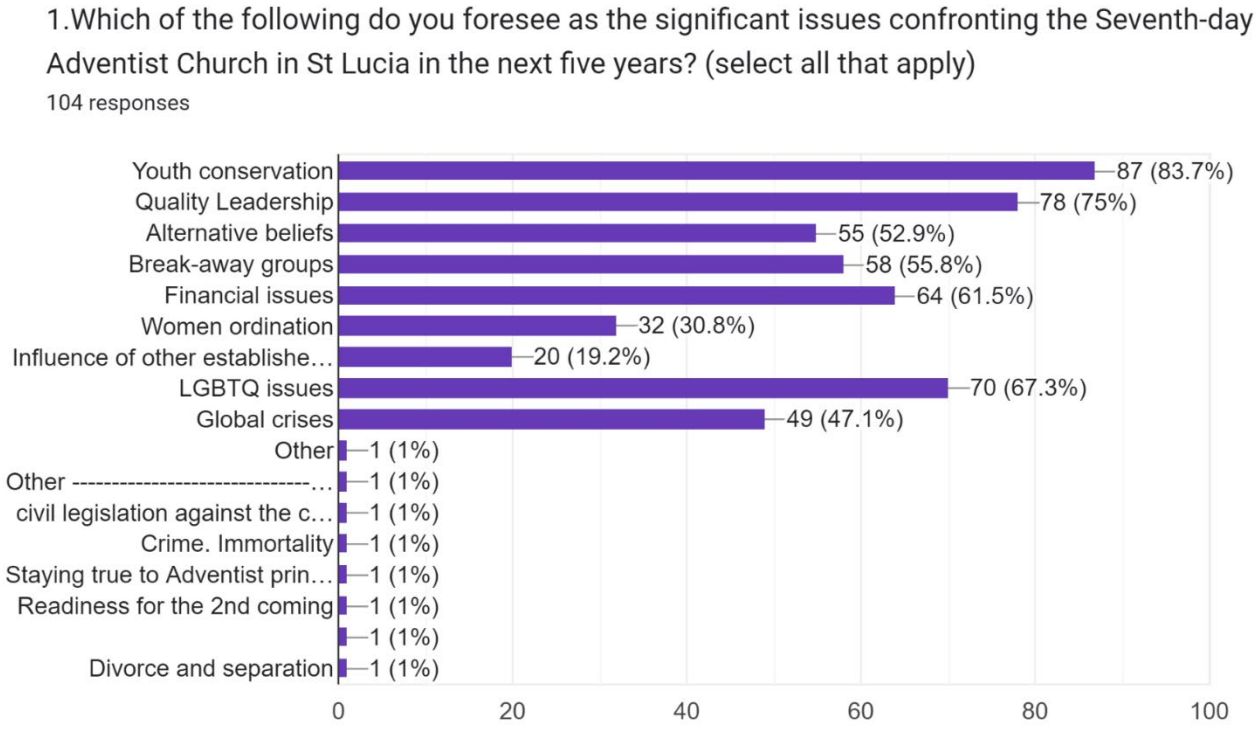
In this question, we initially included options for *non-binary*, *other* and *prefer not to say*. Including these options resulted in fiery debate during two of the focus group sessions. When the questionnaire was launched, it turned out that many people also had serious misgivings about these options being included and called to register their discontent. In the final result only one responder selected the option "prefer not to say." Even though the question included a caveat that the design of the question in no way reflected the teaching of the church, one responder stated, "That is not a question to ask, we believe in male and female."

We can therefore confirm that to a large degree, the members are prepared to uphold and defend the Biblical binary gender model.

Gender (This question is designed to capture accurate information and in no way reflects the beliefs and teachings of the SDA Church. Truth is required)

115 responses





YOUTH ARE AT RISK:

On the above chart notice that responders rank youth conservation as the most critical issue which will confront the church over the next five years. Judging from the fact that the church experienced a drastic membership loss during the period between 2014 -2019, the indications in the above chart should be instructive. This should mean that in the foreseeable future, a significant amount of effort and time must be dedicated to youth issues. This should include providing spiritual nurture and training for them; organizing

programs such as Youth Retreats, Sports exchanges, creative skills workshops, and computer-based training programs to get them involved in the work and supporting these programs with proper planning, financing, promotion, and attendance. Make use of the talent of other grounded youth in the faith using peer-to-peer mentorship programs to empower youth to minister and reach out to their peers.

Celebrate the achievements of the young people and give them recognition within the congregations, on social media and on Prayzfm to boost their esteem. Encourage them along the path of nobility, purity, and piety high above the current miasma of glamorized immorality and moral abandonment. Provide many sessions to listen to them, talk with them, identify those who may need guidance and invite them to counsel sessions, to listen to and pray with them. Demonstrate to young people that they are valued, appreciated, cared for and loved.

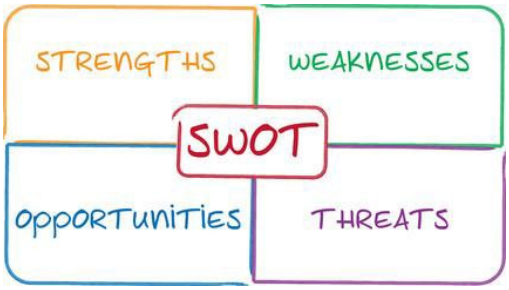
Other Issues:

In addition to the pre-listed ideas, responders also noted the following issues likely to confront the church:

- Civil legislation against the church
- Crime
- Immorality
- Fidelity to church principles
- Readiness for the second coming of Jesus
- Divorce and Separation

Results of S.W.O.T Analysis:

The lists below represent the sentiments gleaned from the stakeholder engagements and captured from the assessment survey carried out.

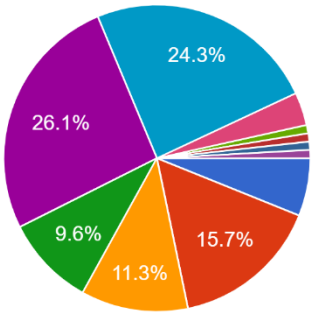


STRENGTHS:

1) A strong religious heritage. A strong and compelling church History.
2) The doctrines and teachings have a firm foundation in the scriptures.
3) Unique doctrinal teaching and culture
4) A church-based education system
5) Prophetic writings
6) A church-owned radio station.
7) congregations spread across the Island.
8) A supportive membership
9) A well-designed organizational structure and church system catering to various segments.
10) The level of education of membership is above average.
11) A community services system to support the less fortunate.
12) Youth training Uniform clubs
13) Youth Societies in each congregation as a nurturing ground for young people.
14) Formally trained pastoral staff
15) An organization with a global outreach
16) A youthful membership. Approximately 52.6% of members below the age of 45

Educational level (select highest level attained)

115 responses



- Less than High School/CXC Certificates
- High School/CXC Certificates
- Pre-college/Associate degree
- Technical/Professional training
- Bachelor's degree
- Master's degree
- Doctoral degree
- Post graduate Diploma

1/2

WEAKNESSES:

1) Insufficient visibility and public presence/ voice of Administrators and Pastors
2) Lack of Mission Administration presence in the churches especially when there are threats in the community.
3) The current method of evangelism as it concerns retaining membership is weak.
4) Members are heavily dependent on Administrators and not doing their part.
5) Lack of involvement of pastoral staff in broadcast evangelism (Prayzfm.)
6) Too many camera-shy pastors
7) Weak and unstable financial system

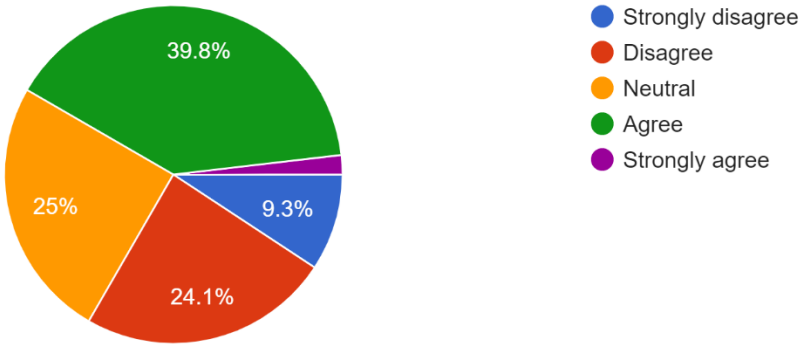
8) Disappearing volunteerism and lack of loyalty to the church.
9) No system to seek employment for desperate youth of the church.
10) Not enough activities for young people.
11) Disappearing/declining support for evangelism strategy. (Effort is needed to conserve our evangelism strategy)
12) Not enough community involvement, there is a need to do more to meet the needs of community members and be a more caring church.
13) A weak and ineffective system of nurturing and discipleship.
14) lack of or inadequate care for the less fortunate, elderly, and disabled.
15) Irreverence during church services.
16) Members lack interest in Christian Education
17) High turnover rate of teachers at our schools.
18) Stewardship focus is more financial than holistic.

Slowness in Response:

On the question of the Church's timeliness in responding to issues which provide opportunities for the church to engage in social and humanitarian needs, less than 2% of respondents strongly agree that the church's response was proactive. This observation was also highlighted during the consultation sessions.

14. The Seventh-day Adventist church in St. Lucia proactively takes advantage of opportunities to address social and humanitarian issues affecting the country/region.

108 responses



OPPORTUNITIES:

1. To be proactive in public education: The issue of decriminalization of Marijuana can potentially have a devastating effect on the productive capital of the nation (especially the youth) and the church should have a voice in that regard to serve as a “cliff barrier”.

2. Embracing the impact of Artificial Intelligence. The church must explore how to capitalize on the benefits of A.I.

3. Emphasize Biblical family values: The church is a bastion to uphold the biblical model of family structure which is now under attack. This model should be firmly and courageously

upheld in the church, the schools and on the airwaves – radio television and social media platforms to push back the LGBTQ agenda.

4. Opportunity for passing on the legacy of the values of the Adventist Church. Our Adventist history is a great strength which we are not taking advantage of.

5. Take advantage to safeguard our treasured Values.

6. Youth and Young Adult Programs: Developing youth and young adult ministries that address the unique needs and challenges of this demographic can help retain and empower the

younger generation. Programs related to career development, mentorship, and character building can be implemented to target both church and community youth.

7. Be proactive in preparing members in the event that legislation on LGBTQ is passed.

8. To reinforce the structure of uniform clubs in our churches.

9. Emphasize and encourage support for our education system. Protect our schools at all costs.

10. Explore means for creating or finding employment for our young people.

11. Health Ministries: The Adventist Church is known globally for its emphasis on health. Expanding our health services to include health clinics, health education programs, and lifestyle centres, can benefit both church members and the wider community. Offering free health check-ups, nutrition workshops, and exercise programs can address public health issues. This may also provide gainful employment for our members trained as health and medical professionals.

12. To train members on techniques to curb criminal activities in their community.

13. Disaster Preparedness and Relief: Given the vulnerability of Saint Lucia to natural disasters, the church can expand its efforts in disaster preparedness, relief, and recovery. This includes training volunteers and having resources ready for emergency response.

14. Prison Ministry: Ministering to inmates and their families can have a profound impact on individuals and society as a whole. Providing spiritual support, rehabilitation programs, and reintegration support for former inmates can reduce recidivism rates.

15. Interfaith and Community Partnerships: Collaborating with other religious groups and community organizations can amplify the church's impact. Joint initiatives addressing common concerns, such as poverty and social justice, can build bridges and promote unity.

16. Youth Camps and Retreats: Organizing camps and retreats for young people can provide a safe and nurturing environment for character development, spiritual growth, and community building. Retreats can be organized specifically to attend to community youth issues.

17. Community Literacy and Education Centres: Establishing literacy centres, and utilizing volunteer services to help adults and children improve their reading, writing and computer literacy skills can empower individuals, families, and the community as a whole.

18. International Development Projects: Partnering with international organizations and agencies to support development projects in Saint Lucia, such as clean water initiatives or agricultural programs, innovation and entrepreneurial training programs which can benefit the nation.

19. Intense Preparation: The SDA Church currently enjoys the favourable inclination of the community. Communities are generally tolerant of Adventism. The church needs to take advantage of this “open door” by systematically tackling specific communities. Pastoral staff should create think tanks and have brainstorming sessions to combine resources and create partnerships within districts to implement sowing and reaping strategies.

20. Technology offers opportunity as a great teaching aid, and a vehicle for advancing the gospel, especially to youth and young adults.

21. Since technology offers new employment opportunities, it should be explored how this can facilitate providing gainful employment for our people.

22. High-level influence: Church members hold positions of influence in all areas of society and government and can play a great role as a professional association. Efforts should be made to build a strong ASI chapter locally.

23. Social media provides an alternative means of spreading the gospel.

24. We have a local produce market (harvest is plenty). We should think of food security

25. The church enjoys religious freedom. This should be taken advantage of as it is being controlled in many countries.

26. Education: Adventist schools can play a significant role in providing quality education. Expanding educational services, including scholarships for underprivileged students, vocational training, and adult education programs, can contribute to the nation's development.

27. Community Outreach: Actively engaging with the local community through outreach programs, such as soup kitchens, disaster relief efforts, and support for orphanages and senior care centres. This would reflect Jesus' model and demonstrate the church's commitment to serving others.

28. Counseling and Family Services: Offering counselling services, including marital and family counselling, can strengthen families and contribute to social stability. This can address issues such as domestic violence, substance abuse, and mental health challenges.

29. Media and Communication: Utilizing modern media and technology for outreach, such as radio and TV programs, podcasts, and social media, can help spread the church's message and provide valuable content to a wider audience.

30. Environmental Stewardship: Promoting environmental awareness and sustainable practices aligns with Adventist principles (Adam was instructed to dress and keep the garden). Engaging in initiatives related to conservation, clean energy, and responsible agriculture can benefit both the church and the environment. Pursuing environmental sustainability goals

can enhance reputation, foster innovation and create opportunities for collaboration among different stakeholders.

31. Have more organized outreach: Assess the community and plan programs to tackle issues within the communities which are more central to their needs to meet the people where they are. For example, offer a soup kitchen.

32. To ensure that the recommendations we put in place are implemented.

THREATS:

1) Our method of evangelism is becoming less effective.

2) People are less inclined to sit through lengthy evangelistic series.
3) Evangelism efforts fail due to lack of member support.
4) Slowness in adjusting to new realities and taking advantage of new technology.
5) Impact of Artificial Intelligence. People can be falsely implicated as their features and voice can be manipulated putting them in places saying certain things which never happen and making them appear real.
6) The cell Phone can be a threat because it has replaced many devices and therefore can be a distraction during church services.
7) Our standards are not being consistently applied in a manner which demonstrates fairness and equity.
8) Food Security due to the rising cost of living, leading to an increase in poverty.
9) The rise of Offshoot groups dispersing members of our congregations.
10) The possibility of LGBTQI ideologies infiltrating the schools' curriculum.
11) The increase in acceptance and tolerance of LGBTQI culture.
12) Failure to teach the Church's doctrines.
13) Failure to follow church policies.
14) Church Leaders and Administrators are too dormant and slow to react to crises.
15) Leaders and members who fail to uphold the health message.
16) Unfaithful pastors and members
17) Infiltration of worldly standards of dress, music, and lifestyle.
18) Inadequate staffing and wages at our schools

Prevailing Issues from Survey

Here is a summary of the main issues identified in the survey:

- **Demographic issues**: The survey respondents foresee challenges such as **lack of youth leadership**, **diminishing youth population, female-dominated churches**, **ageing membership**, **migration**, and **generational gaps** affecting the Seventh-day Adventist Church in St Lucia in the foreseeable future.
- **Societal issues**: The survey respondents also anticipate issues such as **LGBTQ legislation**, **violence and crime**, **family breakdown**, **poverty and unemployment**, and **sexual behaviour challenges** among members and leaders impacting the Seventh-day Adventist Church in St Lucia.
- **Financial challenges**: Due to the economic situation in the country and the world the church will face **reduced income**. The church depends on the contributions of its members, who may face job losses, inflation, and high costs of living. These factors may

affect the church's ability to pay salaries, taxes, utilities, and other operational costs, as well as to fund missionary, outreach, and educational programs.

- **Ethical Issues:** The SDA Church in St Lucia also faces ethical challenges due to the social and political changes in the society. The church may have to confront issues such as **LGBTQ identity**, **Sunday laws/blue laws**, **relativism**, **rise in offshoots/reformers**, and **compromise**.

Identifying Strategic Issues

To identify and develop strategies, programs and activities which will guide the allocation of resources, the administrative staff through brainstorming, sought to identify what were the key Challenges and Issues confronting the Saint Lucia Mission. These were outlined and detailed into nine (9) major groupings.

Preliminary goals and objectives were subsequently developed to correspond to the stated challenges.

These nine statements were rigorously scrutinized and reworked during several consultations at stakeholder engagement meetings.

These Strategic Issues are as follows:

No.	STRATEGIC ISSUES
1	Spiritual growth and development appear to be lacking among many church congregations and many churches also struggle with discipleship, membership retention and elder care issues.
2	Most churches struggle with the issue of discipleship, elderly care, and membership retention with the resulting effect of low church attendance.
3	There have been calls for greater pastoral leadership, visibility, and accountability.
4	Support from the constituency for the Education system and media broadcasting is inadequate.
5	The areas of Family Life, Youth and Health (healthy lifestyles) are losing prominence in our programs.

6	Sufficient attention is not being given to the areas of Data recording, Reporting, Research and Human Resource Development
7	Low levels of stewardship knowledge and commitment are affecting the financial viability of the local church, the schools, the radio station and the St. Lucia Mission.
8	There is need to improve evangelistic efforts through the deliberate integration of technology and to have better organized, more efficient, and ongoing outreach efforts in the community and online.
9	Many SDA church buildings do not reflect the ambience and image which attract attendance or represent the glory of God. Institutional branding also needs to be enhanced to improve identity

STRATEGIC GOALS:

Cognizant of the issues confronting the organization, attention should be directed to what steps would be necessary to tackle these issues and mitigate the perceived impact; or at best, put measures in place to overcome them. In the proceeding pages, these attempts are outlined in more detail. However, the long-term strategic goals which appear below present the broad scope of outcomes which the organizational leaders wish to achieve at the end of this strategic development period.

While these have been compressed into nine lines of thought, closer examination will reveal that the actual scope is a lot broader. In a word, these broadly stated goals have been systematically adjusted to appear less overwhelming. However, giving expression to them even in this simplified way means that administrators are fully cognizant of the challenges which loom over the organization and the serious efforts it will require to effectively handle them. From this perspective, we are able to appreciate the spiritual value of the theme chosen and the need for complete and total dependency on God's leading – Going with God…

Strategic Goals

1. **Improve church growth by targeting the holistic development of every member, supporting the elderly and shut-in and implementing initiatives to maintain the retention of at least 80% of new and re-baptisms.**

2. **Sustain the growth of membership across all congregations and the development of the institutions of education and broadcasting.**

3. **Enhance church management through improvement of Pastoral Leadership, Eldership training and Accountability structures.**

4. **Give focused attention to the areas of Family Life, Youth, Health and radio broadcasting as significant elements of ministry and evangelism in restoring people to the image of God.**

5. **Enhancement of Data Recording, Reporting, Research & Human Resource Development**

6. **Enhancement of Stewardship Education to support the Financial Viability of the St. Lucia Mission and its other entities (schools and radio station).**

7. **Revive Evangelism and Community Outreach programs among the churches through more strategic, innovative, and organized planning of evangelistic efforts**

8. **Enhance the effectiveness of evangelistic efforts through the deliberate integration of technology and use of online platforms in our outreach efforts.**

9. **Provide guidance and support improvement of the Infrastructural Image and appearance of church buildings to reflect a common identity.**

STRATEGIC OBJECTIVES:

1. Foster spiritual growth and development in every congregation and entity. Grow each congregation by 40-50% over the next five years (8-10% per year), while inspiring each member to become a committed follower of Jesus Christ and a supportive member of the SDA Church, retaining at least 80% of new and re-baptisms.
2. Grow each congregation by 40-50% over the next five years (8-10% per year), while retaining at least 80% of newly baptized members and 90% of members who are re-baptized. Support education and broadcasting entities, Prayzfm.
3. Provide growth opportunities to develop pastoral staff and Elders into diligent, committed, strong, spirit-filled, and professional church leaders who continuously pursue a Christ-like character of transparency, integrity, and accountability.
4. Implement programs which promote a biblical worldview and encourage healthy lifestyles, support wholesome family experiences, and facilitate the holistic development of children and young people. At least one program in each major area.
5. Create a culture of data-driven decision-making by providing resources and tools that enhance the reliable collection, recording, and reporting of data. Use this data to guide the growth and development of the organization.
6. Employ prudent financial management principles across all departments and entities, while exploring creative means outside of tithes and tuition to finance the operations of schools and other entities and promote the need for support from constituencies/churches.
7. Maximize the use of personal witnessing, public campaigns/evangelistic meetings, and other means to increase evangelistic presence in surrounding communities.
8. Encourage the use of media and online technology to increase the impact and reach of evangelistic efforts. Facilitate the accessibility of spiritually fulfilling content through these channels and provide links to other established websites of the general conference.

9. Raise awareness about the esthetical upkeep of church surroundings and buildings; encourage improvement in this area and provide the necessary support.

Major Categories of Objectives:

1) **GROWTH AND SUSTAINABILITY**
2) **PERFORMANCE AND EFFICIENCY**
3) **DISCIPLESHIP & IDENTITY**:

GROWTH & SUSTAINABILITY OBJECTIVES	PERFORMANCE & EFFICIENCY OBJECTIVES	DISCIPLESHIP & IDENTITY OBJECTIVES
1. Foster Spiritual development and growth of every member. Inspire each member to become a committed follower of Jesus Christ and a supportive member of the SDA Church	4. Create a culture of data-driven decision-making by providing resources and tools that enhance the reliable collection, recording, and reporting of data. Use this data to guide the growth and development of the organization and provide suitable training to support the holistic development of staff.	8. Implement programs which promote a biblical worldview and encourage healthy lifestyles, support wholesome family experiences, and facilitate the holistic development of children and young people. At least one program annually in each major area.
2. Grow each congregation by 40-50% over the next five years (8-10% per year), while retaining at least 80% of newly baptized members and 90% of members who are re-baptized. Support education and broadcasting entities	5. Employ prudent financial management principles across all departments and entities, while exploring creative means outside of tithes and tuition to finance the operations of schools and other entities and promote the need for support from constituencies/churches.	9. Raise awareness about the esthetical upkeep of church surroundings and buildings; encourage improvement in this area and provide the necessary support.

3. Provide growth opportunities to develop pastoral staff and Elders into diligent, committed, strong, spirit-filled, and professional church leaders who continuously pursue a Christ-like character of transparency, integrity, and accountability	6. Maximize the use of personal witnessing, public campaigns/evangelistic meetings, and other means to increase evangelistic presence in surrounding communities.	
	7. Encourage the use of media and online technology to increase the impact and reach of evangelistic efforts. Facilitate the accessibility of spiritually fulfilling content through these channels and provide links to other established websites of the general conference.	

STRATEGIC FRAMEWORK:

No matter how good a strategy may appear on paper, it is never static because circumstances are continuously changing. Therefore, administrators must be vigilant and be ready to be spontaneous and flexible in adjusting the strategic plan to evolve with and respond to changing circumstances. The

end goal of these objectives is to empower every member, leader, and sector of the ministry to grow spiritually and temporally while remaining consistent with the ontological values of the organization. Accomplishing this would lead to success in fulfilling the Great Commission.

The members' development initiative should result in members becoming more competent at doing what is required, leading them to feel a greater sense of achievement and belonging and a sense of personal responsibility for advancing the Great Commission and making disciples. A higher sense of loyalty will emerge and lead to ongoing participation in the church activities and mission. As a result, the church would enjoy greater credibility both among members and the community.

Success in strengthening established structures, growing membership, and building loyalty in making disciples, will pave the way for the Saint Lucia Mission to raise the needed income to finance its operations. Moreover, the governance structures and internal processes will be able to support the external ministries more effectively such as broadcasting, education, and community development programs, and develop greater efficiency and effectiveness in doing so. It is therefore imperative that all organizational departments, structures, standards, and internal processes be aligned to accomplish these objectives cooperatively and synergistically for efficient and effective execution of plans to accomplish the stated Mission of "…***communicate the gospel of Jesus Christ to all persons within its environs, leading them into a loving, personal, and caring relationship with Him...***"

STRATEGIC OBJECTIVES WITH KEY PERFORMANCE INDICATORS (KPIs):

Key performance indicators are the benchmarks to inform us of how well the organization is progressing towards fulfilling the stated objectives.



OBJECTIVE# 1

Foster Spiritual development and growth of every member. Inspire each member to become a committed follower of Jesus Christ and a supportive member of the SDA Church.

PERFORMANCE TARGETS

A) To increase the number of members who faithfully engage in daily prayer and Bible Study and regular corporate worship, thus leading the church into a deeper relationship with God.

B) To increase the church's promotion and use of our Fundamental Beliefs and the writings of EG White in their programs; to lead members into a deeper understanding of the church's teachings and to commit to living their lives in accordance with the Bible and Spirit of Prophecy.

C) To identify the talents and gifts of every member of the Church and to support the development of their spiritual gifts and talents for their personal growth and for the growth of the church's ministry.

KEY PERFORMANCE INDICATORS:

1A1. Conduct special training and enrichment seminars on the importance of personal prayer and private daily devotion. Structure sessions in a way to ensures every district benefits and every member of the local church is impacted.
1A2. Encourage Each church to incorporate special prayer sessions in each service of the church to inspire every member to get into the habit of intercession and prayer.

1A3. Encourage Pastors to appoint a prayer coordinator at every church and to ensure that every local church has a functioning prayer band.

1A4. Encourage all church departments and school boards to organize themselves as a prayer band, praying for the continual spiritual growth of the church.

1A5. To continue to support and strengthen the Morning Manna virtual platform, and to use Prayzfm and other prayer initiatives, through the Prayer Ministries department, that will benefit both the church members and visitors.

1A6. Support the spiritual enrichment of children, adolescents, youth, and their leaders, through training seminars on how to prepare a Bible reading and study, plan to maintain a strong prayer life.

1A7.Develop and make available to the churches, appropriate resources (computer technology/internet/social media, and printed material) to involve Children and Youth in Bible Study.

1A8. Develop and implement a mentoring program which will pair devoted church members as mentors for new members in the process of supporting their spiritual maturing and growth.

1B1. Every Pastor will train and encourage members to develop a personal Bible and Spirit of Prophecy daily reading routine.

1B2. Pastors and directors will conduct regular Bible Conferences on critical doctrinal issues at the zonal/district/congregational levels and utilize other knowledgeable and competent leaders to assist in these conferences.

1B3. Conduct bible study retreats/camps for targeted groups, such as elders, and youth, at least once on an annual basis.

1B4. Organize meaningful and interactive study groups for members to enhance their knowledge of the Writings and Ministries of Ellen G. White, and to help members make personal applications to their lives and ministry.

1B5. Strengthen the children and adolescents in the Fundamental beliefs of the church by using the “28 Ways to Love Jesus” series.

1B6. Ensure that the uniform clubs operate at every church and encourage every child to be part of the uniform clubs.

1B7. Promote the reading of passages from Spirit of Prophecy during church services.

1C1. Church Pastors and leaders will develop a ‘Spiritual Gifts Profile’ for each member through surveys, to assist every member in identifying his or her talent, passion, interests, and spiritual gifts, and to encourage members to serve in their area of giftedness.

1C2. Where practical, conduct relevant training for children, youth, and adults in their areas of giftedness and keep a record of persons trained.

1C3. Utilize the spiritual gifts profile data to engage members in Church programmes and activities utilizing their identified spiritual gifts and talents to encourage Total Member Involvement and participation in the “**I Will Go**” church Program.

1C4. Engage young people to explore the creation of avenues for youth to utilize their giftedness and passion for music and arts within the church, to curb the high attrition of youth being experienced in the music and hospitality industry.

****1C5**. Explore avenues through which the church can channel unemployed members to vacancies suitable to their talents and abilities.

OBJECTIVE# 2

Grow each congregation by 40-50% over the next five years (8-10% per year), while retaining at least 80% of newly baptized members and 90% of members who are re-baptized. Support Education and Broadcasting entities.

PERFORMANCE TARGETS

A.) To strengthen the leadership and organizational structure at the local congregation to maintain discipleship and mentoring focus across every department.

B.) To create a church atmosphere that fosters and nurtures healthy interpersonal relationships, gift-based service, and improved retention rates of church members.

C.) To nurture faith, spiritual Growth and Consolidation among members through the promotion and reading of relevant Seventh-day Adventist literature.

KEY PERFORMANCE INDICATORS:

2A1. Provide appropriate training for church leaders to facilitate a better understanding of the vision and mission of the Church and their personal role in the achievement of the Mission and Vision.

2A2. Share the Vision, Mission, Goals and Objectives with the wider congregation in order to facilitate their support for the work of the church.

2A3. Promote the coordination of Annual Planning Sessions at the end of each year to facilitate the preparation of Operational Plans at the level of the local church and instruct pastors to guide the church's programs and events to be aligned and in keeping with the identified Goals and Objectives of the Saint Lucia Mission for the coming year.

2A4. Provide specific focus on mentoring youth by exploring and implementing appropriate strategies and programmes aimed at facilitating life skills development.

2A5. Through the Youth Ministries Department, mobilize Youth Leaders island-wide, to coordinate the development of Social- media Forums (both in person and on social networks) to facilitate positive and meaningful interaction among youth.

2A6. The Youth Ministry's Department will work along with Youth Leaders at the local churches to conduct regular **Youth Spiritual Retreats** during major holidays. These Retreat programs will be tailored to address relevant youth issues and facilitate youth development in general. Note/record the number of young people who benefit from such sessions.

2A7. Increase the involvement of youth in outreach ministry through the Youth Empowered to Serve –(YES) arm of the Community Services Department. Encourage CS Coordinators to include in their planning various programs and initiatives to help each member (primarily youth) to volunteer their services in various practical outreach ministries.

2A8. Establish a database for Adventist Professionals and businesspersons in collaboration with Adventist-laymen's Services & Industries (ASI) and display it on Mission's website to create, exchange and direct members to member's businesses and services.

2A9. Solicit the support of ASI and Adventist Professionals and Businesspersons in

undertaking major in-reach and out-reach projects of the Island Church.

2B1. Improve the retention rate of new converts to at least 80%, by appointing at each church a designated Nurture and Retention Coordinator and a District Nurture and Retention Committee.

2B2. Plan for and attain under the power of the Holy Spirit, an annual growth rate of at least 10 percent in every congregation.

2B3. Monitor to ensure that post-baptismal classes are conducted for newly baptized members to orientate them on Adventist doctrine, philosophy, and lifestyle practices.

2B4. The Nurture and Retention Committee should obtain a record of the number of new members completing the baptismal classes.

2B5. Work with the Retention Coordinators and Committees to establish a buddy/ friendship system in the church for individuals, families, and small groups to befriend and mentor newly baptized members.

2B6. Encourage Pastors and Elders to plan and implement at least 1 monthly meaningful prayer and fasting session for members to connect and improve their relationship with God.

2C1. Promote the reading of Adventist literature, especially the writings of Ellen G. White

2C2. Instruct Pastors and Youth leaders to establish book-study clubs in the AY department and uniformed clubs for young people to help them understand the church and develop a relationship with Jesus.

***2C3.** Instruct Pastors and Elders to have Bible Study classes at every church.

2C4. Encourage members to invest in establishing their personal libraries (digital and hard copies) to strengthen their faith and doctrinal beliefs.

2C5. Encourage churches to set up display cases/ stands to make members and visitors aware of the church's literature resources.

2C6 Conduct training seminars at the level of the local church to foster a greater appreciation and understanding of the Publishing Ministry in the gospel commission and that of the church.

OBJECTIVE# 3

Provide growth opportunities to develop pastoral staff and Elders into diligent, strong, spirit-filled, and professional church leaders who continuously pursue a Christ-like character of transparency, integrity, and accountability.

PERFORMANCE TARGETS

A.) To develop a strong cadre of ministers and church leaders who possess fundamental leadership and management Skills.

B.) To establish practical and balanced accountability structures and processes to assess the abilities and output of ministers and church leaders and to ensure that the expectations of the Church are satisfied.

C.) To provide nurturing and personal empowerment for ministerial workers, and their families.

KEY PERFORMANCE INDICATORS:

3A1. To provide suitable and accessible training for pastors and church leaders to nurture their professional, personal life and ministry. Training will facilitate guidance in several areas including:

- – Principles of Servant leadership.
- – Understanding and applying the qualities of an outstanding leader.
- – The principles and practices in 'people management'.
- – Enhanced skills in leading and managing meetings.
- – Developing skills in team leadership.
- – Understanding the dynamics of conflict resolution

3A2. The St. Lucia Mission will provide targeted training to Pastors and church leaders in strategic planning, management skills and execution within each district and church. District/church plans must be in alignment with the overarching vision and purpose of the Mission.

3A3. A team consisting of the President, Ministerial secretary, and district pastors will Conduct an assessment and evaluation of the effectiveness and performance of the districts and churches of the field.

3A4. The CARU Ministerial Secretary, the President, the Ministerial Secretary, and the pastors of the Saint Lucia Mission will implement a systematic Internship Management Plan for mentoring of interns and pastors for spiritual and professional growth. The Plan would include the preparation/utilization of an Internship Manual that will provide guidance with regard to the holistic nurturing of licensed Seventh-day Adventist ministers through supervised ministry.

3B1. Conduct ongoing training for Pastors and church leaders for the better management of Church Boards, business meetings and other church protocols. Structure the training so that leaders from all districts can benefit.

3B2. Assist in creating better collaboration between the Ministerial Secretary, Pastors and local church leaders and members, in outlining clear goals, targets and benchmarks to be achieved by the churches in their Annual Operational Plans to facilitate the evaluation of the church's performance.

3B3. The Ministerial Secretary and pastors of the Mission will work in collaboration with the Church leaders to improve the timely preparation and submission of Annual Church Budgets that are in sync with the Annual Operational Plans.

3B4. The President and Ministerial secretary of the Missions will develop a structured process by the 1st quarter, to monitor and evaluate the implementation of programmes and actions presented by the Pastors and districts/churches. This would include the development of a Template which will set the standard for evaluating submitted reports.

3B5. Require Pastors to collaborate with Elders in the preparation and timely submission of quarterly reports through the Mission's reporting template and the IAD reporting platform by the second week of the new quarter.

3B6. The assessment template will be the new standard for evaluating the performance of Church Pastors based on quarterly reports submitted.

33C1. Place emphasis on special programmes and retreats for the enrichment of the Pastors' spiritual life and their families. Plan one retreat every 2 years (2nd and 4th year)

3C2. Promotion of activities that emphasize a balance between personal, devotional, work, family time and recreation.

3C3. Promote and celebrate Appreciation Day for ministerial workers and their families.

3C4. Encourage Pastors and their families to utilize the safe and confidential avenue made available to them to receive appropriate counselling care through Kettering Counseling Services.

3C5. Make regular inquiries among the members of the Mission (children, youths, adults, education staff) to ascertain specific needs (physical, spiritual, mental, or social) and explore suitable means and programs in the church and the Mission to cater for these specific needs.

OBJECTIVE# 4

4. Create a culture of data-driven decision-making by providing resources and tools that enhance the reliable collection, recording, and reporting of data. Use this data to guide the growth and development of the organization and provide suitable training to support the holistic development of staff.

PERFORMANCE TARGETS

A.) To develop a culture of consistent and persistent data collection, recording and reporting that will enhance effective decision-making.

B.) To develop every worker holistically through relevant training based on the results of annual appraisals.

C.) To provide resources and tools that can help increase efficiency and productivity.

D.) To conduct relevant research and use findings to guide the growth and development of the organization.

KEY PERFORMANCE INDICATORS: BUILD DATA CULTURE

4A1. Conduct annual training of church clerks to re/orient them regarding their role in support of the data culture with timely and reliable information.

4A2. Ensure that each congregation uses the Adventist Church Management System (ACMS) which has the capacity to keep accurate records of church membership, and membership transfers within the field or across any division, and update the membership data in a timely manner. This will improve the reliability of membership data and support sound data-based decision-making.

4A3. Simplify the process of reporting to ensure the attainment of 100% monthly reporting from the church clerks.

4**A4**. Review reports to confirm all baptismal figures and other reported activities are accurate and provide regular updates to pastors and churches.

4**A5.** Recognizing the commitment and hard work of church clerks through awards ceremonies and monthly thank you notes.

4A6. Build capacity at the zonal and district levels to ensure that there is support for the clerks' work.

4A7. Encourage churches to provide clerks with the necessary tools to facilitate speedy and reliable transfer of reports.

4A8. Building capacity at the Secretariat level to ensure efficiency.

KEY PERFORMANCE INDICATORS: TRAINING & HUMAN RESOURCE DEVELOPMENT

4B1. Develop job descriptions for all workers

4B2. Establishment of an HR committee to assist with training, appraisal, hiring of new workers, recommend training and other employee-related matters.

4B3. Conduct an annual appraisal of all workers by November of each year.

KEY PERFORMANCE INDICATORS: INCREASE PRODUCTIVITY

4C1. Organize quarterly training for Administrative Assistants in the office and institutions/schools.

4C2. Work with the communication department to Improve efficiency in the office and across the organization through the establishment of an Information Communication Technology (ICT) platform which will allow the exchange of work emails for all employees, providing cloud storage and the ability to work remotely and collaboratively.

4C3. Establish sound/transparent protocols in the recruitment, selection, and placement of employees.

4C4. Implement a system to recognize and reward employees for commendable or outstanding work.

4C5. Make annual plans to acknowledge the contribution of workers.

KEY PERFORMANCE INDICATORS: RESEARCH & DEVELOPMENT

4D1. Appoint a Research Committee with the relevant terms of reference within which to operate and conduct relevant research. Findings are to be reported to the Executive Secretary.

4D2. Encourage directors and administration to use appropriate findings of research conducted in their program planning and decision-making.

4D3. President to provide quarterly briefings to the churches on pertinent developments in the Mission. It should take the form of a written bulletin (one or two pages) and a short video message.

OBJECTIVE# 5

Employ prudent financial management principles across all departments and entities, while exploring creative means outside of tithes and tuition to finance the operations of schools and other entities and promote the need for support from constituencies/churches.

PERFORMANCE TARGETS

A.) To provide Pastors, Church Leaders, School Administrators and the Radio Station Administration with the

necessary skills and awareness to manage financial resources efficiently, effectively, and transparently in order to safeguard the financial stability and strength of the field at large.

B.) To encourage the total membership to endorse and uphold the principles and practices which align with faithful Christian Stewardship and to prudently manage their resources (finance, time, health, talents, etc.), in a manner which will foster and support the mission of God's Church.

KEY PERFORMANCE INDICATORS:

5A1. SLU will provide appropriate and adequate training for Church leaders to enhance their understanding and ability with regard to the financial operations and management of the church's funds.

5A2. SLU will provide Church leaders with training and guidance with regard to the General Financial Policies of the Church.

5A3. Prepare and supply the material to ensure that every church receives guidance from the treasury and the Stewardship department in relation to financial planning and budgeting.

5A4. SLU will encourage and provide training in the use of accounting software for Church Treasurers, thus enhancing time management, productivity and efficiency in recording and reporting.

5A5. The pastors, ensure that Churches establish Finance Committees in keeping with the standard set out in the church manual, thus enabling members to have greater trust and confidence in the church and its leadership.

5A6. Establish a system of monitoring to ensure that each local congregation implements the practice of preparing monthly financial reports/ statements and submits same to the church board/ Finance Committee by the 15th of the following month for review.

5A7. Take the following steps where feasible to improve the financial status of the schools:

1. Each school is to produce monthly statements of income and expenditure for the School Boards.
2. Parents/guardians with outstanding fees should be brought in to have a discussion and sign a commitment to settle outstanding payments.
3. Offer discounts to parents/guardians who are obviously struggling and give a set time to complete payments to receive discounts.
4. Work with parents/guardians to target settlement of all outstanding fees each December (School term).
5. Create an annual budget outlining expected expenditure and revenue and make a provision for any contingencies /emergencies.
6. Advice Principals and staff to monitor areas of possible wastage to reduce unnecessary costs of operation (water, electricity, miscellaneous supplies)
7. *Develop a promotional campaign (radio, video, pamphlets) to increase enrollment.*
8. *Approach capable brethren (especially past students) to give regular contributions or to sponsor a child.*

9. *Prepare a list of School needs during the holidays and approach stores in the area to donate school supplies.*
10. Make a presentation to the PM or Minister for Education to request SDA Teachers in the government's annual school supplies bursary.
11. Have annual sports meets and get sponsorships.
12. Communicate the school's financial situation with parents and other stakeholders and get feedback on other suggestions to improve it.
13. Explore the possibility of offering bursaries or scholarships to eligible students of the Academy who need financial assistance, as a means to enhance the school's reputation.
14. Offer English classes for French and Spanish speakers.

5A8. Confirm that the audited financial statements of the field are available and on time for review by the Audit Review Committee in keeping with organizational policy, and therefore, pastors are to ensure that each church appoints an internal Auditor/s to perform an audit function of the church's financial records.

5B1. The SLU will Work with the existing Finance and Fund-Raising Committees to raise approximately 25% of the budgeted funds needed to support education.

5B2. SLU will explore various creative and effective means to promote the Caribbean Union Revolving Fund (CURF) and the St. Lucia Seventh-day Adventist Credit Union to ensure that churches build collateral in the event funding is needed for capital projects.

5B3. SLU, through the Stewardship Department, will schedule Stewardship training programs for the island churches to ensure that continuous stewardship education activities are conducted in every local district and church involving pastors, local elders, stewardship leaders, treasurers, auditors, and head deacons along with other resource personnel.

5B4. SLU will promote stewardship education programs at the local churches with a special focus on new converts, scheduling and utilizing specific Sabbaths as Stewardship Education Days.

5B5 SLU will collect statistical data from Church Treasurers, on the tithers and offering givers within the Field, to ascertain the percentage of regular tithers, and percentage of regular offering contributors to determine growth patterns or note any changes in the trend. This data will be utilized for forecasting expenditures and for the planning of Stewardship programmes.

5B6. Through the Stewardship Department, the SLU will develop (video & PowerPoint) presentations to promote, teach and implement the concept of Systematic Benevolence aimed at gaining supporting/sponsoring specific projects and programs through special offerings.

5B7. SLU will host training for church members on financial management, budgeting, savings, and investment skills, sharing ideas to help improve their financial status and encourage them to develop a culture of thrift and economy to strengthen the financial status of the SDA community at large.

5B8. SLU will facilitate training on planning for retirement and preparation of Wills for the benefit of the membership.

5B9. The SLU will develop a youth stewardship education workshop/program aimed at providing youth in the church with the information and guidance required for understanding the principles of financial management and the practices of Christian stewardship.

5B10. SLU in collaboration with the ASI Department will seek to develop a database of professionals and technically skilled church members, to be hosted on the Mission's website for the provision of relevant training and to facilitate accessibility to services and support from the SDA community. (Like Yellow Pages of Adventist professionals and business owners)

OBJECTIVE# 6

Maximize the use of personal witnessing, public campaigns/ evangelistic meetings, and other means to increase evangelistic presence in surrounding communities.

PERFORMANCE TARGETS

A.) To enable church members to discover their spiritual gifts and to utilize their area of giftedness to share the gospel through personal witnessing, small groups, and public and media evangelism.

B.) To maximize the impact of evangelistic efforts by encouraging collaboration and coordination of the work of the various departments at the Mission level and at the local church in planning and staging any evangelistic campaign.

C.) To motivate every member to use Adventist literature (health, Family life, prophecy) to introduce the gospel.

D.) To build and improve relationships with the church community by ministering to felt needs through the Community Services and Personal Ministry's departments in a systematic manner.

KEY PERFORMANCE INDICATORS:

6A1 Assist every member in identifying his or her talent, passion, interests, and spiritual gifts, and encourage members to explore ways to serve in their area of giftedness.

6A2. Hold talent search events at the local churches to assist members in discovering how they can effectively use their talents in sharing the gospel.

6A3. Encourage the creation of small groups with people of interest to help in spiritual development and brainstorm on how their common talent or gift can be used as a means for or in evangelistic programs.

6A4 Facilitate workshops and training sessions to encourage and support the widespread use of YouTube, Instagram, and other methods of short videos to share the gospel message.

6B1. Explore opportunities for synergy among departments before expenditure on mission-level programs and projects.

6B2. Encourage Administrators and Pastors to make greater use of the airwave through Prayzfm to increase the portfolio of local programs at our radio station.

****6B3.** Encourage Administrators and Pastors to utilize Prayzfm and other public radio and

Television stations after consultation with the President to air their voices on local and regional issues and let the voice of the church be heard when the situation demands. This will increase the public presence of the SDA pastors in the community and inspire hope in our people in times of crisis.

6B4. Facilitate Friendship Evangelism training programmes. Mobilizing members to introduce them to the idea and provide them with the tools and methods required to engage in friendship evangelism.

6B5. Develop pamphlets and PowerPoint presentations to deal with:

- How to share your personal testimony.
- How to share your own journey to faith in Jesus.
- How to talk to friends about Jesus in a non-judgmental way

6B6. Support the development of personal evangelism mentoring/coaching groups within the local churches.

6C1. Hold literature Evangelism seminars at the local churches integrating demonstrations and practice sessions in the seminar to give first-hand exposure to members to how the system works.

6C2. Supply links to websites where suitable literature and messages may be accessed in witnessing efforts.

***6C3.** Encourage members to dedicate a set portion of time each week to engage in personal evangelism efforts.

****6C4**.Expose budding lay preachers to the airwaves using a special timeslot on Prayzfm. Consider Sunday Mornings between 7 am – 9 am

***6D1**. Expose church pastors to the dynamics of Process Evangelism and encourage them to take this approach in launching any major evangelistic effort.

****6D2**. Emphasize the power of meeting people at their point of need as an important element of advancing the gospel by working to increase support for and participation in Community Services in efforts to "undo the heavy burden and let the oppress go free". Isa.58:6

****6D3**. Continue efforts to complete the construction and open the National Community Services Center by July 2025.

***6D3.** Revive the Prison Ministry at the national level and develop a system to integrate the wider participation of persons willing to contribute to this area.

***6D4.** Sensitize churches to be receptive and caring to persons coming into fellowship through Prison Ministry efforts.

OBJECTIVE# 7

Encourage the use of radio and TV media and online technology to increase the impact and reach of evangelistic efforts. Facilitate the accessibility of spiritually fulfilling content through these channels and provide links to other established websites of the general conference.

PERFORMANCE TARGETS

A.) Through the Communications Department, ensure that the various platforms are regularly supplied with fresh content which is presented in a way to attract and nurture viewers into a closer relationship with God.

B.) Ensure that our content makes our viewing public aware of the programs and the services which we offer. Our quality must be attractive and catchy and provide a welcoming experience for visitors and truth seekers.

KEY PERFORMANCE INDICATORS:

7A1. Strengthen the Communications Department to fulfil its mandate by appointing a communications committee comprising people who are tech-savvy and who will be able to function with limited supervision.

7A2. The Communications department's duty will include collaboration with various departments and congregations to stream or upload their programs to build permanent content on our various platforms for public-wide access.

7A3. Ensure that all Seventh-day Adventist congregations are listed on our website with the address, location, contact information, key leaders and photos, if possible, for the benefit of visitors who may be looking for a place to worship.

7A4. Assist churches which may need help in setting up an online platform for purposes of streaming programs and sharing relevant content.

7A5. Ensure that all major public evangelistic efforts are live streamed.

7A6. Pursue an integrated media system where content is available on several platforms.

7B1. The Communications department will also ensure that the website is updated regularly so that individuals can be informed of the current status of the administration and staff; keep the members updated on the Vision, Mission and Theme, upcoming programs, services offered, vacancies, news, and other happenings.

7B2. The Sait Lucia Mission will work with the Communication department to ensure that forms are available on our website that members and guests can complete to request prayer, pastoral visits, bible studies, baby dedication, baptism and so forth.

7B3. Develop a Bible answers segment where answers to basic Bible and doctrinal questions can be updated from time to time.

7B4. Encourage Pastors to make use of YouTube, Instagram, and other online methods to share short video messages on various related subjects – Christian Education, Health topics, Doctrinal issues, Church History, and answers to Bible questions etc.

OBJECTIVE# 8

Implement programs which promote a biblical worldview and encourage healthy lifestyles, support wholesome family experiences, and facilitate the holistic development of children and young people. At least one program annually in each major area.

PERFORMANCE TARGETS

EDUCATION DEPARTMENT:

1A. Establish a systematic approach involving all stakeholders to improve the governance and financial viability of our education system.

KEY PERFORMANCE INDICATORS:

8.1A1. Provide training and guidance to administrators, faculty, and staff within the SDA institutions (tertiary, secondary, primary), on effective methods of fostering and integrating the SDA Educational philosophy.

8.1A2. Establish a structure/system that would assist in the monitoring and evaluation of recommendations of the accreditation report for optimal compliance with Adventist standards and philosophy.

8.1A3. promote the uniqueness of Christian Education to the Public and to the SDA Constituency through various media, highlighting its rich heritage, and encouraging support from all members at all levels of the Adventist constituency.

8.1A4. Utilize the support of the network of SDA Educational Institutions to review School curricula of Secondary and Primary schools to ensure compliance with the Government's Educational criteria, as well as the adeptness to deliver and facilitate high-level performance.

***8.1A5**. Take necessary steps to filter out the curriculum material which is inconsistent with Adventist teaching and philosophy.

8.1A6. Review the capacity and competence among teachers, educators, and administrators to identify strategies for the enhancement of relevant vocational and technical skills and experience.

8.1A7. Seek to bring in teachers or experts with knowledge of current developments and trends in computer and Information Technology studies.

***8.1A8**. Provide teachers as needed, suitable devices (laptops, interactive screens) to encourage the use of relevant technology and learning platforms in the classroom.

8.1A9. Enhance the school's physical infrastructure and equipment to ensure compliance with acceptable educational standards.

8.1A10. Take necessary steps to establish the Caribbean Vocational Qualification (CVQ) and Technical and Vocational Education Training (TVET) at our lone secondary school by the 2025 Academic year, thus making provision for students who may be less academically inclined.

PERFORMANCE TARGETS

HEALTH DEPARTMENT:

8.2.A) Launch a strong and functioning Adventist Health and Professional Association (AHAPA) organization in the St. Lucia Mission by 2025.

8.2.B) To increase community awareness and information on healthy lifestyle practices, communicable diseases, and access to primary health care through community fairs and radio programs.

8.2.C) Tackle the issue of Chronic Non-Communicable Diseases - NCDs by promoting healthy lifestyles in keeping with our Adventist philosophy which would lead to optimum health, and reduce current levels of obesity, lifestyle illnesses, and deaths.

8.2.D) * Allocate a suitable budget to Commit resources to improve the health of our members and the nation by extension.

KEY PERFORMANCE INDICATORS:

8.2.A1. Through the Health Ministries Department, create a database of all members who function within the health sector at various levels.

***8.2.A2**. Appoint a committee of suitable people from the database to serve as interim in developing the Health and Professional Association. Its primary role would be to promote healthy lifestyle principles and make collective decisions on matters affecting them within the health field.

8.2.B1. In collaboration with the Health Ministries department facilitate the establishment of Health Committees in all congregations.

8.2.B2. Articulate and emphasize the role and function of the Health Committees at the level of National Conventions and at the local church.

8.2.B3. Promote the organization and implementation of Health In-reach and Out-reach Programmes at the level of the churches.

8.2.B4. Increase community awareness and access to resources to address mental health, social, emotional, and developmental issues through radio interviews and discussions.

8.2.B5. Work in collaboration with Government agencies, SDA Health Institutions, and other stakeholders to increase linkages to programs for primary health care for children with special needs.

8.2.B6. Collaborate with Government agencies, donor organizations and the private sector in the mobilization of resources for the implementation of reproductive health outreach programmes.

8.2.C1. Prepare promotional material (fliers and brochures) which highlight the health and nutritional benefits of consuming naturally healthy high-fibre and iron-rich fruits, vegetables, nuts, and grains.

8.2.C2. Promote the consumption of wholesome and nutritious local/indigenous foods, particularly in Adventist households and Adventist educational institutions.

8.2.C3. Ensure that only wholesome and healthy menus are served at school canteens.

8.2.C4. Promote healthy lifestyles and design fitness programmes in SDA churches and institutions.

8.2.C5. Ensure that physical education is included in our school's curriculum and that a physical education teacher is appointed on a full-time or part-time basis.

8.2.C6. In collaboration with the Children's, Family Life, Community Services and Health Ministries Departments, organize Community Health and Wellness Fairs to promote healthy eating, physical activity, and other health and wellness practices.

8.2.C7. Promote and facilitate linkages with civil society, the private sector, advocacy groups and community groups to plan and implement diet-related healthy lifestyle programmes and initiatives.

****8.2.C8.** In collaboration with the Children's, Family Life, Community Services and Health

Ministries Departments, develop outreach programmes providing reproductive health information and services to children and youth.

8.2.D1. Hold practical demonstration sessions on how to prepare healthy dishes and menus.

8.2.D2. Encourage and support members who wish to go into the preparation and sale of healthy snacks, dishes, and meals.

8.2.D3. Encourage the Health departments at the local churches to host cooking classes where capable people are available.

PERFORMANCE TARGETS

FAMILY LIFE DEPARTMENT

8.3.A) To promote the maintenance of healthy, and functional families both in the church and the wider society through the establishment of ongoing programs, seminars, and activities.

8.3.B) To empower women within the church and in the wider community by equipping them with the knowledge and skills necessary to achieve balance in effective family management, sustainable livelihoods, and personal development.

8.3.C) To foster the development of spiritually, physically, emotionally, and mentally healthy and productive children and youth through the empowerment of women.

KEY PERFORMANCE INDICATORS:

8.3.A1. Provide Family Ministry departments at the local churches with appropriate tools for spiritual nurture on family-related issues (e.g. annual family life plan book; family worship brochures; information and guidance on family worship format).

8.3.A2. The Children's and Family Life departments of the Missions in collaboration with the University of Southern Caribbean (St. Lucia Campus) will facilitate public educational training programs, seminars, and workshops, on family life and family-related issues such as domestic violence; marital problems; parenting; drug abuse; life crises and financial issues.

8.3.A3. Develop a standardized Pre-marital Counselling Manual that would empower pastors to adequately prepare couples for marriage.

8.3.A4. Promote and organize Couples clubs and Parenting Clubs in the local churches in the St. Lucia Mission as a support system for married couples.

8.3.A5. Host open Family Life seminars for the non-Adventist community as a soul-winning strategy.

8.3.A6. Family Life Ministries, Men Ministries and Women Ministries shall develop a collaborative approach framework for an integrated ministry to families in the Church and wider community.

8.3.B1. Provide material to the Women's Ministries Department at the local churches to conduct seminars for women in technical areas such as i) coping with fatigue; ii) how to simplify and organize household tasks; iii) how to manage finances; iv) maintaining self-esteem, building confidence, and overcoming feelings of guilt; v) stress management and relaxation classes.

8.3.B2. The Women and Children's Ministry Department at local churches will be provided

with the necessary support of materials and other resources to promote and conduct classes for women in basic literacy; computer literacy; General Educational Development (GED) tutoring; and Life skills classes.

8.3.B3. The Women Ministries Department and local churches will be given the necessary support and material resources to facilitate training classes in small business management and practical business skills such: as vegetable home gardening; ornamental plant production and management; sewing and fashion design; and catering.

8.3.C1. In collaboration with the Children's, Family Life and Youth Ministries and Community Services Departments, the SLM will identify, adopt and implement appropriate children and youth development programmes and activities.

8.3.C2. Increase the enrollment in the uniform clubs by encouraging all youth to be a part of the clubs, from Adventurer to Master Guides.

8.3.C3. Acquire and have available the necessary materials and paraphernalia required for the uniforms.

8.3.C4. Implement 'Survival Skills for Youth" programmes at the local church and invite the wider communities. The training will cover vital topics such as: developing communication skills; money management; conflict management; study skills for success, and job interview skills.

PERFORMANCE TARGETS

YOUTH

8.4.A) To establish a strong spiritual foundation for every youth through the study of scripture, the spirit of prophecy, church heritage and youth ministry curriculum.

8.4.B) To empower every youth leader through ongoing training….

8.4.C) To empower the uniform clubs and the Adventist Youth Society to be more active and visible.

8.4.D) Facilitate Youth conservation initiatives.

KEY PERFORMANCE INDICATORS:

8.4.A1. Encourage Youth leaders to organize camps during holiday periods to facilitate more activities in nature to stimulate the minds of youth hooked on device screens.

8.4.A2. Maximize the camp time to engage youth in memorizing scripture verses and Spirit of Prophecy passages.

8.4.B1 Facilitate PLA leadership training for youth leaders in the months of March and June

8.4.C1 Provide guidance and relevant material and ideas to support the Youth departments to become more creative in their programming.

8.4.C2 Increase the enrolment in the uniform clubs by encouraging all youth to be a part of the clubs, from Adventurer to Master Guides.

8.4.C3 Develop the **youth campsite** to facilitate youth and club programs and activities.

8.4.C4. To ensure that the campsite is developed with a multifunctional concept, in such a way as to facilitate the creation of industries to assist unemployed youth.

8.4.C.5. ensure that youth are involved in the concept design of the site and are kept informed through regularly updated bulletins as development progresses.

8.4.D1. In collaboration with the national DAYS, set up a committee to plan programs such as Youth Retreats, Sports exchanges, creative skills workshops, and computer-based training programs intended to facilitate greater youth empowerment and involvement.

8.4.D2. develop a **"Youth Month"** program in which the achievements of youth are highlighted on the church's website, during sabbath programs, or on Prayzfm. Churches will be asked to submit names of youth who make significant contributions to church programs or who are talented in music, culinary arts, sports, or youth who have been recognized at school for academic achievements or other accomplishments. There should also be a special ceremony if possible or else, during the annual church convention such youth should be specially recognized.

OBJECTIVE# 9

Raise awareness about the esthetical upkeep of church surroundings and buildings. Encourage improvement in this area and provide the necessary support.

PERFORMANCE TARGETS

- **A.)** Ensure that church buildings are well maintained so that they look presentable for the worship of God.
- **B.)** Maintain that church construction or renovation projects are well-designed and in keeping with standards and requirements for public buildings.
- **C.)** Confirm that churches have access to funding, skilled personnel, and equipment, and will be able to complete building projects in a timely manner before approval is granted for construction work to commence.

KEY PERFORMANCE INDICATORS:

9A1. Impress upon congregations to be vigilant about the physical appearance and surroundings of church buildings and premises.

9A2. Raise awareness that the unappealing surroundings and appearance of church buildings can discourage potential visitors.

9B1. Ensure that proper guidance is given to all building committees during the planning phases of

9B2. The Treasury and Stewardship departments of the Mission will collaborate in encouraging churches and schools to consistently save with CURF and/or our local SDA Credit Union and to make monthly contributions to the Island Development Fund - IDF thus creating the needed collateral for securing funding for church projects.

9B3. Church Building committees will seek approval from the Executive Committee before commencing construction or renovation projects.

9C1. Requests for construction or renovation will be forwarded to the IDC who will have its representatives meet with the said building committee and provide guidance on the features to be amended in the plan if there are any concerns.

9C2. IDC will scrutinize the plan to ensure it meets the required standards before being sent to the Government's Planning Department for approval.

9C3. Financial information will be sought from the church and scrutinized by the administration to ensure funds or funding sources are available to and adequate to undertake the project.

9C4. If sufficient funds or funding sources are not available, the building committee will be advised to secure the amount needed from CURF or the SDA Credit Union if they satisfy the requirements so that the project does not drag on unnecessarily.

9C5. After approval, IDC will have oversight of the construction/renovation project until completion.

9C6. The SLM will collaborate with the IDC to prepare a pamphlet/brochure to circulate to the pastors and churches regarding these procedures and other necessary information.

STRATEGIC IMPLEMENTATION ROADMAP

Four Phases for Effective Implementation of Strategies



Drive the process

- Review plan with Executive committee/ Admin staff.
- Review plan with Directors and Pastoral Staff
- Get feedback for prioritization.
- Request commitment for teamwork, cooperation, and mutual support



Set Milestones

- Select areas of priority and strategic goals for each year of the plan
- select KPI's to be targeted.
- Set achievement timeframe for each target.



Monitor Progress

- Assign responsibilities for sections of the plan to departments or individuals which line up with their core functions.
- Set weekly follow-ups to monitor progress as necessary.



Schedule

*Schedule meetings to receive progress reports from: department heads and pastoral staff.

*Schedule meeting for Evaluation of Pastors.

*Schedule progress report meeting:

-Executive committee

-conventions/Retreats

IMPLEMENTATION & MONITORING

Undoubtedly, the task which the church faces is a mammoth one. It calls for full commitment, not only on the part of the leaders but from every person and entity which forms part of the decision-making process or plays a key role in moving forward on plans.

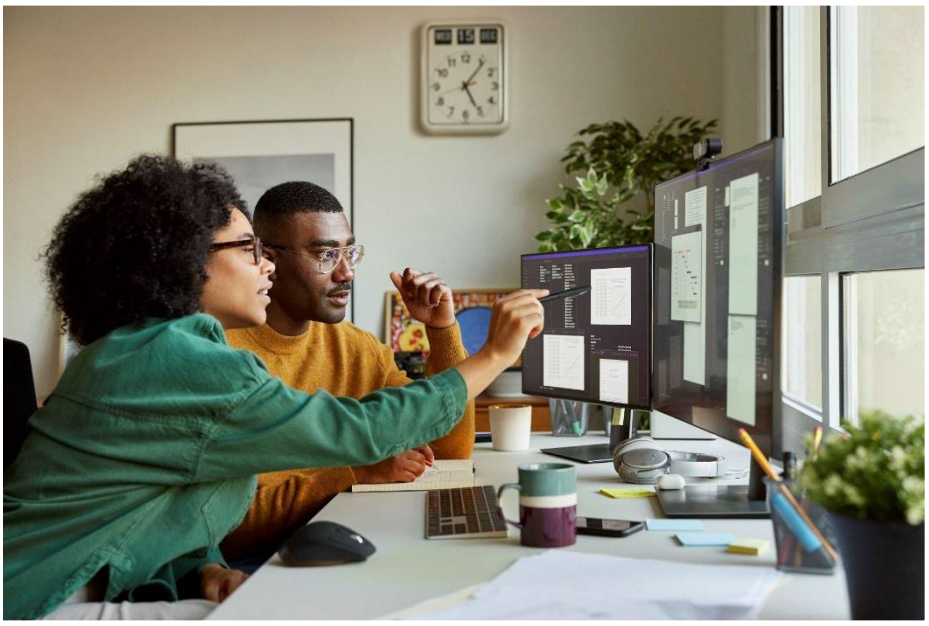
A five-year development plan will take the organization along a long path of change, and it will require ongoing management to navigate through these changes. The strategies and objectives we construct in this exercise have as their collective focus how to engage “people” (leaders, administrators, pastors, members, prospects, and the wider community) in a way that will inspire them to participate in the process of making and becoming disciples of Christ and thereby engaging themselves and their resources in advancing His kingdom.

That is why it is important to ensure that someone is assigned to monitor, evaluate, and lead the process. In that regard, the Executive Secretary should serve as the change manager or Chief Strategy Officer.

Heads of Departments should each be tasked with making their own assessment of the degree to which they have achieved the objectives of the strategic plan which relates to their section, and the extent to which KPIs have or have not been attained. Everyone should be focused on these

areas of priority which have been outlined and where there is a need to deviate, such actions must be comprehensively justified.

1. Assign responsibility for each initiative and tie the timely achievement to the reward system.
2. Schedule monthly or quarterly meetings to review progress and evaluate efficiency levels.
3. Monitor progress based on action plans.
4. Encourage leaders and other accountable persons to be open about any problems and challenges in the execution of plans.
5. Make necessary adjustments.
6. Keep a log of progress on major projects.



This highlights the need for ongoing communication and periodic reporting of progress. This should not be compromised. Where more than one department is involved in the realization of a particular objective, the Chief Strategy Officer must play a role in influencing collaboration and teamwork in order to achieve maximum outcomes in the relevant initiative or project. Not everyone will embrace even the best-laid-out plans. However, the plan can help galvanize unity and mobilize support for what is on the agenda. Therefore, timely exchange of information and reporting is key to ensuring that everyone remains focused on the end goal.

In a five-year plan, challenges and difficulties are certainly to be encountered along the way. And some circumstances may arise which call for a radical alteration of plans or initiatives. Unforeseen circumstances in the external environment (economic, social, environmental, political, or legal) may restrict progress, causing the proverbial ship to run aground. The Chief Strategy Officer must be able at such times, to refer to the strategic plan and remind everyone what the Mission and Vision are and regroup the key players to adjust the plan to keep everyone moving forward. Once the "*whys"* and "*what's"* have been decided and agreed upon, then the work must progress in earnest. The work will not achieve its expected value if it is not completed in a timely manner or if the quality is below the expectations of the target audience or consumer. Periodic monitoring of the quality of output is therefore important.

The Chief Strategy Officer must keep in view all the ongoing and next-in-line programs to stay abreast of the goings on so that the achievements can be punctuated with moments of celebration. This provides opportunities to celebrate wins and keep people hopeful about making it the rest of the way.

If such a dynamic approach to fulfilling the strategic goals, this strategic plan must constantly be in the hands of decision-makers and regular reference must be made to it. It must be used as a road map for a long unfamiliar trip or as a program outline for a grand concert – always at hand.

OVERVIEW AND FUTURE PERSPECTIVE:

Focus on discipleship and conservation efforts: The need for greater attention to be paid to the area of discipleship and conservation was echoed throughout the consultation meetings we conducted, and it has also been highlighted among the key issues identified. It is a prominent feature in the projections for this strategic plan: Perry Tobin observes that from 2020 church attendance has experienced a steady decline, however, at the same time there has been notable growth of the online church. That's because the online church offers churchgoers the opportunity to do what he refers to as "Church Shopping". He explains it to mean that in the same way, people go shopping online for other things, this on-demand convenience is transmitted into other areas of our lives. The resulting impact of the online church is seen in the decline in church attendance.

In order to combat this new phenomenon, he recommends that churches give more attention to the matter of discipleship.

"Instead of inviting people to dozens of different events, encourage people to take steps on a discipleship path. With a discipleship path, you can focus more on who you want people to become in Christ rather than what you want them to do or participate in. People are always looking for something bigger than themselves. So, when you offer a path to joining a community that helps them grow personally and give back to their community, they'll be inspired to make the extra effort to have regular church attendance." [Online church blog, https://pushpay.com/blog/5-ways-to-combat-church-attendance-decline/]

> The Chief Strategy Officer must play a role of influencing collaboration and teamwork in order to achieve maximum outcome.
> Timely exchange of information and reporting is key to ensure that everyone remains focused on the end goal.

One thing we can all agree on is the fact that church growth is not automatic. It is the collective result of the combined efforts of the various ministries of the church. It's the product of continuous thinking, planning, and acting in ways which will support the sustainable growth of not only the congregation numbers but also the spiritual maturity of its members. If the church is stuck with a routine approach to doing ministry, it will naturally suffer a decline. "Whatever is not growing is dying" (author unknown). However, this

phrase vividly implies that decay and death is a natural outcome of stagnation. The words of Jesus found in Matthew 10:5&6 may be very applicable to the church in this current situation. Jesus said in essence, “Don’t go to the Gentiles but rather go to the lost sheep of the house of Israel.” It can here be argued that Jesus’s first priority in ministry was Reclamation. The declining membership trend highlighted earlier; sinking about 30% between 2014 and 2019, indicates that this should become a priority of the Saint Lucia Mission over the period of this Strategic Plan.

The Church (each congregation), more now than ever, needs to monitor its unique situation and respond to the particular needs of its constituents. It requires studying the situation, deciding on, and implementing solutions to sustain and grow the congregation. Any such intervention and the resulting improvements in attendance should be noted. By keeping such records, the church will be able to track the effectiveness of each effort and improve on them and repeat for similar or better results. Otherwise, if the intervention does not produce satisfactory results, then you will know when it’s time to scrap it. Of course, we are mindful that every area and strategy will not produce the desired results, however, the purpose of the church is to respond to the Great Commission and carry the gospel to every nook and cranny.

The rise of the online church means that focus must also be given to that fact when planning evangelistic projects and outreach programs. The new reality is that people have developed the habit of receiving messages in video form and on-demand on their mobile devices. Making purchases online is also gaining popularity across all age groups as these transactions are being made safer and are being encouraged by businesses in general. Our outreach efforts must be sensitive and adjusted to respond to this growing trend.

To create and maintain the attractiveness that would keep new people coming into our congregation, the programming needs to be re-tailored, and the external and internal ambience must resonate with that appeal which would attract and make people feel welcome. Advance announcements of programs through online flyers, Facebook, Instagram, Twitter, and WhatsApp messaging must become a common and necessary part of planning. Short, interesting video bursts clipped from major sermons should become a common feature on Facebook, Instagram, and Twitter. This is a new reality and can play a major function in advancing the gospel, but the church has been slow in getting on board.

General Recommendations:

A. **Establishment of reporting and monitoring structures*:***

- One of the key elements in this strategic plan is the aspect of ***Proper Record keeping.*** This is an important way to track and monitor the effectiveness of church growth efforts. Have a database showing the latest membership of each Church and by district. This should be updated monthly or quarterly, whichever is more convenient to keep track of any concerning trend and take early steps to address it. District pastors should take responsibility for keeping the church informed and motivated to ensure that growth is never stagnated.

- Additionally, be aware that growth can take many forms besides the increase in attendance numbers and set up systems to capture that information. The various programs and activities of the church can contribute to growth in other areas, but this can only be captured if these areas are monitored and recorded. Consider adding these areas as aspects of the church to be recorded and monitored:

- First-time visitors/donors
- Registrations for promoted events.
- Number of churches conducting Bible/Baptismal classes
- Persons attending Bible/Baptismal classes.
- Members participating in fitness programs of the church.
- A number of volunteers at community events organized by the church.
- Participants at community events/health fairs etc.

- Visitors at organized social events
- New persons Submitting prayer requests.
- Number of Small groups operating and attendees.
- Subscribers to streaming programs.
- Number of Social media followers

B. Pastoral Evaluation:

It is also recommended that for the revised **Pastoral Evaluation and Reporting Instrument**, consideration should be given to including the following items in whole or in part: This will facilitate the pastors keeping proper records of their activities and will also allow the Mission to account for how the pastors time and efforts were distributed in contributing to the organization's mission. This report is to be submitted monthly.

- The number of people visited (households/institutions etc.)
- The number of counselling sessions held.
- Number of sermons delivered.
- The number of meetings attended/conducted.
- Special events organized and/or participated in
- Evangelistic efforts held or supported.
- Number of persons baptized.
- Civil status events conducted (dedication, marriage, funerals)

C. *Networking and collaboration training sessions for Leaders:*

Developing strategies, creating objectives, and setting targets, is not a matter of making work for senior executives. Corporate strategy represents what will be the thrust of the organization as a whole, but there must also be a strategy to guide the actions of each functional unit as an entity itself and this must be carried on down to the basic operational unit. In this case, it means that department heads must revisit the plan and initiate plans at their level of how the actions of their respective department will respond to contribute to the fulfilment of the overall goals and objectives. This must be transmitted downwards to the level of the district Pastor and continue to the department heads at the local church.

- *Networking and Collaboration:* In order for strategic thinking and strategy-directed action to penetrate throughout the organization, leadership collaboration and networking sessions are an unconditional necessity. There should be organized networking sessions where Directors and pastors come together to review the Performance Targets and Key Performance Indicators; identify aspects where opportunities for synergy emerge; capture the synergy and maximize those opportunities to collaborate. Uniting the activities and actions of key functional departments in related areas will also help the organization realize huge cost savings in the execution.

Department heads and district-level pastors are held accountable for achieving set targets. It is only as they embrace such responsibility and make deliberate efforts to incorporate the Elders and other church-level leaders will the Saint Lucia Mission realize any real progress towards achieving its Mission and Vision. Achieving those targets will involve everyone and administrators must do all in their power to get everyone with a leadership role on board in pursuing the stated targets.

- *Review Evangelism Strategy:* The organization needs a strategy to guide how it will achieve its objectives for sustainable growth of its congregations, and the organization's strategy of how it approaches the situation will evolve over time. This was very evident in the stakeholder's consultation meetings where it was observed that the approach to evangelism is becoming notably less effective, either through public weariness and lack of interest or declining support from members. While some feel the system is effective except for membership support, others hold that it needs to be reviewed.

Pastors and Directors who are trained in the area of Church growth and conservation should be tasked to develop a module and conduct training sessions in this area of expertise. This training should be tailored to target both pastoral staff and lay leaders. The aim should be to expose them to explore some of the up-to-date techniques in evangelism. These Sessions should not simply deliver ideas but also include practical sessions where attendees go through the process of designing actual campaign strategies based on the training, to be implemented. The Saint Lucia Mission should spare no efforts which could help it to realize **more sustainable growth in the churches**.

- *Lay leaders Training*: District Pastors need to devote more time and effort to the training of Elders and lay leaders. Training of Lay leaders will empower them for better engagement and quality service to members. This will also help them to feel more valued and enable them to contribute more confidently to the discipleship and member conservation/retention objectives of the Saint Lucia Mission. This will also give the pastors the confidence that they have competent resources at their disposal. The following list of suggested areas of Training is not exhaustive but can include: 1. Home visitation, 2. Serving communion to the shut-ins, 3. Field preparation, 4. Conducting Bible Study, 5. Prayer ministry, 6. Defending difficult doctrines such as Tithing, 7. Exploring difficult passages in Revelation, 8. Spirit of Prophecy, 9. The Adventist version of the Health message, 10.Community outreach, etc.

- The sentiment was reportedly expressed during our consultation that there appears to be an atmosphere of "us versus them" felt among some churches. Suggesting an ongoing competition between the Saint Lucia Mission's Administrators and the church leaders when it comes to church programming. It is recommended that as a means to combat this, efforts be made to ensure that the Misson's Callender of events for the year be delivered by December before closing for the holidays, on or about the 20th. This will allow the planners of the church's program to have the benefit of this calendar when planning their own church's programs for the upcoming months. Additionally, it is recommended that the President sends our quarterly briefings to the churches in the form of a one- or two-page bulletin accompanied by a short video. This will provide periodic updates to the churches about pertinent matters happening in the Saint Lucia Mission such as: Major crusades, new approaches in evangelism explored at various districts and the outcomes, number of new baptisms, training sessions or other major events past or upcoming. This will no doubt help create a better relationship between the church leaders, members and

the Mission office as members will become more aware of what is happening across the island churches.

Reliance on Devine Power:

Leaders must constantly be mindful that this work is of divine origin and that we are all but co-labourers together with God and the agencies which he has appointed to perform this work. God will commend the necessary wisdom and impart ability and strength to bring about rich and rewarding results to committed, sincere and wholehearted service rendered on behalf of His kingdom.

"God has provided divine assistance for all the emergencies to which our human resources are unequal. He gives the Holy Spirit to help in every strait, to strengthen our hope and assurance, to illuminate our minds and purity our hearts… If His people are watching the indications of His providence, and are ready to co-operate with Him, they will see mighty results." {*Prophets and Kings, pg660 p3*}

CONCLUSION:

Every effort has been made to present the Strategic plans and projections of the Saint Lucia Mission of Seventh-day Adventists for the next five years in an accurate, concise, and meaningful way. This construct has been developed through the rigour of stakeholder examination and scrutiny to produce the final product. Without a well-guided plan of development and without purposeful and diligent effort to pursue the steps toward this development, the organization merely exists. It is a fundamental truth in the study of biology that anything which is not growing is dying.

It must be remembered that no success happens by chance and therefore, the success of any plan depends on effective implementation. To achieve this, the plan must be supported by certain key elements. These include an effective and ongoing communication system between the key

players and decision-makers; accountability checks-and-balance monitoring farmwork; and a systematic and reliable recording and reporting mechanism. Timely and effective reporting will allow decision-makers to spot challenges ahead of time a tackle issues before they create a crisis. Monthly and quarterly meetings are a reliable way to keep the finger of decision-makers on the pulse of the organization. These sessions allow for the responsible department or staff to give updates on progress, provide details on any challenges being experienced and highlight successes at the various stages of implementation. Failing to monitor action plans in this way will essentially have the organization groping in the dark about its progress and it may be incapable of hitting any of its targets as the process unfolds.

Taking the approach of systematic periodic reviews and keeping functionaries accountable for meeting agreed targets, setting evaluation measurements and time frames will guarantee a great deal of success. As it is said, what does not get measured does not get done. Having said all that, leading a strategic plan will not be without shortcomings and pitfalls. Environmental conditions and circumstances are not static. Anticipated outcomes may sometimes not be realized because of radical shifts either in the economy or the social environment, sudden radical political or legal changes can conspire to create roadblocks and warrant a complete reevaluation of plans and projections. Administrators who are aware of this will continue to monitor, not only how well the execution of plans are progressing or set targets are being achieved, but also what signs tell of unanticipated challenges which can derail such progress. This therefore calls for vigilance. Being able to anticipate the likely impact of unfavourable conditions can make a huge difference in how drastic their impact can be or may even allow for timely interventions to avert the negative impact altogether and with a bit of good fortune, to use such developments to the advantage of your plans.

The road ahead requires strong, courageous, and enthusiastic leadership. There may be strong opposition and resistance at times, but it must be confronted with prayer and determination. Mindful that the greater portion of the workforce (leaders at the local church) are essentially volunteers, they cannot be pressured but must be encouraged and motivated to cooperate and commit their time and resources to this great work. Achieving the Mission and Vision are the principal aims of this strategic plan and the KPIs are the steps along the way in getting there. The Administrators cannot allow themselves or the people to lose sight of this. It must be kept constantly displayed before the people; in pamphlets, in letters, in posters, in messages and at major events they are to be repeated. 'Communicating the gospel to every person' and 'actively preparing Saint Lucia for the second coming of Jesus' is the work for this time. *"In a special sense, Seventh-day Adventists have been set in the world as watchmen and light bearers. To them has been entrusted the last warning for a perishing world. On them is shining wonderful light from the word of God. They have been given a work of the most solemn import—the proclamation of the first, second, and third angels' messages. There is no other work of so*

great importance. They are to allow nothing else to absorb their attention." *{Ellen G. White. 9T. 19.1}*

By applying these key elements, the organization will be able to progressively navigate through the challenges which lie ahead and successfully meet the many performance targets outlined for the next five years. However, it cannot be overstated that achieving this will require a move of faith; not by human might or power but by "**going with God**", constantly praying for the guidance of His Holy Spirit , and trusting His leading to take the Saint Lucia Mission to new heights.

I wish you God's speed.

Leslie Fontenelle


www.alittleperspective.com
Behold,
He is coming with clouds,
and every eye will see Him,
even they who pierced Him.
And all the tribes of the earth
will mourn because of Him.
Even so, Amen.
Revelation 1:7

Appendices.

Appendix **1**: S**trategic Plan Work schedule**

TIME-LINE TABLE CONT.'

DATE	EVENT
Aug.21st – Sep3rd	Stakeholder Engagements: Conducting consultation with stake holder groupings and carrying out the general surveys
Aug. 15th	Presentation and Discussion on report with administrative staff President, Secretary, Treasurer
Aug. 21st	School principals and vice principles
Aug. 22nd	Prayzfm and Pastor St Clair
Aug. 23rd	Directors including ASI and IDC chairman
Aug. 24th	15 pastors
Aug 27th	Church's Reps – North
Sept. 10th	Church's Reps – South
Sept. 11th – 30th	Review and assessment of findings
Oct. 2nd – 15th	Complete writing of Strategic plan
Oct. 18th	SINGOFF MEETING – SUBMISSION OF FINAL REPORT President, Secretary, Treasurer

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TIME-LINE TABLE

DATE	EVENT
June 30 – July 10th	Preview of previous reports and preliminary notes
July 1st – 5th	Conceptualize methodology and determine way forward for inception report and strategic plan
July 6th – 15th	Preparation and review of Inception Report
July16th – 20th	Preparation of survey instrument
July 20th to 25th	Mini testing of survey instrument (sampling of population)
July 28th – 31st	Assessing initial findings and making adjustment from feedback
Aug. 1st – 9th	Finalizing Inception Report
Aug. 10th	Submission of Inception Report
Aug. 10th – 14th	Review of Material by Admin staff
Aug. 15th	Presentation and discussion of Report with Admin Staff
Aug. 16th – 20th	Adjusting initial details based on inputs from the admin staff
Aug. 16th – 18th	Update survey questionnaire base on inputs and suggestions

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Appendix **2**:

Questionnaire Objectives with Their Expanded Meanings

The five general objectives for obtaining feedback from stakeholders through the sample questions provided are:

1. **Gain insight into future challenges and issues:** By asking stakeholders about the significant issues confronting the Saint Lucia Mission, its sector/department, and the community, the objective is to gain a better understanding of the potential challenges that may arise in the next five years. This information can help the organization prepare and develop strategies to address these issues effectively.
2. **Identify desired achievements and goals:** The objective of asking stakeholders about their expectations and what they want to see the Saint Lucia Mission achieve in the next five years is to gather insights into their aspirations and objectives. This information can guide the mission in setting aims, goals, and objectives that align with the stakeholders' expectations.
3. **Determine areas of improvement and existing strengths:** By inquiring about what is being done well and areas that need improvement within the sector/department or congregation/district, the objective is to identify the strengths and weaknesses of the organization. This feedback can inform efforts to build upon existing strengths and address areas that require improvement.
4. **Establish collaboration and support:** The objective of understanding how the sector/department can contribute towards achieving goals and targets, as well as how the Saint Lucia Mission can support or assist the congregation/district, is to foster collaboration and cooperation. This feedback can help identify opportunities for synergy and determine how different entities can work together to achieve shared objectives.
5. **Enhance effectiveness and impact:** By soliciting feedback on changes needed in the Saint Lucia Mission to make it more effective, identifying the biggest issues confronting the church at present, and exploring opportunities for the mission to contribute to the country and region, the objective is to enhance the overall effectiveness and impact of the organization. This feedback can guide strategic decision-making and resource allocation to maximize the mission's influence and relevance.

Appendix 3:

Church Survey Questionnaire

Instructions: Please rate your level of agreement with the following statements by selecting the appropriate response on the Likert scale provided. Additionally, kindly provide the demographic information requested:

Section 1: Background Information

1. Age:
    - ○ Under 18
    - ○ 18-24
    - ○ 25-34
    - ○ 35-44
    - ○ 45-54
    - ○ 55-64
    - ○ 65 and above
2. Gender:
    - ○ Male
    - ○ Female
    - ○ non-binary
    - ○ Prefer not to say.
3. Ethnicity:
    - ○ White/Caucasian
    - ○ Or Black/African descent
    - ○ Asian/Pacific Islander
    - ○ Hispanic/Latino

- ○ Native Indigenous
- ○ other (please specify)

4. Employment Status:
   - ○ Employed (full-time)
   - ○ Employed (part-time)
   - ○ Self-employed
   - ○ Unemployed
   - ○ Student
   - ○ Retired
   - ○ Other (please specify)
5. Occupation
   - ○ Education
   - ○ Construction
   - ○ Management
   - ○ Office Worker
   - ○ Sales
   - ○ Transportation
   - ○ Medical
   - ○ Other (please specify):

     _____
6. Education Level:
   - ○ Less than High School/CXC Certificates
   - ○ High School/CXC Certificates
   - ○ Some college/associate degree
   - ○ Bachelor's degree
   - ○ Master's degree
   - ○ Doctoral degree
   - ○ Other (please specify)

7. Church District:
8. Church Department:
9. Number of Years an Adventist:
    - ○ Less than 1 year
    - ○ 1-5 years
    - ○ 6-10 years
    - ○ 11-20 years
    - ○ More than 20 years
10. Are you an employee of the Saint Lucia Mission?
    - ○ Yes
    - ○ No
11. If yes for #10, indicate the number of years of employment with Saint Lucia Mission:
    - ○ Less than 1 year
    - ○ 1-5 years
    - ○ 6-10 years
    - ○ 11-20 years
    - ○ More than 20 years

Section 2: Gain insight into future challenges and issues

1. Rate your level of agreement regarding the Saint Lucia Mission's capacity to handle the challenges it may face in the following areas:

Areas	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Environmental issues					
Social issues					

Religious issues					
Economic issues					
Technology					
Political issues					
Legal issues					
Moral/Ethical issues					

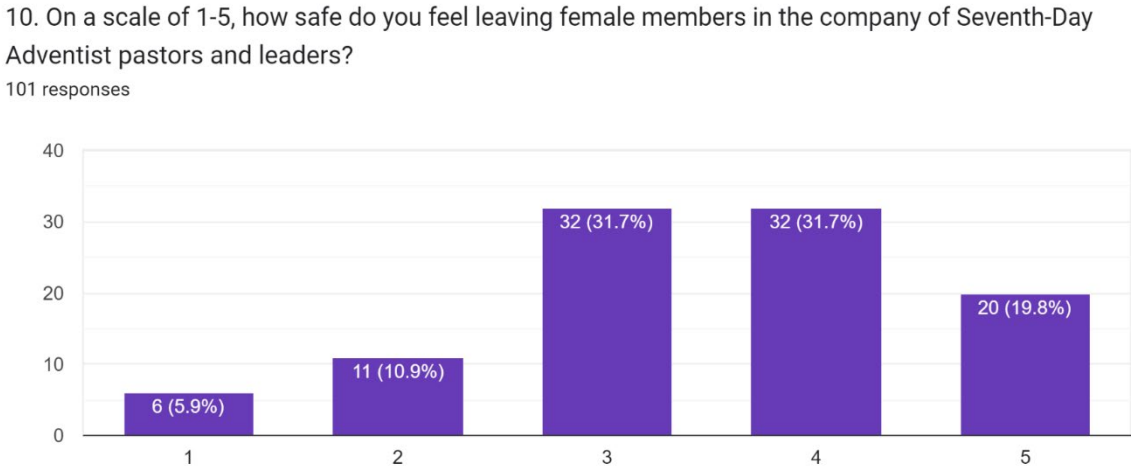
2. To what extent do you agree with the following statements?

Areas	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Saint Lucia Mission has clear aims, goals, and objectives for the next five years.					
The expectations of the Church's stakeholders align with the goals and objectives of the Saint Lucia Mission.	6.3%	15.2%	45.5%	30.4%	2.7%

Areas	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My department, congregation or district is performing well in addressing its responsibilities and challenges.					
There are areas within my department, congregation or district that require improvement.					
My department, congregation or district actively contributes towards achieving the goals and targets set by the Saint Lucia Mission.	2.7	9.8	33.6	44.6	6.3
The radio station Prayzfm, plays an essential role in advancing the work of the					

Areas	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Seventh-day Adventist Church in Saint Lucia					
The Saint Lucia Mission provides sufficient support and assistance to my department, congregation or district in their efforts.					
The Saint Lucia Mission effectively addresses the biggest issues confronting the church from within.					
The Saint Lucia Mission effectively addresses the biggest issues confronting society.					
The Saint Lucia Mission proactively takes advantage of opportunities in the					

Areas	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
country and region to propel, support, or assist its work.					
The Saint Lucia Mission proactively takes advantage of opportunities to address social and humanitarian issues affecting the country/region.					



Direct Focus

1. **Gain insight into the nature of future challenges and issues:**

a) Which of the following do you foresee as the significant issues confronting the Seventh-day Adventist Church in Saint Lucia in the next five years? (Select all that apply)

Youth Conservation
Quality Leadership
Alternative beliefs
Break away groups.
Financial issues
Women ordination
Influence of other established religions
LGBTQ issues
Global crises
Other

b) From your perspective, how will the Seventh-day Adventist Church in Saint Lucia be impacted in the following areas?

Demographic:

_____

Societal:

_____

Religious:

_____

Economic:

_____

Technological:

_____

Political:

_____

Legal:

_____

Financial:

_____

2. **Identify desired achievements and goals:**

a) What specific outcomes has the Saint Lucia Mission accomplished in recent times that you appreciate?

_____

_____

_____

b) What are some of the things you would like to see the Saint Lucia Mission achieve in the next five years? (Projects, Policies, Programmes, etc.).

_____

_____

_____

3. **Determine areas of improvement and existing strengths:**

a) In your opinion, what is currently being done very well in your local church department, congregation, district or institution?

_____

_____

_____

b) What areas do you believe require improvement or attention within your local church department, congregation, district or institution?

_____

_____

_____

4. **Establish collaboration and support:**

a) How do you think your department/congregation/district/institution can contribute towards achieving the goals and targets set by the Saint

Lucia Mission for fulfilling the gospel commission?

_____

_____

_____

b) In what ways do you think the Saint Lucia Mission can better support or assist your department/congregation/district/institution in their efforts?

_____

_____

_____

5. **Enhance effectiveness and impact:**

A)What changes do you believe are needed for the Seventh-day Adventist Church to have a more impactful presence in the Saint Lucian society?

_____

_____

_____

A) In your opinion, what are the issues from within affecting the relevance of the Seventh-day Adventist Church in Saint Lucia?

_____

_____

_____

c) In what ways can the Seventh-day Adventist Church expand its services to the nation and people of Saint Lucia?

_____

_____

_____

Appendix. 4

Religion * by Gender Crosstabulation

Religion	Male	Female	Total
Anglican	1261	1401	2662
Baptist	1580	1990	3570
Bahai	27	37	64
Brethren	93	99	192
Church of God	1182	1297	2479
Evangelical	1685	2034	3719
Hindu	260	166	426
Jehovah Witnesses	805	1061	1866
Methodist	425	397	822
Moravian	12	18	30
Muslim	115	59	174
Pentecostal	6308	8363	14671
Presbyterian	19	28	47
Rastafarian	2610	580	3190
Roman Catholic	49511	52075	101586
Salvation Army	114	147	261
Seventh-day Adventist	8098	9196	17294
Lutheran	66	67	133
None	6704	3118	9822
Not stated	1352	1236	2588
Total	82227	83369	165595

Source: 2010 Population and Housing Census Results

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