



THE POWER OF TOUCH

March 14, 2021

THIRD QUINQUENNIAL MEETING OF THE
POTOMAC CONFERENCE CORPORATION
OF SEVENTH-DAY ADVENTISTS

QUINQUENNIAL REPORT



Potomac Conference
CORPORATION OF SEVENTH-DAY ADVENTISTS®



“

Existing to grow healthy,
disciple-making churches

”

#11





POTOMAC CONFERENCE CORPORATION
OF SEVENTH-DAY ADVENTISTS

MISSION STATEMENT AND VISION

The Potomac Conference Corporation of Seventh-day Adventists is committed in partnering with heaven to fulfill the gospel commission (Matt. 28:19-20) by taking the message of salvation to each individual in our mission field through the power of the Holy Spirit and, understanding our prophetic role, proclaiming the Three Angels Messages (Rev. 14). God has called us for this specific time to engage one another and look forward to the soon return of Jesus Christ. It is our desire, by His grace, to be faithful to this calling.

Mission

The Potomac Conference exists to grow healthy, disciple-making churches.

Vision

- To have our membership/attendance more than double in size, one precious soul at a time by 2025
- To have more than 70% of our congregations healthy, disciple-making churches through community focus, pastors equipped as servant leaders, members equipped and empowered to do the work of ministry and churches reproducing themselves in other localities
- To reach each community or people group of 20,000 or more and have a Seventh-day Adventist presence
- To have each school strong spiritually and academically, disciple-making and will be one of the greatest assets to the local church constituency

Special Thanks

to the dedicated staff and workers of the Potomac Conference Corporation of Seventh-day Adventists. Through your passionate commitment to our Lord and Savior and appreciation of His unbounding love, we continue to move forward in sharing the Good News and growing healthy, disciple-making churches.

Inside the Report

1	Letter to Delegates	01
2	What is a Constituency Meeting?	02
3	Meeting Agenda	04
4	Constituency Meeting Procedure	06
5	Reports:	
	President	08
	Vice President for Administration	12
	Vice President for Finance	22
	Vice President for Pastoral Ministries	26
	Vice President for Education	28
6	Department Reports	44
	- Camp Blue Ridge	46
	- Communication	50
	- Human Resources	52
	- LivingWell	54
	- Stewardship and Planned Giving	56
	- Youth	60
7	Our Territory	68

Letter to Delegates

Dear Delegates

You have been chosen by your local congregation or as an ex-officio delegate to be a participant of the Potomac Conference Corporation Constituency Meeting. It is our privilege to prayerfully come together as delegates to officially conduct the business of the Potomac Conference Corporation.

What is that business? To reflect on God's movement over the past five years and move forward with heaven's agenda to fulfill the gospel commission and fulfill Jesus' prayer in Matthew 6:10: "Your kingdom come...on earth as it is heaven." This is a sacred trust.

The Potomac Conference Corporation represents the diverse body of Christ, with over 37,000 members representing 120 countries, cultures and nations as well as a myriad of ages, financial standings and educations. In this diversity, the Potomac family bonds together to fulfill the mission of growing healthy, disciple-making churches and schools.

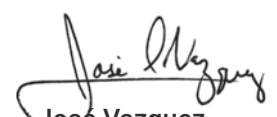
With "The Power of Touch" as our theme, let us reflect on how Jesus' touch changes lives—Jesus healing the leper with a single touch, the woman reaching out to brush against His garment, the blind man receiving the gift of sight. These single moments of Jesus' touch impacted and changed lives forever, creating a domino effect to those around them.

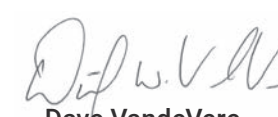
Through stories like these, we are given clarity on how Jesus' touch can powerfully and dramatically change each of us as well as those we meet. Jesus longs for the world to be impacted by this domino effect—sharing how His touch changed us and can change others. With this joy-filled experience, let us continue to share the message of His soon return, the Good News of salvation and the grace-filled warnings of Revelation. As disciples in the Potomac Conference Corporation let us be faithful in fulfilling the mission that has been given to us in Matthew 24:14. Let us be His touch by loving and embracing those He brings us to.

In the following pages you will see a panoramic view of how God's touch has led the Potomac Conference Corporation over the past five years and gain a clearer sense of where His leading will be in the years to come, as we, the church, work for Him. This is a time to rejoice on the evidences of God's mercy, love and grace.

The prayer is that at the conclusion of this day of official business we will have clearly sensed the moving of His Spirit and know that within the power of His touch, lies the ability to impact every community for Jesus in anticipation of His soon return.


Bill Miller
PRESIDENT


José Vazquez
VICE PRESIDENT
FOR ADMINISTRATION


Dave Vandevere
VICE PRESIDENT
FOR FINANCE



What is a Constituency Meeting?

A Constituency Meeting of the Potomac Conference Corporation brings together delegates (voting members) who represent each of the local churches and companies that make up the territory of the Potomac Conference Corporation. Credentialed employees of the Potomac Conference Corporation and members of various standing committees are also delegates to the Constituency Meeting. The constitution and bylaws of this organization determine the selection process of delegates and what takes place prior and during a Constituency Meeting. It is the opportunity for the body of Christ in Potomac to come together to pray and seek God's will in order to move forward in the fulfillment of God's mission.

ACCOUNTABILITY

A Constituency Meeting is where leaders and laity function in an atmosphere of supportive accountability. Elections take place and reports are given that should be analyzed as to whether the overall mission of the church is being accomplished. Some view a Constituency Meeting as a session of congress where every perceived issue is addressed and where every delegate makes a speech. Others see it as a time to right possible wrongs. A Constituency Meeting is a time to pray and to give healthy feedback to the initiatives set forth as His mission is advanced.

REPORTS

In this booklet you will find reports of what has taken place since our last meeting. Each leader has projected a vision of how their work will support the mission of the Potomac Conference Corporation. It is the responsibility of the delegate to evaluate how well they sense leaders are executing the task entrusted to them.

AGENDA

The process in formulating the agenda has been one carefully guided by our constitution and bylaws. As outlined, the process begins at the local church board. Ideas are then presented, in combination with conference administration who evaluate each item, to the Conference Executive Committee who finalizes the agenda. These agenda items should be viewed and processed with the focus on how to serve the Lord better in our conference.

DELEGATE MATERIAL

I want to encourage you to carefully read all delegate material. These documents are part of the foundation for this Constituency Meeting. By reading these materials and attending the Constituency Delegate Orientation Meeting you will be better informed to participate in the proceedings at the Constituency Meeting. Let us all pray for God's will to continue to be done in the work of the Potomac Conference Corporation.



March 14, 2021



Quinquennial Highlights



Through 2019, our church family consists of 144 churches, 24 companies and 13 mission groups, totaling 181 congregations.

\$45,277,183
GC, Division, and Union



\$132,479,725
Net Tithe Retained

Faithful disciples of Christ have returned more than \$177,756,908 of God's tithe during the last five years.

Constituency Meeting of the Potomac Conference Corporation brings delegates together who represent the churches and companies within the conference.

We are creating a well-planned, positive atmosphere that focuses on growing healthy disciple-making churches.



Meeting Agenda

Thank you for being an essential part of this event. Let us look to the Holy Spirit's guidance as we reflect on the blessings over the past five years and sense God's leading in the years to come.



8:00 a.m. Registration

9:50 a.m. Special Music, Takoma Academy &
Shenandoah Valley Academy

10:00 a.m. Meeting begins

1. Welcome - Bill Millery
2. Devotional – Henry Wright (so this will change the numbering for the whole agenda)t
3. Special Music – Takoma Academy
4. Session Organization
 - a) Official call
 - b) Review of quorum
 - c) Seating of delegates
 - d) Official opening of meeting (agenda)
 - e) Seating of parliamentarian (procedures to follow)
 - f) Presentation of new congregations
 - g) Dissolving & merging of congregations
5. Report of the Organizing Committee
6. President's Report
7. First Report of the Nominating Committee
8. Vice President for Administration's Report
9. Vice President for Finance's Report
10. Second Report of the Nominating Committee
11. Articles & Bylaws Committee Recommendations
 - a) Potomac Conference Corporation Articles and Bylaws
 - b) Board of Education Constitution and Bylaws
 - c) Shenandoah Valley Academy Constitution and Bylaws
 - d) Takoma Academy Constitution and Bylaws
12. Third Report of the Nominating Committee (as needed)
13. Education in the Greater Washington DC/Metro Area
14. Potomac Conference Board of Education Establish
Criteria for Healthy School
15. Challenge
16. Adjournment



Constituency Meeting Procedure

The Potomac Conference Corporation is a cooperative organization of local Seventh-day Adventist congregations bound together for the mutual purpose of growing healthy, disciple-making churches.

During each Constituency Meeting, representatives from the churches comprising the Potomac Conference Corporation convene to:

- hear reports.
- elect conference leadership (President, Vice Presidents).
- seek God's will for this conference.
- transact other business as stated in the constitution and bylaws.

This conference meeting will be conducted in harmony with the Working Policy of the North American Division of Seventh day Adventists. As required by our constitution and bylaws, a copy of that policy is included in the delegate materials.

Delegate Responsibility

Each organized church in the Potomac Conference Corporation has appointed delegates based on church membership—one delegate for each church plus one delegate for every 50 members or major fraction thereof. Delegates appointed by their church are to loyally represent the best interest of the conference. The delegates should unite in prayer and dedication to transact the business of the meeting in such a way as to advance the work of the gospel.

The information in the reports is to be shared by the delegates with members of their respective churches. Some delegates will be asked to serve on either

the Organizing or Nominating Committees for the Constituency Meeting. The delegates will vote on the nominations and recommendations presented by the Organizing and Nominating Committees.

Procedure

1. Delegates appointed by the local churches within the territory of the conference and delegates authorized by the conference constitution will be recognized as official delegates to participate in the Constituency Meeting.
2. Each church selects one (or more, according to membership) of its delegates to be a member of the organizing committee.
3. The Organizing Committee will:
 - a. Elect the Nominating Committee
 - b. Nominate the Standing Articles and Bylaws Committee
4. The Nominating Committee will bring nominations to the delegates for:
 - a. Corporation Officers and Vice Presidents
 - b. Executive Committee membership
 - c. Board membership for Board of Education, Shenandoah Valley Academy and Takoma Academy
5. Delegates will be given the opportunity to voice their opinions regarding any items brought to the meeting.
6. The majority vote by the general assembly will constitute the official action of the Constituency Meeting, unless denoted otherwise by the bylaws.

Procedural Guidelines

- The printed agenda for the Constituency Meeting will be the exclusive order of the day, which at the discretion of the chair, may be interrupted with special committee reports.
- In order to move in an orderly fashion through the business of the day, the chair has the discretion to change the order in which the agenda items are presented to the floor.
- Limit debate from a single person to two minutes on an agenda item. If translation is needed, time will be four minutes.
- Only delegates will be allowed to speak, except for individuals invited by the chair to participate in reports germane to an agenda item under consideration.
- The delegates will identify themselves by name and church representation after being recognized to speak by the chair.
- Motions and comments concerning an agenda item under discussion should be made from microphones only, except for technical observations such as point of order, or question on the motion, which could be made directly from the floor.
- Unless otherwise stated and/or adapted, we will follow the *General Conference Rules of Order* to conduct business for this meeting.

“

While the Gospel Commission does not change, its fulfillment is demonstrated in different ways. A pastor works within a different context than that of a classroom teacher, a physician, or an institutional administrator. Whatever the personal or institutional role, each one is accountable to God's command.”

—Seventh-day Adventist Church, Article,
“Total Commitment to God,” October 1, 1996



President Report



Bill Miller
PRESIDENT



Yanil Alcantara
ADMINISTRATIVE
ASSISTANT

The Potomac Conference has been in existence since 1924. It has grown from an initial membership of 2,125 and 33 churches to 37,583 members and 181 churches, companies and mission groups. Until Christ returns, we have been given this territory to share the unique message of the Seventh-day Adventist Church, the love, grace and truth of our Saviour Jesus Christ in anticipation of His soon literal return, the Sabbath and sanctuary message and the fundamental beliefs that we hold to.

In Matthew 24:14, Jesus asks us to take the message to every part of our territory:

“And this gospel of the kingdom **will be preached** in the whole world as a testimony to all nations, and then the end will come.” In Matthew 28:19 He commands us to “go make disciples...”

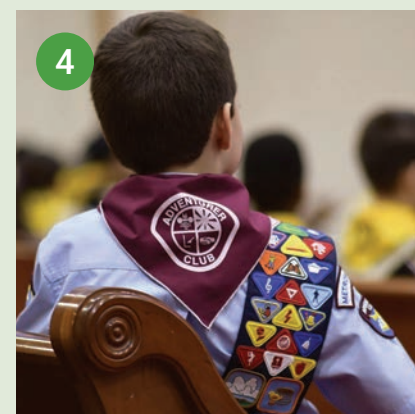
Through the power of touch, members from this conference have taken seriously the challenge to reach out with our message and be faithful to God’s mission through church planting, evangelism, preaching and the ministries of the local church and conference. As we engage together to do His will in our territory, we must understand the key ingredients in order to have the power of touch—love God with all our heart, soul and mind, love

our neighbor as ourselves and be known as His disciples through our love for others.

Over the past several years, I have had the privilege of preaching and fellowshiping, in most cases more than once, with every church and company in Potomac. At each location, I have been encouraged by how God is working through members to establish His will on earth. I never tire of hearing how, through divine coincidences, divine appointments and divine encounters, individuals are confronted with the gospel of Jesus and their hearts melted by His love.



1. In the last five years, 6,551 believers have joined by baptism and profession of faith.
2. Seven churches were organized, one additional church campus, 11 companies, like Riverdale for Jesus in Maryland (pictured) and eight mission groups were started.
3. An annual average of 1,722 students were enrolled in our schools in the last five years.



4. Eighty-five new Pathfinder clubs and 89 Adventurer clubs were established.
5. Our Hispanic ministries team and pastors started more than 620 house churches, many of which will become new church plants.
6. More than 1,500 young people attended summer camp at Camp Blue Ridge and many were baptized while there.



In the past five years, we have seen His Spirit moving in so many ways, confirming the power of His touch.

- 6,551 believers joined by baptism and profession of faith. Of this number, 244 were baptized while enrolled in Adventist education.
- Seven churches were organized, one additional church campus, 11 companies and eight mission groups were started.
- We received a grant from the North American Division for \$500,000 to continue church planting in the greater Washington Metro Area. We were also given a grant from the General Conference to plant a Chinese Church on the I-270 corridor.
- An annual average of 1,722 students enrolled in our schools.
- Of 700 students, 420 graduated through the Hispanic School of Discipleship.
- Our Hispanic ministries team and pastors started more than 620 house churches, many of which will become new church plants.
- Beltsville church (Md.) leadership partnered with the conference to establish multi-site campuses. One started on Tech Road, close to the General Conference Office (Silver Spring, Md.), and one is about to begin in Washington, D.C.
- Camp Blue Ridge (Montebello, Va.) re-opened with the appropriate certifications issued by the State of Virginia after having been shut down due to damage from an ice storm.
- A total of 1,589 young people attended summer camp, and many were baptized while there.
- We established 85 new Pathfinder clubs and 89 Adventurer clubs.
- Six individuals were trained to assist local churches in the Growing Young Initiative, which integrates youth and young adults in the life of the local church.
- 2,172 Pathfinders from Potomac Conference participated in the International Pathfinder Camporee in Oshkosh, Wis.
- 44 Potomac Pathfinder teams won awards at the North American Division's Pathfinder Bible Experience event.
- \$177,736,358 of tithe was returned in faithfulness to God, supporting the local church to the World Church in order to fulfill the mission of the Seventh-day Adventist Church.
- Pastors and local leaders were trained in various aspects of church work, through training events like EQUIP and programs offered by the Hispanic Ministries and Pastoral Ministries Departments.

“

I never tire of hearing how... individuals are confronted with the gospel of Jesus and ...His love. ”



There are many blessings to rejoice over, yet over the next five years, as a body, we must prayerfully seek solutions to significant challenges like:

- effective church planting in areas with no Seventh-day Adventist presence.
- finding effective ways to better involve young adults.
- increasing the impact of Adventist Christian education.
- discovering new streams of resources to further His kingdom.
- engaging each church and school in His mission through creative evangelism.

- praying for a revival to true godliness.

- fulfilling the Mission and Vision of the Potomac Conference Corporation in relationship to the mission of the World Church.

I am reminded by the words of Ellen White, “Those who have the spiritual oversight of the church should devise ways and means by which an opportunity may be given to every member of the church to act some part in God’s work” (9T, p. 116). This is how God’s work will be completed—with each of us reaching out to touch those with the gospel.

As disciples of Jesus, let us move forward knowing that in our connection to Jesus, our Lord and Saviour, the Potomac Conference Corporation is enabled to be faithful in His calling through the power of His touch. ■



Vice President for Administration



Jose Vazquez
VICE PRESIDENT FOR
ADMINISTRATION



Denise Hevener
ADMINISTRATIVE
ASSISTANT



Claudya Barrientos
CONFERENCE CLERK

In the past five years, we have seen His Spirit moving in many ways, confirming the power of His touch.

► **6,551** baptisms and professions of faith

occurred as a result of the commitment of our pastors, churches and support ministries to the mission and vision.

A total of ► **11,112** members were added

to the Potomac Conference church family.

► **10** new churches were planted

as a result of the vision and leadership of administration, the Associate for Church Planting and Evangelism, the Director for Hispanic Ministries and our dedicated mission-focused pastors and lay leaders.



► A total of 11,112 members were added to the Potomac Conference church family.

► Through 2019, our church family consists of 144 churches, 24 companies and 13 mission groups, totaling 181 congregations. (Pictured, groundbreaking ceremony for Far West End church's new building in Rockville, Va.)



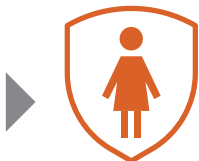


► 181

Through 2019, our church family consists of
144 churches, **24** companies and
13 mission groups, totaling 181 congregations.

► 90 church
clerks

were trained and certified, allowing them to provide
a more effective ministry within their local church.



The Potomac Conference continues to require all employees and volunteers working with
minors to register, be trained and take a background check through **Sterling Volunteers**,
our child protection program. This program exists to ensure every school, church,
conference institution and conference program offered is a safe place for children.



Prison Ministries, a lay led ministry, under the coordination of Hector Cruz,
Ryland Holmes and Moises Escalera, partners with churches and pastors to
carry out the mission and vision of the conference to those incarcerated. Several
churches participate in a video-conferencing visitation program for families of
inmates. Through Prison Ministries, there have been:

- 227	Baptisms and professions of faith	- 6,876	Letters written
- 9,074	Bible studies	- 28,039	Books, tracks, magazines distributed
- 4,182	Bibles distributed	- 5,914	Worship services

► For the safety of our children,
all employees and volunteers
working with minors must be
trained, registered and complete
a background check through our
children protection program,
Sterling Volunteers.



By God's grace, our vision for the next five years includes:

- continuing to improve our systems for data and statistical information.
- completing implementation process of Sterling Volunteers, the child protection program, in all churches and schools.
- completing certification training of all church clerks and those elected each year.
- working with the Human Resources team to improve new employee orientation meetings and develop new systems to streamline and refine the onboarding process.
- continuing to evaluate Potomac Conference Corporation institutions and programs to minimize our liability exposure.

ORGANIZATION GROWTH UPDATE

CHURCHES ORGANIZED

To be voted into the Sisterhood of Churches as new congregations:

■ West End Spanish	4/4/2015
■ Living Faith	4/25/2015
■ Restoration Praise Church	11/19/2016
■ Centreville Spanish	12/10/2016
■ Sterling Spanish	12/10/2016
■ Dumfries Spanish	8/3/2019
■ Culpeper Spanish	6/1/2019

NEW COMPANIES AND GROUPS

To be welcomed as new companies and groups:

COMPANIES

Arise Hispanic-American
Chesterfield Spanish
Light Bearers Mission
Dumfries Spanish
Norfolk Spanish
Manassas Spanish II
Cartersville
Lorton Spanish
Charlottesville Spanish
Seneca Valley Spanish
Riverdale for Jesus

GROUPS

Berean Ethiopian Mission Group
Richmond Korean Mission Group
Seneca Valley Spanish Mission Group
Chesapeake Spanish Mission Group
Living Water Mission Group
Beltsville Maranatha II Spanish Group
Remanente Spanish Mission Group
Vuelve Spanish Mission Group

DISBANDED/CLOSED

To be voted out of the Sisterhood of Churches which have closed:

■ Tidewater	3/15/2015
■ Patmos	5/15/2015
■ Tazewell Grace Fellowship Group	11/15/2015
■ Crewe	5/16/2016
■ Chase City	2/26/2019
■ Pearisburg	4/23/2019

MERGED

Arlington & Fairfax to Solid Rock	11/15/2015
Manassas II & Bristow Spanish to	
Manassas Battlefield Spanish	12/11/2018
Living Faith & Cornerstone to	
Greater than I	8/27/2019

TRANSFERRED

Washington Ghanaian to	
Chesapeake Conference	5/23/17



Vice President for Finance



Dave VandeVere
VICE PRESIDENT
FOR FINANCE



Wirmin Alcantara
UNDERTREASURER



Daryl Hevener
ASSOCIATE TREASURER



Linda Plank
ASSOCIATE TREASURER



Lauren Walker
ADMINISTRATIVE
ASSISTANT



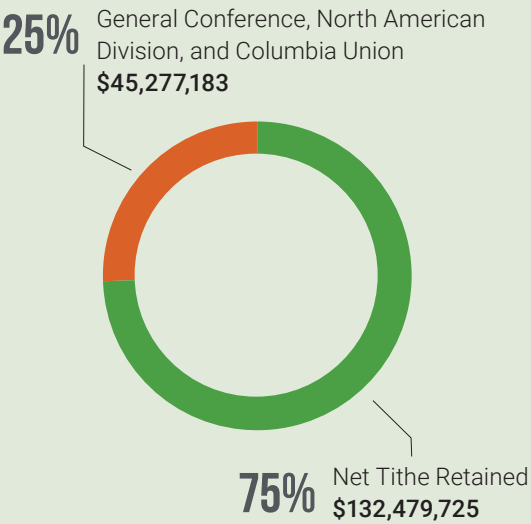
Modesto Vazquez
HEAD AUDITOR



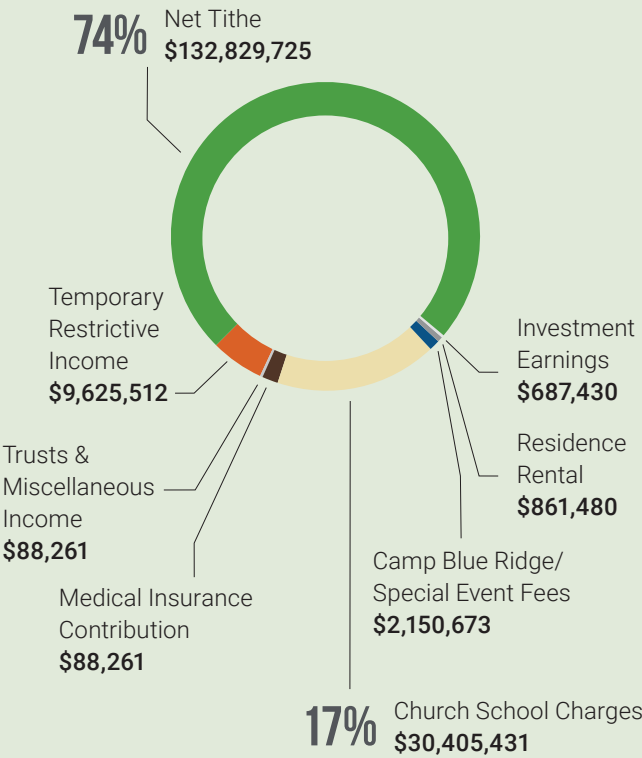
Bob Gainer
AUDITOR

I am blessed to report on the audited financial operations of the Potomac Conference Corporation during the last five years. God has poured out abundant blessings on our members and churches. As a result, even though the COVID-19 pandemic has created some uncertainties, the Potomac Conference Corporation looks forward with confidence, because our God has already provided for us.

TOTAL TITHE —2015 - 2019
\$177,756,908



OPERATING INCOME —2015 - 2019
\$180,331,571



Tithe

Thank you for your faithful stewardship as disciples of Christ as you have returned more than \$177,756,908 of God's tithe during the last five years. God is faithful. When tithe is paid, He is tested as outlined in Malachi 3:10. God has blessed because of your faithfulness. Twenty-five percent (25%) of tithe is shared with higher organizations while 75% of is retained at the conference level for the accomplishment of the mission God has given us, to grow healthy, disciple-making churches and schools.

Operating Income

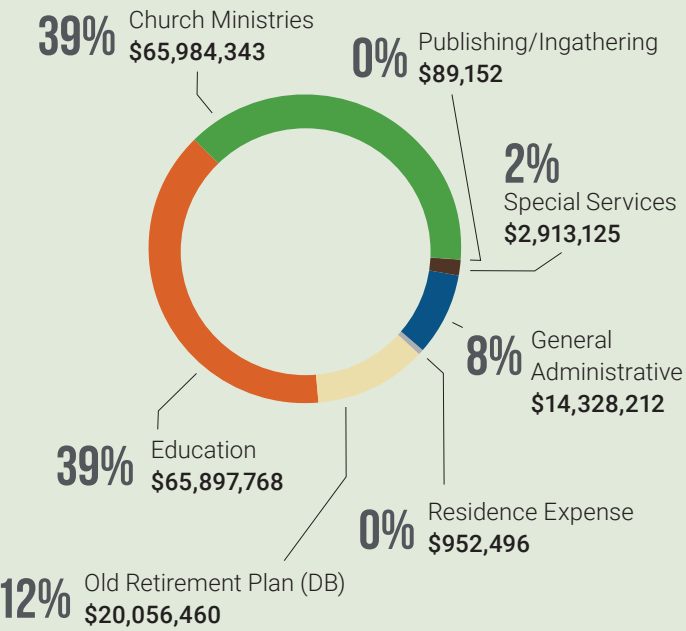
The net tithe retained within the conference accounts for 74% of the almost \$180,331,571 of operating income received between 2015 and 2019. Billings to local schools to assist in the payment of teachers amounted to 17% of the total. The General Conference, North American Division and Columbia Union Conference returned in excess of \$6,924,000 of restricted funds for the support of evangelism, education and the seminary training of pastors.



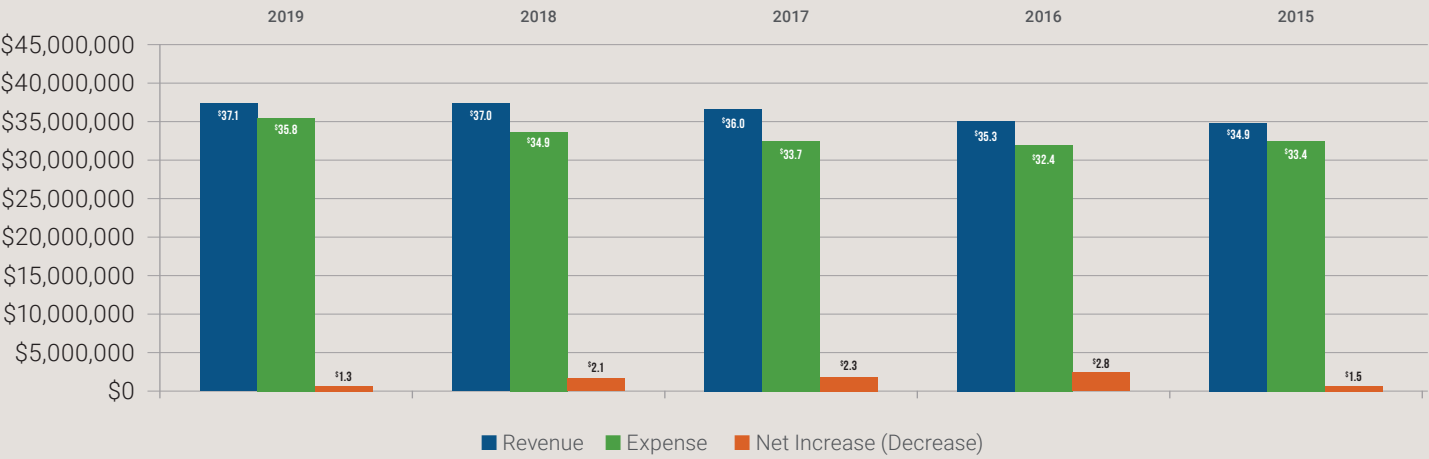
Operating Expenses

The conference hires, trains, places and supports pastors/ teachers as spiritual leaders in the carrying out of God's mission initiatives. Seventy-eight percent (78%) of expenditures over the last five years are allocated for this purpose. An additional 12% supports the old retirement plan for services rendered by all conference employees.

OPERATING EXPENSES —2015 - 2019
\$170,221,556



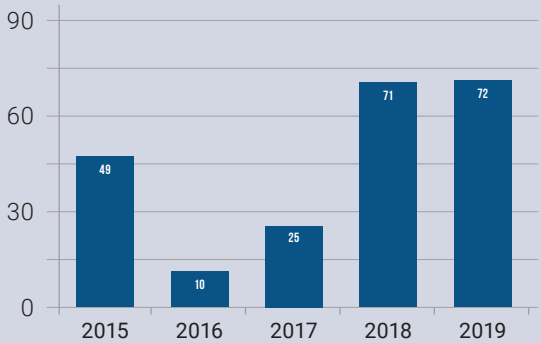
OPERATING NET —2015 - 2019



Five years of operating gains gives evidence to the successful implementation of the financial recovery plan voted by the conference's Executive Committee in 2015 that sought to reverse the trend of operating losses experienced in previous years. Conservative budgeting, along with careful expense management, contributed significantly to the recovery. The operating gains shown have provided for the rebuilding of essential reserves and for substantial assistance to local entities facing challenging circumstances.



LOCAL CHURCH AND SCHOOL
FINANCIAL INSPECTIONS (AUDITS)
2015 - 2019



One of the most important services provided by the conference finance team is financial inspections (audits) of local churches and schools. Significant challenges arose during 2016 and 2017 due to staffing transitions. Substantial progress was made in 2018-19 and continues. Additionally, plans have been developed for the continued training of treasurers along with pastors, principals and and/or finance committee chairpersons.

In the past five years, we have seen His Spirit moving in many ways, confirming the power of His touch. By God’s grace, the Potomac Conference Corporation:

- implemented and operated the restructured and integrated conference finance committee for the benefit of all conference institutions—LivingWell, Shenandoah Valley Academy (SVA), Takoma Academy (TA) and local churches/schools.
- fully implemented and monitored a plan for working capital restoration and growth.
- developed and implemented an owner’s representative program to benefit the conference and all its entities’ capital projects.
- increased available debt capacity and plant financial reserves to support mission growth.
- stabilized the remaining troubled property debt situations.
- restructured the accounts receivable (A/R) system for local entities.
- conducted specific training events for local church/school treasurers.
- assisted (to completion or still-in-process) in the acquisition, financing and refinancing (72 transactions) of church/school buildings and land for mission growth.

Statement of Positions
ALL FUNDS (AUDITS)

	2019	2018	2017	2016	2015
ASSETS					
Current Assets					
Cash & Cash Equivalents	7,028,876	5,918,969	5,413,033	7,296,527	2,445,545
Accounts Receivables, Net	9,819,653	10,190,538	9,365,893	7,693,269	6,779,670
Cash held for Agency	413,284	435,924	358,626	1,266,160	1,566,790
Notes and Loans Receivable	3,824,323	3,762,141	3,756,571	3,910,173	2,698,954
Inventories, Prepaid Expense, Deposits	563,367	132,925	102,401	136,771	127,938
Total Current Assets	21,649,503	20,440,497	18,996,524	17,302,900	13,618,897
Plant Assets, Net					
	65,462,246	64,410,308	63,536,773	\$65,851,619	67,064,761
Other Assets					
Investment in Land and Property	11,855	11,855	28,334	28,334	28,085
Notes Receivables, Long-term, Net	817,094	960,150	1,104,491	1,230,751	1,986,789
For Other Than Operating Purposes:					
Cash & Investments	2,663,386	3,186,418	2,386,265	1,709,911	876,731
Investment in Land and Property	1,131,531	539,021	2,507,392	443,591	447,592
Accounts Receivable	356,601	181,560	47,642	38,464	140,106
Notes & Loans Receivable	25,179,105	23,200,547	20,805,175	21,382,068	21,366,688
Inventories, Prepaid Expense, Deposits	14,398	101,594	88,167	-	-
Held for Split Interest Agreements	434,615	429,047	540,623	624,037	622,741
Total Other Assets	30,608,585	28,610,192	27,508,089	25,457,156	25,468,732
TOTAL ASSETS	117,720,334	113,460,997	110,041,386	108,611,675	106,152,390
LIABILITIES					
Current Liabilities					
Accounts Payable	4,221,579	4,330,779	4,111,705	3,787,088	3,747,368
Agency Accounts	413,284	435,924	358,626	1,266,160	1,566,790
Total Current Liabilities	4,634,863	4,766,703	4,470,331	5,053,248	5,314,158
Other Liabilities					
Accounts Payable	305,042	244,796	244,796	249,419	316,640
For Other Than Operating Funds:					
Accounts Payable	5,403	9,815	253,968	4,316	10,315
Notes Payable	25,189,535	23,223,924	23,844,891	24,770,097	26,513,175
Capital Leases	99,903	137,592	65,529	99,756	43,373
NPV, Annuity Liability	23,280	23,994	24,669	59,944	61,129
Irrevocable Due to Others	282,001	279,015	376,711	459,312	456,303
Total Other Liabilities	25,905,164	23,919,136	24,810,564	25,642,844	27,400,935
TOTAL LIABILITIES	30,540,027	28,685,839	29,280,895	30,696,092	32,715,093
NETS ASSETS					
Unrestricted	84,844,349	82,736,606	79,119,995	76,834,157	72,622,939
Restricted: Temporarily/Permanently	2,335,958	2,038,552	1,640,496	1,081,426	814,358
Total Net Assets	87,180,307	84,775,158	80,760,491	77,915,583	73,427,297
TOTAL LIABILITIES & NET ASSETS	117,720,334	113,460,997	110,041,386	108,611,675	106,152,390



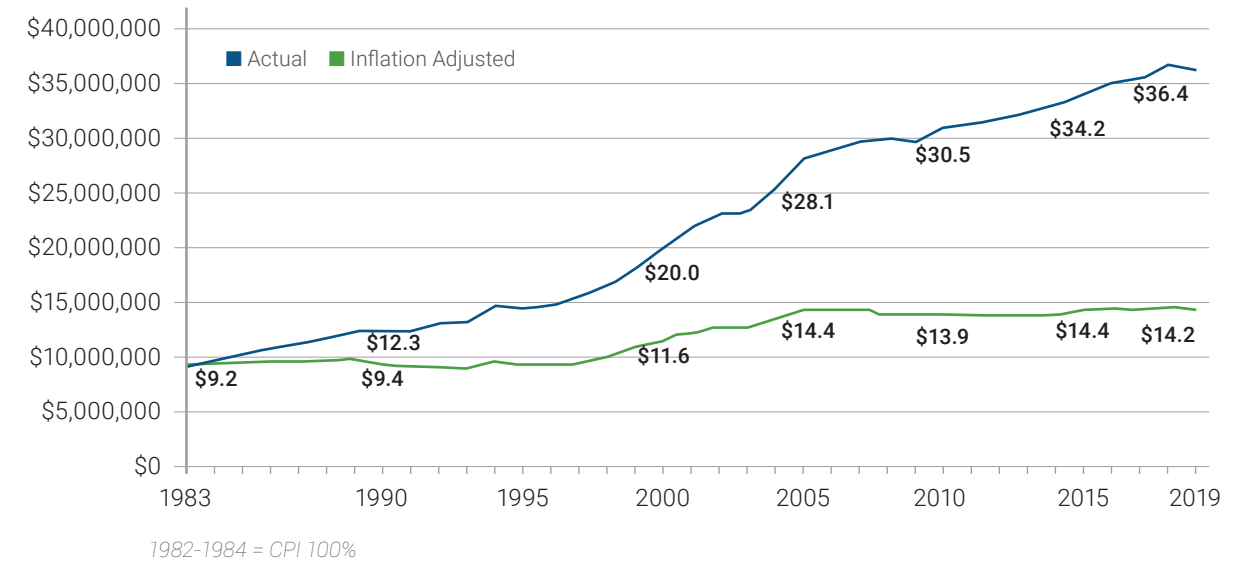
Statement of Changes in Net Assets

ALL FUNDS (AUDITS)

	2019	2018	2017	2016	2015
INCOME					
Goss Tithe	36,421,573	36,635,926	35,426,673	35,108,248	34,167,488
Tithe Passed On To Higher Entities	(9,054,351)	(9,181,679)	(9,230,317)	(9,026,440)	(8,784,396)
Net Tithe Income	27,367,222	27,454,247	26,193,356	26,081,808	25,383,092
Tithe Rebate	-	50,000	300,000	-	-
Matured Trusts and Wills	(166,731)	(27,894)	15,306	74,500	20,268
Investment Earnings	297,485	177,668	88,360	64,266	59,651
Church Schools	6,379,496	6,230,785	6,095,448	5,863,850	5,835,852
Residence Rent Income	150,362	150,914	148,908	174,587	236,709
Hispanic Ministries Fees/Sales	283,742	114,399	173,934	91,219	184,413
Youth Camp/Campmeeting Fees/Sales	52,987	330,453	438,512	248,642	232,372
Employee Medical Contributions	594,236	630,319	630,022	522,119	506,363
Locally Institutions Billed	8,552,074	8,397,286	7,421,668	7,374,112	6,893,510
Miscellaneous Income	328,440	120,670	177,509	132,976	213,217
Total Unrestricted Revenues & Grants	16,472,091	16,174,600	15,489,667	14,546,271	14,182,355
Net Assets Released From Restrictions	1,827,361	1,817,035	1,754,819	2,014,765	2,211,532
Total Unrestricted Revenues, Gains & Support	45,666,674	45,445,882	43,437,842	42,642,844	41,776,979
EXPENSES & LOSSES					
Church Ministries	13,586,659	13,231,159	13,339,608	12,591,204	13,235,713
Education	13,965,668	13,417,544	12,926,252	12,612,496	12,975,808
Local Institutions Expense	8,552,074	8,398,286	7,421,668	7,374,113	6,893,510
Publishing	3,901	4,613	4,250	6,361	(403)
Special Services	623,513	597,419	536,737	508,876	646,580
General Administrative	3,198,727	3,151,073	2,732,439	2,702,068	2,543,905
Residence Expense	214,067	307,294	126,604	107,631	196,900
Retirement Contribution - DB Plan	4,152,059	4,176,496	4,038,299	3,897,015	3,792,591
Miscellaneous Support Services	16,653	15,266	15,516	10,249	12,746
Total Expenses & Losses	44,313,321	43,298,150	41,141,373	39,810,013	40,297,350
Net Increase (Decrease) from Operations	1,353,353	2,147,732	2,296,469	2,832,831	1,479,629
Net Increase (Decrease) from Non-Op Activity	754,390	1,468,879	(10,632)	1,378,387	4,410,258
Increase (Decrease) Unrestricted Net Assets	2,107,743	3,616,611	2,285,837	4,211,218	5,889,887
Increase (Decrease) Temp/Perm Restricted Assets	297,406	398,056	559,071	267,068	74,714
Increase (Decrease) Net Assets	2,405,149	4,014,667	2,844,908	4,478,286	5,964,601
Net Assets, Beginning, Previously Stated	84,775,158	80,760,491	77,915,583	73,437,297	60,502,220
Prior period adjustment	0	0	0	0	6,970,476
Adjusted Net Assets, Beginning	84,775,158	80,760,491	77,915,583	73,437,297	67,472,696
Net Assets, End of Year	87,180,307	84,775,158	80,760,491	77,915,583	73,437,297

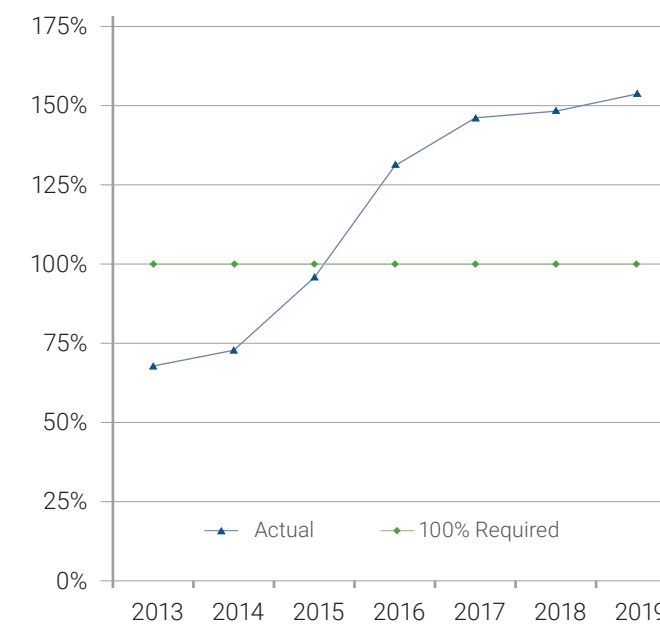
Financial Analysis

TITHE GROWTH - ACTUAL & CPI ADJUSTED



Total tithe increased from \$34,167,488 in 2015 to \$36,421,573 in 2019, a 6.6% increase. However, when adjusted for the Consumer Price Index (CPI) as a measure of inflation, it is evident that real growth continues to be static. In purchasing power, tithe has continued to decrease slightly since 2005. This presents significant challenges as employee costs continue to rise. Working capital measures the ability of the conference to carry on its day-to-day operations. Monetizing non-performing

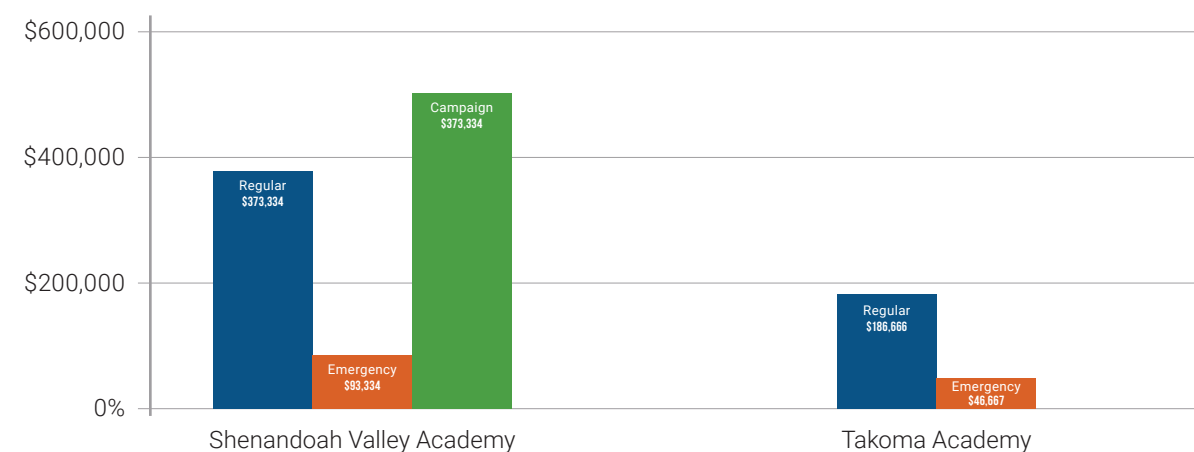
WORKING CAPITAL - ACTUAL AND RECOMMENDED 2013 - 2019



long-term debt and developing an aggressive three-year recovery plan helped to stabilize working capital in 2014. Funds set-aside from the last five years of operating gains has increased working capital levels to mission-optimizing levels and has positioned conference churches and schools to continue their ministry initiatives even in the COVID-19 pandemic era. The conference is blessed with the Christian education provided to high school age youth through the ongoing



WORKING CAPITAL - ACTUAL AND RECOMMENDED 2013 - 2019



ministries of Shenandoah Valley Academy and Takoma Academy. Operating two conference senior academies requires significant capital investment. Over the last five years \$1,190,000 has been set-aside by the conference for the capital needs of the academy campuses. This has enabled the schools to avoid incurring additional debt to finance pressing capital projects, and in partnership with alumni and a significant foundation, initiate an important capital project at Shenandoah Valley Academy.

By God's grace, our goals for the next five years include:

- monitoring the financial impact of the COVID-19 pandemic on local entities and on the conference as a whole; and as necessary, make budgetary adjustments for new realities.
- aggressively training local church/school treasurers, along with pastors, principals and/or finance committee chairs, with the goals of increasing stewardship awareness and decreasing the occurrence of fraud or misuse of funds.
- upgrading the conference accounting system to provide more timely and accurate information to local entities through the A/R system and to conference decision-making boards and department leaders.
- maintaining the financial working capital of the conference at or near mission optimizing levels.
- further developing recruitment networks and an internship program to facilitate the hiring of qualified accounting personnel.
- refining and more fully developing the owner's representative program to benefit the conference and all its entities' capital projects. ■



“

If all the tithes of our people flowed into the treasury of the Lord as they should, such blessings would be received that gifts and offerings for sacred purposes would be multiplied tenfold [1000%], and thus the channel between God and man would be kept open. ”

—Ellen G. White,
Testimonies for the Church, Vol. 4, p. 474



Vice President for Pastoral Ministries



Rick Jordan
VICE PRESIDENT FOR
PASTORAL MINISTRIES



Rick Labate
ASSOCIATE, SOUTH



Steve Leddy
ASSOCIATE, CHURCH
PLANTING AND
EVANGELISM



Jose Esposito
HISPANIC MINISTRIES
DIRECTOR



Maurice Battle
ASSOCIATE, NORTH



Candy Seibert
OFFICE ASSISTANT



Vicky Fuentes
ADMINISTRATIVE
ASSISTANT, HISPANIC
MINISTRIES



Becky Rivas
OFFICE ASSISTANT,
HISPANIC MINISTRIES



Oskar Ortiz
SOUND MANAGER,
HISPANIC MINISTRIES

The mission of the Pastoral Ministries Department is to hire, train, support and empower our pastors to lead congregations in growing healthy, disciple-making churches. This includes training and equipping members to be disciple-makers and to grow God's Kingdom.

In the past five years,

we have seen His Spirit moving in many ways, confirming the power of His touch. By God's grace, the Potomac Conference Corporation helped **develop and support pastors by:**

- providing Pastors' Meetings for training and leadership development three times a year.
- providing one-on-one monthly mentoring, assistance, ministry coaching and support to each pastor.
- providing leadership training, encouragement, support and accountability through peer-to-peer LEAD (Learning, Encouragement, Accountability and Dreaming) groups.
- conducting quarterly intern pastor training.
- meeting with the Ordination Committee twice a year to review and interview interns who are on the ordination track.

By God's grace, the Potomac Conference Corporation **moved the mission forward by providing training and equipping events including:**

- annual EQUIP-HD training, designed to inspire and equip lay leaders in a variety of ministries.
- summits for young professional adults seeking to inspire others and become active in ministry.
- annual Hispanic Elders' Summits to train elders for ministry in their local churches.
- on-site training to local churches when requested, like seminars on Worship, Demographic Studies, Teaching Elders to Preach, How to be More Community Involved, Spiritual Gifts, etc.
- trainings and events focusing on church planting for pastors and lay leaders.



All Hispanic groups, companies and churches were actively involved in evangelism, resulting in thousands baptized.

Hispanic Ministries

We have been blessed to see the Holy Spirit working through Hispanic Ministries. **In the last five years:**

- 420 students graduated from the School of Theology and Discipleship.
- more than 600 home churches had active groups meeting.
- more than 600 participants attended spiritual and training retreats for elders.
- nearly 1,000 women, with a passion to do ministry in their local churches and communities, attended Women's Retreat.
- more than 100,000 pieces of literature and evangelism materials were distributed through local churches.
- thousands of non-Adventists regularly tuned-in or called into the radio programs of *Ondas de Esperanza* and *Accion de Adventista*.
- over 1,000 viewers watched *Vuelvetv* online via Facebook live-streaming. *Vuelvetv*, a media broadcast, shares devotionals and announcements for local and conference-wide events. The broadcast also transmits live sermons from different Hispanic churches.
- all Hispanic mission groups, companies and churches were actively involved in evangelism resulting in thousands of baptisms.



Other significant accomplishments in Pastoral Ministries include:

- supported 309 evangelism meetings and events in English churches.
- during the Cultivate Initiative in 2017, more than 1,350 reaping events took place resulting in the largest number of baptisms and professions of faith in many years.
- ordained 19 pastors into the gospel ministry.
- transitioned 32 new pastors to our ministry team through a process of working with local churches, vetting and referencing hundreds of candidates.
- local pastors led and organized Impact: Camp Meeting Re-imagined meetings in the following regions of Potomac Conference: Virginia Southwest/South Central and Northern Virginia (2017); Virginia Valley (2018); Richmond/Tidewater (2019).



- Local pastors led and organized Impact: Camp Meeting Re-imagined meetings.
- Annual EQUIP-HD trainings were held to help inspire and equip lay leaders in a variety of ministries.
- Nineteen pastors were ordained into the gospel ministry

Evangelism and Church Planting

The Bible records that the church grew by the thousands in a day through the power of the Holy Spirit. “Then those who gladly received his word were baptized; and that day about three thousand souls were added to them...And the Lord added to the church daily those who were being saved,” Acts 2:41, 47.

The recording of numbers was important, not because of large numbers, but because each one represented someone who accepted Jesus. Each disciple of Jesus is called to make other disciples.

Establishing new churches or church planting is a biblical model that must continue. Imagine what the church would look like today if it had only stayed in Jerusalem. The church grew because apostles planted new churches wherever they went.

It’s important to remember that every church in the Potomac Conference was planted sometime in the past. We need to continue to grow and multiply the Kingdom of God through strategically planting new churches.

By God’s grace, our goals for the next five years include:

- implementing a revitalization plan for our churches that are unhealthy or declining through “Allies in Mission” training.
- implementing an aggressive strategy to plant churches in every community, people or language group of 20,000 or more without an Adventist presence throughout the Potomac Conference. To accomplish this vision, we will need to plant 308 churches based on the current population size of the Potomac Conference territory.
- providing training to pastors and lay leaders who want to plant new churches.
- building networks to identify and recruit strong pastors to serve in the Potomac Conference.
- continuing to develop and support our pastors through ministry coaching and mentorship.
- helping pastors train elders and ministry leaders.
- supporting pastoral families through recognition, encouragement, networking and resources.
- encouraging and supporting evangelism and outreach activities in every church.
- developing and implementing an effective church assessment process. ■

Over the past five years, through the grace of God, we have been able to strategically plant the following churches:

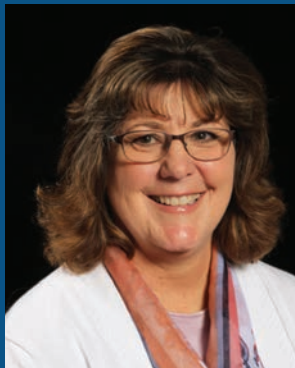
2015	2016	2017	2018	2019
Living Faith Herndon, VA	Richmond Korean Richmond, Virginia		Living Water College Park, Maryland	Beltsville Maranatha Spanish II Beltsville, Maryland
Berean Ethiopian Washington, DC	Seneca Valley Spanish Germantown, Maryland			Riverdale for Jesus Spanish Riverdale, Maryland
	Chesapeake Spanish Chesapeake, Virginia			Remanente Spanish Arlington, Virginia
	Beltsville Tech Road Campus Silver Spring, Maryland			Vuelve Spanish Temple Hills, Maryland



Vice President for Education



Steve Laing
VICE PRESIDENT FOR
EDUCATION



Janet Armstrong
ASSOCIATE
SUPERINTENDENT



Joannie Galbraith
OFFICE ASSISTANT



Cyndee Grady
OFFICE ASSISTANT

The Potomac Conference Corporation Office of Education (PCOE) exists to inspire the future of healthy, disciple-making schools by developing passionate and qualified educators who nurture growth in students through relationships, excellence and service to the glory of God.

The Potomac Conference Corporation serves its diverse constituency with 17 schools, located in metropolitan and rural areas. More than 130 educators minister to the needs of our young people and ensure the highest quality of instruction and spiritual enhancement.

In the past five years, we have seen His Spirit moving in many ways, confirming the power of His touch.

- Major grants were awarded to schools.
 - Technology Grants totaled \$72,800 for school needs such as:
 - Two desktop computers
 - Four large screen monitors for easier student viewing when being taught
 - Five projectors and four screens for classroom instruction
 - 39 laptop computers
 - 73 tablets
 - 106 chrome books

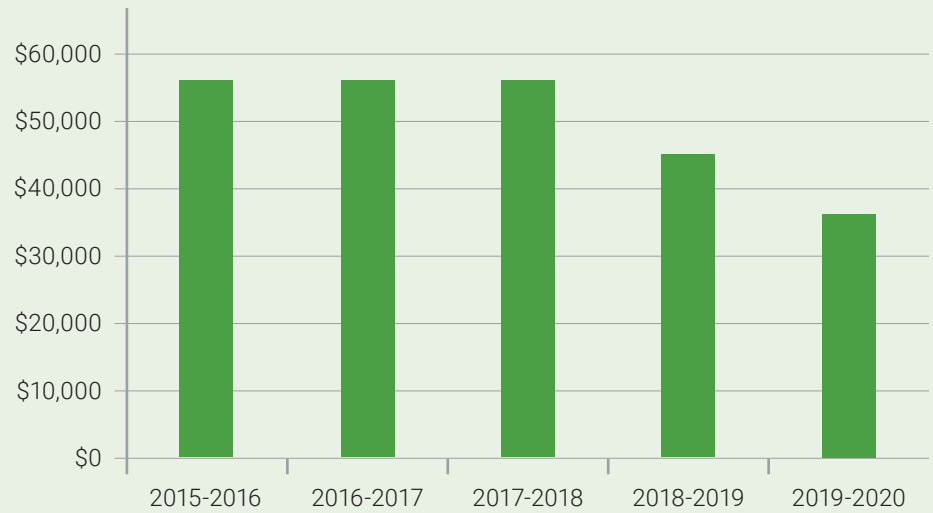
- \$1,200 given to support Robotics Program, a wonderful program that integrates technology, math, and engineering
- funds to help with our Connected School online program

Facilities Improvement Grants totaled \$111,831 for various school needs such as:

- New flooring
- Parking lot repair
- Garage doors
- Security system
- Classroom chairs
- HVAC unit
- Handicap ramp
- Roof repairs

- Potomac Partners Offering Tuition Assistance provided 376 students and their families with financial assistance for their education. Over the last five years, \$250,500 has been awarded.

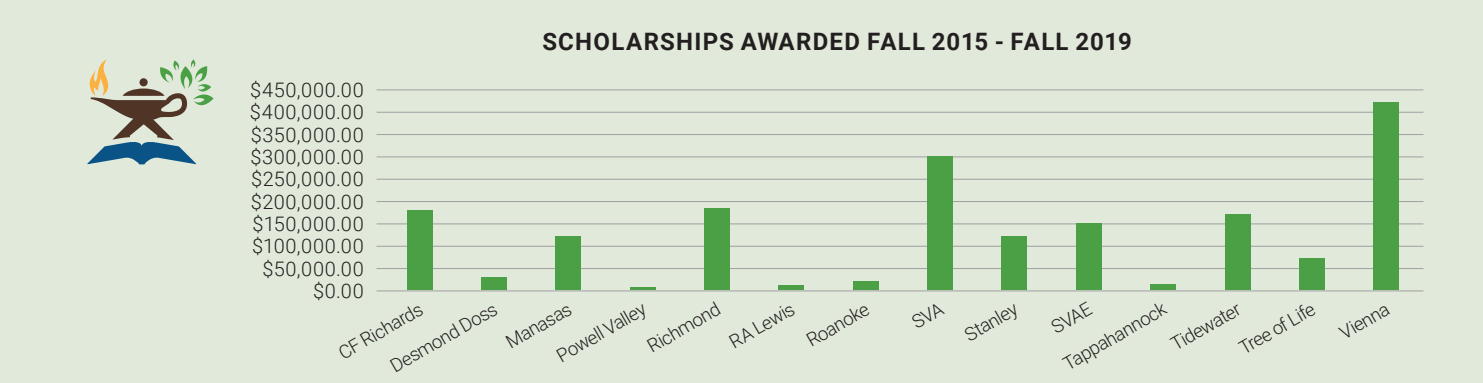
POTOMAC PARTNERS TUITION ASSISTANCE



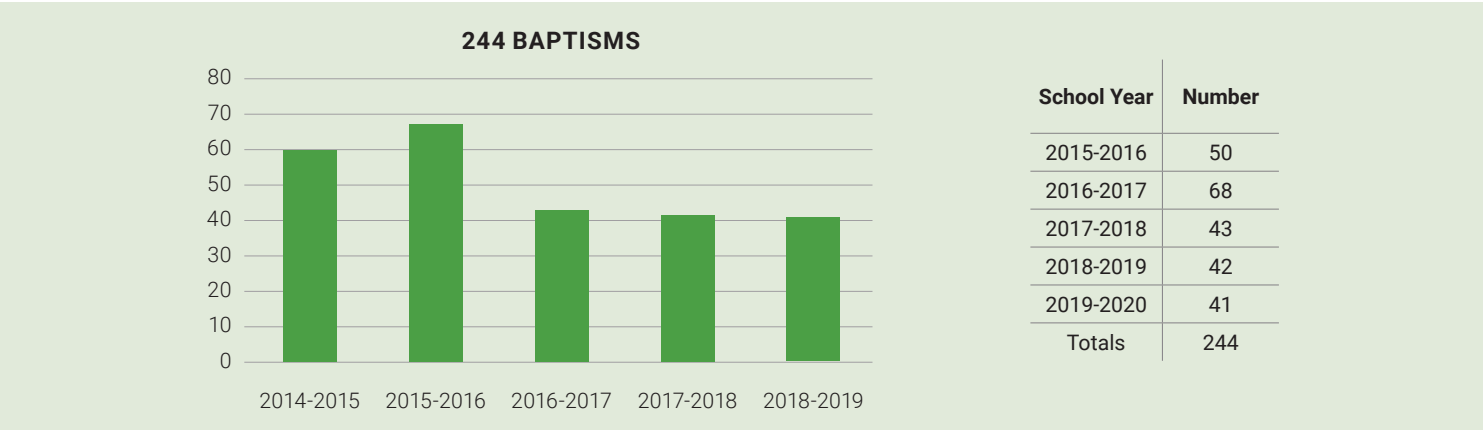
School Year	Awarded	Students Served
2015-2016	\$56,250	77
2016-2017	\$56,250	75
2017-2018	\$56,250	75
2018-2019	\$45,000	75
2019-2020	\$36,750	74
Totals	\$250,500	



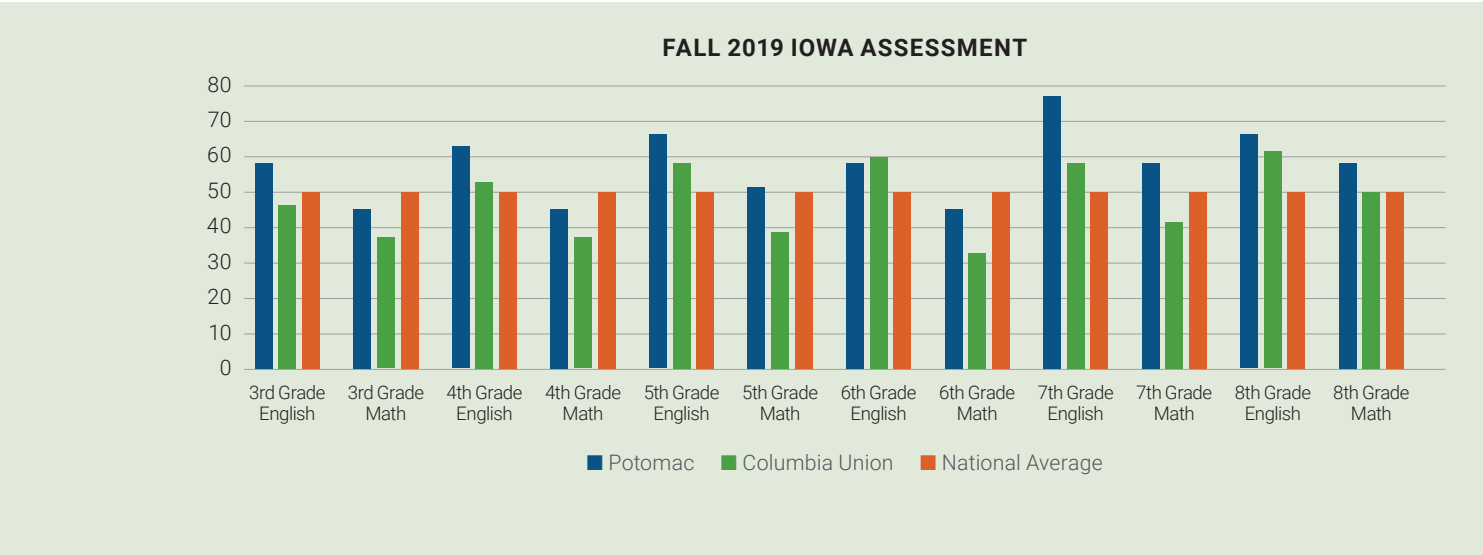
- Potomac Conference Education Foundation with its Virginia Tax Credit Incentive has given out a total of \$1,803,544.22 to schools. Most of these funds go toward worthy student funds and about 8% goes toward capital improvements.



- In the past five years, there have been a total of 244 students who have been baptized. The foundational reason for operating schools is the focus of sharing Jesus Christ's redemption story.



- Potomac students continue to excel in ITED & ITBS scores, which measure how students compare in academic performance to the national average.



- Two Potomac school locations offer online classes to help accommodate specific location challenges.
 - Desmond T. Doss Christian Academy (Lynchburg, VA) hosts approximately 26 students using Google Classroom and Zoom for U.S. History. Students meet twice a week and work with a block schedule which allows more quality time for instruction.
 - Richmond Academy (Va.) currently hosts nine students from Vienna Adventist Academy (Va.). The subjects being taught include: Religion, American Literature, Chemistry, Algebra I & II, English, Spanish, World History, Geometry, Pre-Calculus and Physical Education.

- Over the past four years, six schools have joined together each spring for Outdoor Education (averaging 100 students per year). According to Steve Doss, coordinator, the goal of the program is to help students experience academic and spiritual growth in nature – God's original classroom – as well as connect students from other Adventist schools.

PCOE Focuses on Professional Development For Our Educators

- Pastor/Teacher Retreats include training and dialogue to build better teamwork and discuss how to extend each student with a personal invitation to accept Jesus Christ.
- Principal Councils and in-services help educators in understanding how to encourage students with different learning styles, behaviors and special needs, self-care, school marketing, fundraising, mental health, technology in the classroom, school safety, allergy concerns and much more.
- Seven Potomac principals / educators participated in a two-year intensive program designed to help 20 school administrators throughout the Columbia Union maximize their impact and better serve students. This program was sponsored by the Bainum Family

Foundation and NYC Leadership Academy.

- The PCOE conducts annual evaluations of school administrators and teachers to provide professional feedback, support and professional growth. This benefits students as well as it helps to establish criteria for healthy schools

By God's grace, our goals for the next five years:

- Healthy Churches = Healthy Schools.** The Potomac Conference Corporation is actively working on church planting. As these groups form and develop into healthy, disciple-making churches, they will help lay the foundation for planting new, healthy schools. A goal of the PCOE is to help make these new schools a reality.
- Healthy School Assessments.** Over the next five years, the PCOE will conduct assessments on each school to evaluate its health. The criteria for a healthy school include enrollment, academics, finances, safety, spiritual health and tracking student's post-graduation.
- Mental Health Initiative.** In partnership with principals, Board of Education members, leaders in the North American Division's Office of Education and Health Ministries Department, the PCOE has started to develop a pilot program in one of our school/ church communities. This program will educate school leaders on mental health awareness, including the warning signs and conversation tips for talking to students they may be concerned about and focusing on ways to develop and secure a network of local medical professionals to be readily available to talk to students and provide additional training and resources.



Shenandoah Valley Academy

Shenandoah Valley Academy (SVA), in New Market, Virginia, is committed to offering an exemplary, distinctively Adventist, college preparatory boarding experience.

SVA is a special school, blessed with a rich history, an outstanding faculty, a strong tradition of musical excellence, and an extraordinary depth of opportunities in and out of the classroom.

IN THE LAST FIVE YEARS:

- **enrollment has increased,**
- **finances have improved and**
- **important campus changes have been made.**

Spiritual Vitality

To fulfill SVA's distinctly Adventist mission and ensure spiritual vitality:

- the Bible and the writings of Ellen G. White are held at high value.
- students are given authentic opportunities to lead and serve, on and off campus.
- students are welcomed into the New Market Seventh-day Adventist Church (Va.), where they worship, fellowship, lead and serve. Every December more than 120 students fulfill necessary responsibilities in Journey to Bethlehem, an annual community outreach Christmas event.
- each year, students participate in mission work or music ministry in the local community, conference territory and beyond.
- school faculty and the church's pastoral team seek to communicate the gospel and invite students to accept Jesus as their Savior and follow Him. In the five-year period, 2015-2019, 50 students were baptized.

“Shenandoah Valley Academy, established in 1908, exists to provide a distinctly Seventh-day Adventist college preparatory program through experiences to produce disciples of Jesus who are compassionate citizens prepared for college and careers.”



1. Proud students from Takoma Academy Preparatory School hold up their certificates after being inducted into National Elementary Honors Society. Potomac students continue to excel in ITED and ITBS scores.
2. Over the past four years, an average total of 100 students have joined together each spring for Outdoor Education.
3. The foundational reason for operating schools is the focus of sharing Jesus Christ's redemption story.
4. Potomac's Office of Education focuses on professional development for our educators through meetings, retreats, in-services, councils, evaluations and other training events.





SVA Mission Trips

Year	Location	Students	Adults
2015	Navajo Nation, New Mexico	30	5
2016	Mansa, Zambia	37	9
2017	Estansuela, Guatemala	51	12
2018	Cusco, Peru	81	16
2019	Guayama, Puerto Rico	53	22



SVA provides opportunities for students and faculty to learn outside the classroom through mission trips and tours focused on significant historical events, world religions and government.

Academic Success

An average of 83% of SVA graduates enroll in college during the first year after high school. Of those, an average of 89% persist to the second year. SVA maintains high academic standards and provides strong support by:

- providing an average ratio of 7 to 1 of students to faculty/staff.
- recruiting, developing and retaining faculty and staff who are highly competent.
- providing an environment where there is opportunity for continual professional growth.
- designing instruction to encourage collaboration, critical thinking and creativity.
- providing opportunities for students and faculty to learn outside the classroom through various tours focused on significant historical events, world religions and government.
- administering the Strong’s Interest Inventory and giving individualized college and career guidance.

- offering advanced placement and college dual enrollment classes. Students can graduate with up to 16 semester hours of college credit, earned through dual credit classes in:
 - Business – Personal Finance
 - Math – College Pre-Calculus
 - Religion – Knowing and Sharing Jesus Christ and the Gospels
 - Science – College Anatomy and Physiology
- maintaining full denominational, state and regional accreditations.

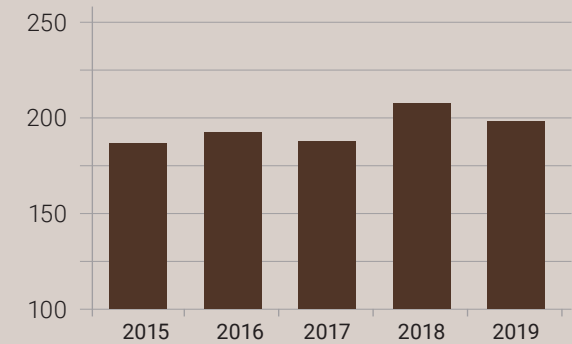
During the five-year period, 74% of teaching faculty held advanced degrees

Character Development

Beyond excellent academic programs, life at SVA offers students valuable opportunities to:

- learn to work in clerical, custodial, agricultural, food service, and maintenance roles.
- perform in choirs and ensembles including Orchestra, Strings, Concert Band, Bells, a large Chorale and select choir (Shenandoans).
- grow leadership skills in an immersive and supportive environment.
- build strong, diverse relationships within a student body and alumni network that represents over 40 countries and nearly every state.
- develop characters grounded in Christian principles.

ENROLMENT



Healthy Living

SVA promotes the Adventist Health Message and the natural laws of health. In 2016, a “farm-to-table” program began, greatly reducing the purchase of premade, frozen food. The SVA bakery was revived and student bakers were trained. More food is now being served from the Shenandoah Valley, including vegetables raised on school land and fruit grown in the school’s orchard. Physical fitness is also promoted by providing a wide variety of outdoor activities and athletic teams. During the five-year period, an Acrosports program was revived and teams in cross country running and boys’ junior varsity basketball were added. Twenty-two bicycles and six kayaks were purchased for student use.

Technology

SVA takes steps to thoughtfully integrate technology while promoting a safe, Christian environment and providing opportunities for real, rather than virtual, living and learning. The school network is monitored and filtered and deans and supervisors use monitoring and computer management software in the labs.

In 2017, SVA implemented a stricter technology policy to encourage opportunities for real, rather than virtual, living and learning. This policy includes limiting the use of smartphones, increasing accountability and providing more education about dangers in the use and misuse of technology. Phones are turned in to the dean at night and are not allowed in the cafeteria or in the Ad building. Students on academic or citizenship probation are not allowed to have smartphones. Smartphones are monitored through a mobile device management app.

Finances

Affordable Adventist Education

The support of the Potomac Conference Corporation and generous donors allows SVA to provide the advantages of Adventist Christian Education to every qualified student, regardless of family income. To that end, individualized financial plans are designed for each student, students can work to pay a portion of their bill while learning

important skills and habits, many churches contribute a portion, which SVA matches, SVA awards scholarships for excellence in academics, leadership, music and athletics and significant financial aid is distributed based on family income.

SVA awards approximately \$1 million in tuition assistance and scholarships each year to qualified students, keeping its promise that “no qualified student is turned away from SVA because of finances.”

Debt Freedom

On April 7, 2016, SVA celebrated debt freedom. The eradication of \$1.4 million in long-term debt was an important achievement. It was only possible because of extraordinary giving and significant debt forgiveness. SVA continued to pursue financial health through the continuing generosity of alumni and other investors, careful fiscal management and God’s blessing.

Donations

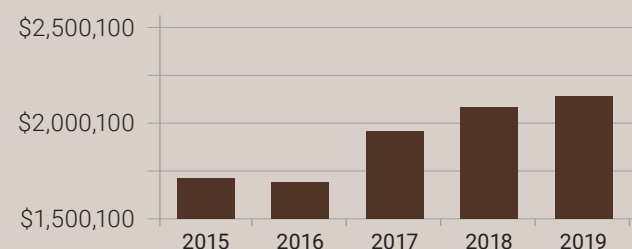
SVA has worked energetically and prayerfully to establish a thriving philanthropic culture, one which will support overall long-term school sustainability. During the last five-year period, SVA has achieved 100% giving from board members and faculty / staff. From 2016-2019, charitable income averaged greater than \$1.37 million per year (this total does not include Potomac Conference Corporation operating subsidy).



Endowment

From 2015 to 2019, the SVA Endowment grew from \$1.7 million to over \$2.1 million.

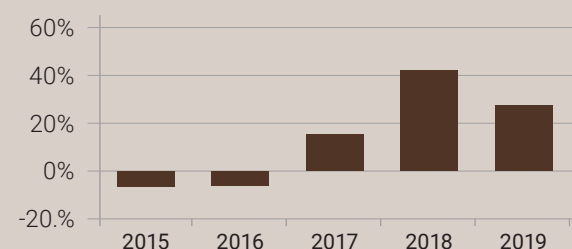
ENDOWMENT



Working Capital

From the end of the fiscal year 2015 to the end of the fiscal year 2019, recommended working capital increased from negative 5.18% to positive 27.76%.

WORKING CAPITAL



Campus Improvements

During this five-year period, SVA addressed needs in safety, technology, deferred maintenance, an aging fleet and the swimming pool, which had become unusable. A careful approach to improving campus facilities leads to decreased liability and insurance costs, a reduction in the cost of future maintenance and increased energy efficiency. **Major improvements at SVA in the last five years include:**

- installed a door access control system which requires keycards to enter Twomley, Phanstiel and Hadley Halls.

- adopted the Standard Response Protocol for use in emergencies.
- updated network backup drives and replication software, replaced network switches, replaced 30 computers in the Twomley Hall computer lab and 32 faculty/staff workstations.
- upgraded the fleet with newer, safer buses.

Funds from the Potomac Conference Corporation Academy Capital Fund, and other generous investors, enabled SVA to:

- remodel Jones Hall Cafeteria serving and dining area (2016, \$47,000).
- purchase new commercial kitchen appliances (2017, \$81,000).
- replace roof on Twomley Hall (2017, \$149,000).
- pave Twomley Hall entrance and parking lot (2018, \$34,000).
- address remediation and abatement of Hadley Hall's first floor (2019, \$100,000).
- renovate classrooms / offices (2019, \$16,000).
- pave Hannah Drive and Hadley Hall parking (2019, \$65,000).

Facilities Master Plan

In 2017, a generous gift enabled SVA to retain an architectural firm to develop a facilities master plan. Planned improvements represent a significant investment in the campus, to serve students now and into the future.

Phase one of the plan calls for the demolition of the pool and upgrades to the Zirkle Gymnasium facility. An enhanced north entrance will improve daily student use. The addition on the west side will provide adequate space to welcome and register event guests. It will house new restrooms and locker rooms. Infrastructure upgrades will reduce the cost of utilities and maintenance. A terrace with beautiful views of the Shenandoah River Valley, and mountains beyond, will enhance student life. A handicap ramp, with improved parking and sidewalks will make the facility accessible and friendly to all.

These improvements represent a significant investment in the campus, to serve students now and into the future. As of Dec. 31, 2019, over 90% of the goal of \$1,987,000 was in hand and committed.

Our vision for the next five years

As we seek to honor God and follow His instructions, SVA is positioned to achieve greater excellence in Adventist secondary education. In the next five years, Shenandoah Valley Academy will strive for continuous improvement in spiritual growth, student experience, campus facilities and fiscal health by:

- ensuring Adventist Christian principles are evident across the curriculum so the majority of students may indicate that they have grown in their relationships with Jesus.
- encouraging students and faculty / staff to cooperate with the New Market church to plant a church in Woodstock, Va.

- ensuring students will benefit from superior academics with more focus on practical applications.
- expanding opportunities for students to benefit from the formative and restorative power of time in nature.
- completing Phase 1 of the Facilities Master Plan.
- striving to achieve health working capital, while adequately funding a balanced, sustainable and mission driven approach in routine maintenance and systems lifecycles, capital needs, sufficient staffing and healthy enrollment / affordability.

We invite you to engage with your school more fully. Pray with us for God's plans for SVA. Make a financial gift or contact us about enrolling a student at SVA. Come visit your campus in the beautiful Shenandoah Valley!



1. SVA Sign
2. SVA maintains high academic standards and provides strong support to students.



An average of 83% of SVA graduates enroll in college during the first year after high school.



3. Beyond excellent academic programs, SVA offers students valuable opportunities to perform in choirs and ensembles.

4. Zirkle Building





Takoma Academy

VISION: Empowering learners for everlasting excellence

MISSION: Takoma Academy (TA) is a Seventh-day Adventist high school welcoming all races, cultures and religions; leading young people to Jesus Christ, providing excellence in academics and a commitment to service.



Prepared for College

TA (Takoma Park, Md.) continues to provide students with a well-rounded education that includes opportunities to have the world as a classroom. Educational tours to Europe and Morocco help to expand students' views on the world and different practices. TA offers Advanced Placement (AP)/Honors courses and Dual Credit opportunities with Washington Adventist University (WAU) and other area community colleges.

AP Courses	Honors Courses	Dual Credit Courses
<ul style="list-style-type: none">• Biology• Environmental Science• Government• Language• Literature• Spanish• US History• World History	<ul style="list-style-type: none">• Anatomy and Physiology• Camerata• Computer Aided Design• English 1 and 2	<ul style="list-style-type: none">• Calculus 1, 2, and 3• College Algebra and Trigonometry• Psychology• Sociology• Other courses as requested

TA offers students the opportunity to request three tracks (general, engineering or medical) for science coursework. STEM (Science, Technology, Engineering and Mathematics) related extracurricular opportunities are widely supported and participated in by students at TA.

TA is part of HOSA (Health Occupation Students of America), a national student organization, and partners with WAU to provide a unique program of leadership development, motivation and recognition for students who have interests in pursuing careers in health professions.

TA also participates in the National Society of Black Engineers, a Pre-College Initiative (PCI) program, designed to stimulate students' interest in STEM fields. The goal is to encourage students to attend college and pursue technical degrees. TA's PCI program provides activities to help students discover first-hand how engineering and

technology relate to the world around them and discover the excitement of academic excellence, leadership, technical development and teamwork.

Student Success

TA students are dedicated and committed to academic success.

- On average, graduating seniors are accepted to five to seven colleges and universities.
- Ninety-five percent (95%) of our seniors commit to attending a four-year college/university.
- The class of 2019 alone was awarded over \$8.5 million dollars in scholarships and applied to over 150 colleges/universities.
- Recruiters from nationally prestigious universities visit Takoma Academy in hopes of yielding applications from our talented student pool.

The success of our students is due largely to the commitment of our teachers, who provide excellent instruction and support. Their dedication and commitment to students' success is evident in their lesson planning, engagement and expectations for excellence.

TA faculty are learners who seek continued education improvement as they work through personalized professional development plans, allowing them to expand their professionalism and preparation. Educators are expected to teach to certain standards, which drives their instruction. Teachers use formative and summative assessments of their students to guide instruction.

Ready for Service

Students and faculty spend dedicated time in the local community, participating each semester to provide service at soup kitchens, clean public areas and parks and sort clothes for the homeless. Students also continue to serve in opportunities abroad. Our students and their families have donated monies to an orphanage in Kenya by way of the "Blazer Project," where a percentage of proceeds of blazer purchases assisted homeless children and single mothers.

Takoma Academy students also minister through their fine art programs, including the elite singing ensemble, Camerata. Winners of the *iSing* competition, gold and silver medal holders in the World Choir Games (Tshwane 2018), students in this group have travelled nationally and internationally to spread the love of Jesus.

Destined for Eternity

Our ultimate goal is to prepare our students for eternity. The spiritual atmosphere is apparent in daily chapel programs led by the school chaplain, administration, faculty, staff and class pastors. Our students are encouraged to "Be the Life" and explore what it means to listen, live, love and be loved through Christ. Students are challenged to be the life force that God has invited them to be in the classroom, on social media and with their friends and families. **Leaders at TA have several focused plans to ensure enrichment for students and faculty.**

Spiritual Plan

Creating opportunities for students to:

- participate in chapel worship experiences, planning campus ministries, recreational activities and outreach initiatives.
- study the Bible with the purpose of baptism or rebaptism.
- concentrate on their prayer life.
- connect with Potomac pastors.

Academic Plan

Working with each student to have them:

- enrolled in at least one AP course.
- earning a score of three or higher on AP exams.
- attaining a grade point average of 3.25 or higher.
- enrolled in dual credit courses with WAU.
- applying to college through the early application process.
- accepted into four-year colleges and universities



Professional Development Plan

Ensure each educator is:

- receiving conditional support in Differentiated Instruction, Standards Based Grading and Frameworks for Teaching.
- receiving individualized staff development based on informal and formal classroom observations.
- receiving support from lead teachers and consultants.
- attending current professional conferences referencing 21st Century Learning and Teaching, technology, and Common Core Standards.
- attending and implementing strategies from weekly staff development meetings.
- participating in peer observations.

- providing Educational Success Consultations for all incoming students.
- participation in local Education Day Events at various churches.
- active engaging audiences on social media platforms.
- sharing TA WOWs with stakeholders (families, feeder schools, board members, community).

Our vision for the next five years

Facilities Goals

- Bring building into full compliance with state regulations
- Address maintenance needs
- Secure operational furniture
- Address functioning infrastructure concerns (HVAC, plumbing, electric, etc.)
- Renovate the science laboratory
- Renovate track and field area
- Improve campus safety
- Bring all teachers and volunteers in compliance with the background referencing and Sterling Volunteers Training

Giving Goals

- Engage with donors to give \$10 a month in order to reach the goal of raising \$120,000 each year

Financial Goals

- Increase funded scholarships versus unfunded scholarships
- Decrease tuition dependence*
- Increase donations and grants
- Increase capital funding

* Increased giving overall allows us to decrease our tuition dependency while still providing the academic structure that we desire. Once we achieve a position where we are not heavily dependent on tuition, we will know our academic standards will be sustainable, because they will no longer depend on enrolment. Restricted giving is directed for a specific purpose, such as science or capital improvements. While those funds are used to satisfy that purpose, it gives us the opportunity to redirect budget operational income to other areas of need.

Alumni Plan

Alums of Takoma have blessed the school tremendously over the past few years. They are engaging with our students and several have visited the campus to speak at our monthly ROAR of the Tiger chapel programs. In the spring of 2021, TA will host a 5K event with the assistance of our alumni.

We look forward to additional opportunities to partner with our alumni and provide continued events and programs for our students. The 2021 Alumni weekend theme is "Jesus is Life." It is important that every individual feels important and recognized.

Looking Ahead

Leaders at TA are always exploring new ways to reach out to potential incoming students and continue to refine their Enrollment and Marketing Plan, which includes:

- sending invitations regularly to area churches/pastors to join in on school activities/chapels, etc.
- holding regular Academy Days/Shadow Days/School Tours.
- sending surveys to parents and students.
- awarding scholarships.
- hosting TA 101 for incoming freshman



1. Students in Takoma Academy's elite singing ensemble have travelled nationally and internationally to spread the love of Jesus.
2. On average, 95% of TA seniors commit to attending a four-year college/university and are accepted into five to seven colleges and universities.
3. TA continues to provide students with a well-rounded education that includes opportunities to have the world as a classroom as well as the opportunity to request three tracks (general, engineering or medical) for science coursework.
4. TA provides students with opportunities to have the world as a classroom.





Departments

Supporting Ministry

Every department plays an essential role in touching the lives of constituents and developing effective disciples of Christ Jesus.

Good teams incorporate teamwork into their culture, creating the building blocks for success.

Camp Blue Ridge



Established in 1957, Camp Blue Ridge has a distinguished history serving guests of all ages in the natural beauty of Virginia's Blue Ridge Mountains. Camp Blue Ridge was founded on the belief that Jesus Christ is our Lord and Savior. We consider it a privilege to provide a caring and secure environment where children, youth and families are blessed by the natural beauty that God has provided. Camp Blue Ridge is committed to providing an environment where all guests can grow in their relationship with their Savior.

Communication



Telling the stories of the Potomac Conference Corporation is the primary role of the Department of Communication. This department shares the initiatives and priorities of the conference administration. With over 37,000 members, more than 182 congregations and 17 schools, our greatest joy is to tell the story of the incredible activity of God in the lives of those who are being touched and changed.

Human Resources



The Human Resources (HR) Department at the Potomac Conference Office assist in answering questions and concerns regarding a broad range of items. However, it is more than a reference guide to receive a timely response to inquiries. The HR Department supports Potomac's administrative team's efforts to recruit, develop and retain a workforce of spiritual leaders.

LivingWell



LivingWell is a faith-based store serving the Washington D.C. metropolitan region, with a mission to help people lead healthier and spiritually-meaningful lives. Founded in 1904 as an Adventist book center, by the 1960s, the store expanded to cater to the greater Christian community. LivingWell now serves thousands of people in the area by providing them with Christian literature, healthy and specialty foods, organic skincare and beauty products, Christian music, gifts and more.

Youth



The Youth Department team focuses on spreading the gospel through creative ministry with and through young people, training today's youth in representing the truths found in the Word of God and teaching them to help their fellow youth in trials they face as young people. This ministry serves to encourage young people to reach and prepare others for the Lord's soon return.

Growth



The Potomac Conference Corporation does not underestimate the importance of spiritual and numerical growth. Both are vitally important for the health of the church. Our conference's ministries support a singular mission of creating healthy, disciple-making churches with a clear mission and vision. We pray daily for the Holy Spirit to lead and guide us. We accomplish this mission through the Power of Touch— with each member positively impacting the lives around them.





Camp Blue Ridge



Ray Queen
CAMP DIRECTOR



Julie Minnick
ASSOCIATE
CAMP DIRECTOR



Jeanette Queen
FOOD SERVICES
DIRECTOR



Kurtis Gaitan
FACILITIES MANAGER

Camp Blue Ridge (Montebello, Va.) has positively impacted thousands of lives as a year-round venue serving constituents and church groups through summer camp, leadership trainings, community events and retreats. Guests of all ages and walks of life grace the camp each year to create life-long memories, friendships and deepen their journey with their Creator. Many campers have made their decision to follow Christ while here.

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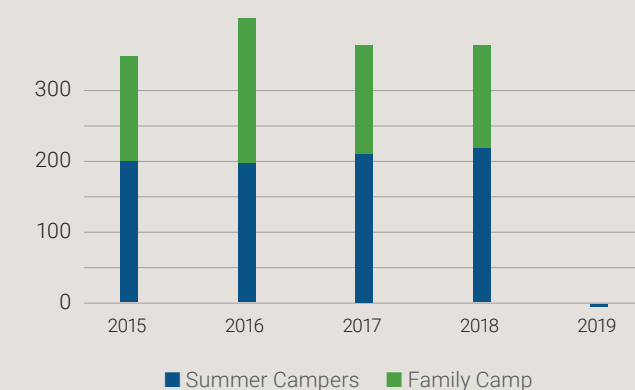
The camp's certificate of operations was temporarily rescinded by the state of Virginia after sustaining significant damage in an ice storm in late 2018. A new certificate of operations was awarded on February 1, 2020 after diligent work. During this closure, Ray Queen, camp director often said, "We may be closed for business, but are always open for ministry!" Queen and his staff built meaningful relationships with contractors while working to make significant updates and renovations to the campus while it was closed. One contractor continues to ask questions about Jesus and the Sabbath.

Significant Accomplishments

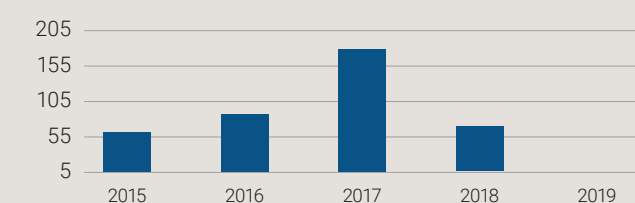
In the past five years, leaders at Camp Blue Ridge:

- served 896 summer campers, 796 family campers and 402 groups, impacting a total of 28,185 guests.
- created partnerships with the local community. Camp staff became members of the Montebello Volunteer Fire Department Community Committee and select staff were trained in how to utilize equipment in order to respond to emergencies.
- replaced sewer treatment plant with one that utilizes state-of-the-art technology to serve guests for years to come.
- fitted a campus-wide generator system to better serve guests during inclement weather.
- installed new roofs on all cabins, Town Hall, main office building and the cafeteria.
- renovated and remodeled the Camp Store and Town Hall as well as the bathrooms in the cafeteria.
- installed new heating/air system in the cafeteria to reduce propane usage.
- updated and repaired commercial freezers and coolers in the cafeteria.
- updated campus-wide internet and improved connectivity.
- hired a camp director and associate camp director, each with over 20 years of Christian camp experience.

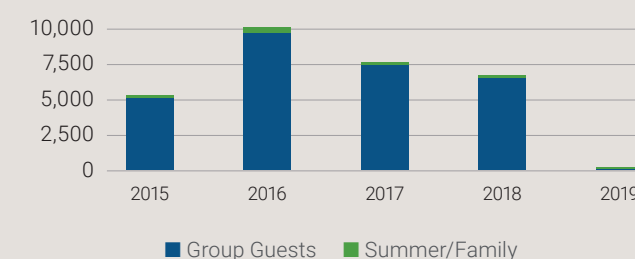
SUMMER/FAMILY CAMP ATTENDANCE 2015 - 2019



NUMBER OF CAMP BLUE RIDGE GROUPS 2015 - 2019



INDIVIDUAL GUEST TOTALS 2015 - 2019





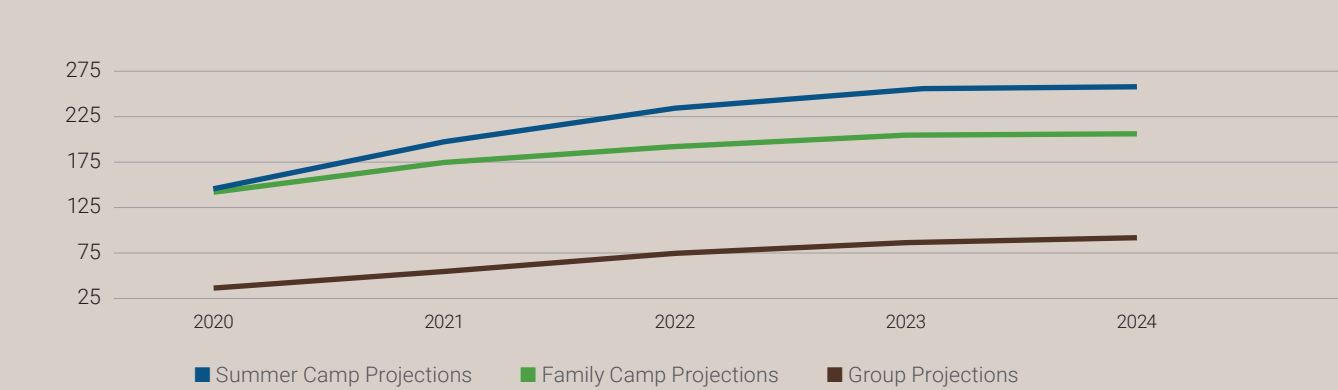
Camp Blue Ridge’s goals
for the next five years include:

- improving the Camp Blue Ridge customer experience to enhance each guest’s visit and create an environment that allows guests to truly experience the glory of God’s creation.
- updating Camp Blue Ridge’s website and increasing user friendliness to create greater digital footprint.
- increasing summer camp attendance from 150 campers to 250 by 2024.
- increasing family camp attendance to 200 guests.
- increasing day/week and weekend group reservations to over 90 groups annually.
- partnering with the Education Department to develop and implement an outdoor education program.
- implementing *Young at Heart Camp* for retirees (ages 50+).
- continuing to focus on Master Plan progress, specifically in the development of a multi-purpose building.
- investigating better housing options for adults, which would include queen-sized beds and private bathroom facilities.
- increasing overall business by 20% each year.
- implementing a year-round volunteer program, including the development of an RV park to accommodate volunteers.
- creating a Camp Blue Ridge alumni program to engage past and current camp staffers and campers.
- implementing an annual *MissionFest* program to assist with seasonal preparations.
- rebranding Camp Blue Ridge to better align mission, vision and values with the Potomac Conference Corporation. ■

GOALS LOOKING FORWARD

Year	2020	2021	2022	2023	2024
Summer Campers	150	200	230	250	250
Family Campers	150	170	190	200	200
Groups	35	50	60	75	90
Goals	Re-establish after year closing: <ul style="list-style-type: none">• Staff Housing• Continue remodels on current facilities• Master Plan progress	<ul style="list-style-type: none">• New Multi-Purpose Building• Increase Business by 20% annual• Master Plan progress	<ul style="list-style-type: none">• Focus on Adult Housing projects.• Continue remodels on current facilities• Master Plan progress	<ul style="list-style-type: none">• Increase Business by 20% annual• Master Plan progress	<ul style="list-style-type: none">• Increase Business by 20% annual• Master Plan progress

GOALS LOOKING FORWARD



1. In the last five years, Camp Blue Ridge impacted a total of 28,185 guests through summer camp, family camp and hosting groups.
2. Almost every building on campus received renovations and updates.
3. The Town Hall Building and Camp Store received complete renovation overhauls.



Communication



Debra Anderson
ASSISTANT TO THE
PRESIDENT FOR
COMMUNICATION



Tiffany Doss
ASSOCIATE
COMMUNICATION
DIRECTOR



Jyremy Reid
COMMUNICATION
SPECIALIST/INTERN

The mission of the Potomac Conference Communications Department is to assist in growing healthy, disciple-making churches by sharing the gospel through news and information. The communication team serves as a resource for conference staff and local church and school leaders and is responsible for incident and crisis management, social media updates, event support, promotion of church and school news and organizational branding. In addition to these responsibilities, this department regularly offers and provides:

- local communication directors with helpful training content.
- *Leader2Leader*, a monthly e-newsletter, which highlights how the Holy Spirit is moving in the Potomac Conference and provides important updates for church and school leaders.
- *PotomacPeople*, a two-page section in the Columbia Union Visitor Magazine, a full-color magazine that showcases news from around the Columbia Union Conference.

- *PotomacPeople Podcast* which features inspirational stories of constituents.

Significant Accomplishments

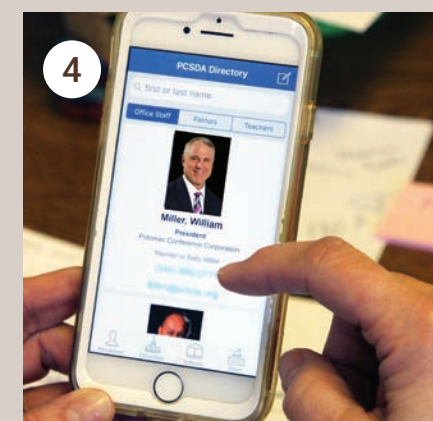
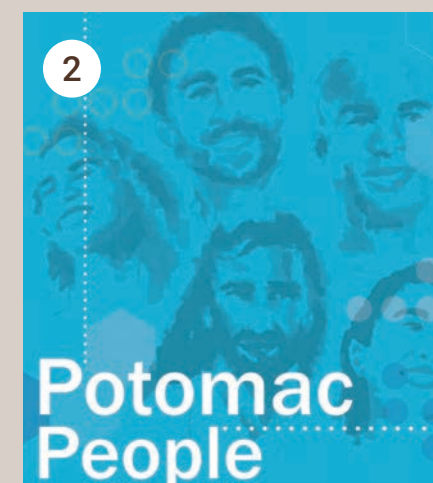
In the past five years, the department:

- invited new employees to join the team—Debra Anderson as assistant to the president for communication and Jyremy Reid as communications specialist/intern.
- developed the Potomac Conference Directory App. This streamlined mobile application allows personnel in the office and field to easily access the conference calendar, locate contact information for fellow leaders in churches, schools and businesses within the conference and driving directions to Potomac entities.
- rebranded the conference, under the guidelines of the General Conference, to showcase the fundamentals of Christianity and Adventism—the Bible, the church and people. The Bible represents the foundation, the church symbolizes a place of refuge and nurturing and the image of two people firmly planted in the Word exemplifies the growth of disciples reaching outward to the community and upward toward heaven.

- produced several videos that demonstrates the mission and vision of the conference. This includes two, two-minute videos. One video showcases items that help identify and grow healthy churches and schools and another, *We Are PotomacPeople*, provides a glimpse into the people and ministries that make up the Potomac Conference.
- launched PotomacPeople Podcast, which features inspirational and faith-based stories of constituents. The podcast is available on pcsda.org, iTunes and Buzzsprout.
- provided hands-on training seminars at EQUIP, a one-day training event planned by the Pastoral Ministries Department.
- developed and distributed the *Communication Corner*, an 11-page, easy-to-read booklet, which highlights the basics of managing communication and media for a local entity.

In the next five years, the department's goals include:

- providing church communication directors with training webinars on a variety of topics.
- updating the website (pcsda.org) to provide a more user-friendly experience in the ever-changing digital world. The website reflects the organization and is one of the best places to share the vision and mission of the conference and provide essential resources to all users.
- producing a comprehensive strategic communication plan. This plan will help in clarifying the mission and vision of the conference. It will be the roadmap to help church communication teams navigate internal and external messages and the joint mission of growing healthy, disciple-making churches.
- increasing presence on social media to increase awareness of who we are, what we do and how we can best serve the community and our constituents. ■



1. Each month, the Communication Department shares *Leader2Leader*, a monthly newsletter that highlights how the Holy Spirit is moving in the conference.
2. Potomac Podcast was launched, which features constituents and their inspirational stories.
3. Under the guidelines of the General Conference, the Potomac Conference rebranded to showcase the fundamentals of Christianity and Adventism.
4. A mobile application was developed to streamline important information for personnel, like contact information, driving directions and access to the conference calendar.



Human Resources



Fred Warfield
DIRECTOR



Avalyn Dixon
OFFICE ASSISTANT HR ASSISTANT

The Human Resources Department (HR) supports the efforts of Potomac's administrative team to recruit, develop and retain a workforce of spiritual leaders. HR seeks to provide quality service to all personnel throughout their employment lifecycle with values of respect, integrity, confidentiality and trust

Significant Accomplishments

Departmental Restructure

- Received approval to hire an associate director to oversee employee management, wellness initiatives and special projects.
- Initiated a process to secure a multi-year HR intern through a new program sponsored by the North American Division.

Centralized Human Resources Department Project

In previous years, many human resources functions for educational employees were completed through the Office of Education. In order to best serve employees, this process has moved to HR in order to more seamlessly

serve and support all employees. This process is being completed in two phases:

- *Phase I* (completed)– Transition all educator leave tracking (long/short-term sick, vacations, personal days), document compliance (medical including physical, Hep. B, TB testing, fingerprinting, background checks and church membership) and monthly attendance reporting to HR.
- *Phase II* (in progress)– Transition all educator employment contracts, salary calculations and letters of intent to HR.

Healthcare Benefits Transition

- Successfully managed the transition of employee benefits to new Ascend to Wholeness plan through Adventist Risk Management.
- Coordinated on-site and off-site biometric screenings throughout the Potomac territory.
- Transitioned fall healthcare enrollment to 100% online/paperless enrollment.

Locally Funded Employee Initiative

- Achieved 100% compliance with the locally funded employee initiative for all Potomac churches and schools.
- A wage scale document was created to support conference and local site hires.

Employee Handbook

- Published new Employee Handbook, outlining major employment and governing policies of the conference.

Employee Services

- Significantly increased human resources self-servicing functioning by updating the department's page on the conference website to include new hire and benefits enrollment packets.
- Streamlined employee one-on-one onboardings and exiting employees' experiences.
- Continued providing employment-related support to all sites (churches, elementary schools, academies, Camp Blue Ridge and LivingWell).
- Implemented a second new employee orientation in the spring of each year, in addition to the one in the fall, to better serve the growing workforce. This

also facilitates the need for each new employee to understand the mission, vision and values of the Potomac Conference Corporation.

- Continued to monitor local, county, state and federal regulations to ensure the conference stays in compliance with all employment, wage and hour laws.
- In the interim role of office manager, conducted monthly meetings with support staff to discuss opportunities for greater efficiency. Hosted relevant training and continuing education events.

The department's goals for the next five years include:

- improving the customer service experience by implementing a 100% digital process for new hires.
- streamlining retirement processes and experiences and hosting pre-retirement information events in partnership with the Stewardship and Planned Giving Department.
- increasing strategic communication to local entities (churches and schools) by providing timely, accurate and relevant human resources related information.
- continuing to pursue paperless (electronic) documentation process.
- completing *Phase II* of centralized departmental project. ■



1. The Human Resources Department seeks to provide quality service to all personnel.
2. This department supports the administrative efforts to recruit, develop and retain a workforce of spiritual leaders.





LivingWell



Melissa Leddy
GENERAL MANAGER

Our mission at LivingWell (Silver Spring, Md.), Potomac's book and health food store, is to lead people to healthier and more spiritually meaningful lives. LivingWell is far more than another book or grocery store—it plays an important part in the conference's outreach work.

God's touch at LivingWell

While many Christian stores and chains have closed due to an increase in online sales, LivingWell remains open and is now the largest Christian retailer in the region. It is one of the few physical locations in the DC Metro area where people can shop for Christian books and gifts.

With 78% of LivingWell's clientele being community-based/non-Adventist we are in a unique position to shine a light on God's principles of healthy living in a time when this is increasingly sought after. LivingWell helps in letting communities know about this important ministry by:

- selling plant-based foods and vitamins that can be hard to find in traditional stores.
- serving customers from a wide variety of backgrounds and faiths and providing them with tools to improve the health of their minds, bodies and souls.
- being dedicated to help people in their journey to a healthier lifestyle through cooking demonstrations, food tastings and offering Bible studies and other classe.

In 2019, LivingWell's Bible sales increased 16% over previous years. In a time when anyone can get the Bible free online, we are giving access to God's Word to a growing number of searching people. One customer arrived an hour before LivingWell was to open, because he was desperately hoping he could buy his first ever Bible before he went to work that day. Our manager opened the store early for him that day.

Our employees seek to make LivingWell an all-around ministry. Another LivingWell employee spent time on the phone with a pastor from another denomination about his recent diagnosis with heart disease. They discussed ways he could improve his diet through healthy cooking and beneficial supplements. The staff member filled a cart with cookbooks, foods and vitamins and waited an hour and a half past her shift to personally meet with the pastor and explain how to best use the items she had gathered for him.

Significant Accomplishments

In the past five years, leaders at LivingWell:

- redesigned the store's interior for better aesthetics and product flow.
- provided pastors and leaders with hundreds of books to support their ministry and spiritual growth.
- gave out over 4,000 sharing books to customers.
- created opportunities for people to receive Bible study lessons.
- started *LivingWell Delivers*.
- secured new wholesale clientele including restaurants, caterers, schools and a hospital for vegetarian food items.
- contracted with Adventist Health to rent half the space for an imaging center after *Staples* moved locations.
- added new cold items, like sandwiches, parfaits and salads to the store and continue to grow our smoothie bar to offset the impact of having to close our kitchen due to new county codes.
- increased sales trends once again, after experiencing a slip over the last five years from \$6.68 million to \$4.94 million.
- have been seeking ways to offset annual budget impacts with new county wage laws.

LivingWell's goals for the next five years include:

- becoming a trusted friend and advisor in the region as people continue to focus on their health.
- adding a better system to boost our online and delivery sales.
- remodeling and re-opening our kitchen to provide more hot foods on demand and once again offer vital health and cooking classes.
- finding more ways to share the Gospel to our largely non-Adventist clientele. ■



1. With 78% of LivingWell's clientele being community-based/non-Adventist, the store is in a unique position to shine a light on God and His love.
2. LivingWell provides customers with tools to improve the health of their minds, bodies and souls.





Stewardship and Planned Giving



Tony Reyes
DIRECTOR



Milca Vazquez
OFFICE ASSISTANT



In the last five years, the Stewardship and Planned Giving Department engaged with over 109 churches through seminars, presentations, small groups, speaking-engagements and more.

As disciples of Jesus, members of the Potomac Conference Corporation are encouraged to be faithful stewards in four areas:

- Time (Ecclesiastes 3:1; Ephesians 5:15-16)
- Temple (3 John 1:2; 1 Corinthians 6:19-20)
- Talent (Mark 12:30; Deut. 6:4-5)
- Treasure (Proverbs 21:20; 2 Corinthians 9:6-7)

The Stewardship and Planned Giving Department has several main objectives including encouraging our brothers and sisters to fully give their hearts to Jesus, creating and promoting tangible opportunities to share the gospel, helping to secure donations for special evangelism and Camp Blue Ridge initiatives and working with constituents in the development of Trust documents or Last Will and Testaments to ensure the mission of sharing the gospel continues. The Lord has opened opportunities to demonstrate these objectives through seminars, presentations, small groups, Sabbath-speaking engagements, prayer meeting weeks focused on stewardship and face-to-face meetings to work with church members on their stewardship plans.

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Significant Accomplishments

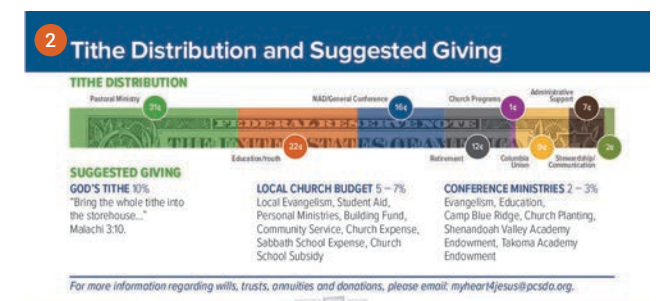
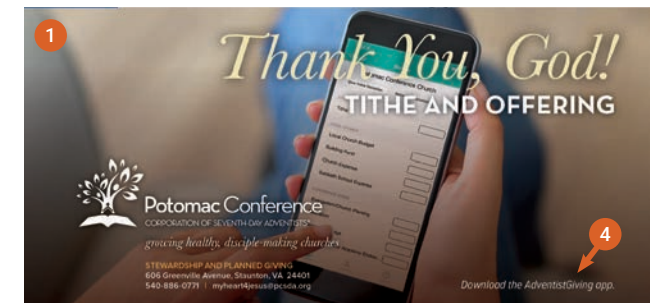
In the past five years, the department:

- engaged with over 109 churches.
- built a customized stewardship plan with six congregations and have seen an increase of 22.15% on average in tithe.
- seen the Holy Spirit do incredible work with 520 church families recommitting their lives to God.
- worked with administrative and communication department leaders to redesign of the Potomac Conference Corporation's tithe and offering envelope.
- diligently worked with faithful stewards in estate planning.
- assisted in development and identifying donors for Camp Blue Ridge.

Tithe and Offering Envelope Redesign

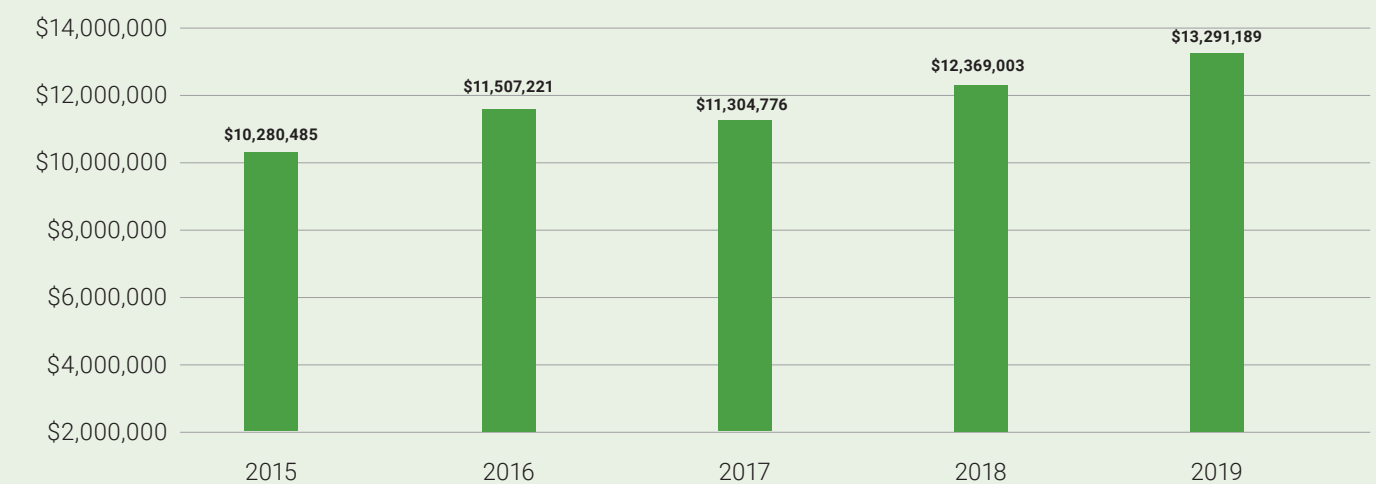
In 2019, the tithe and offering envelope was redesigned to be an educational piece and includes four helpful components.

1. The "Thank you God!" on the front serves as a praise and reminder that God is our ultimate provider.
2. An infographic explains tithe distribution within the Potomac Conference Corporation.
3. The back flap creates awareness of different ministries and highlights opportunities to advance the Good News in the conference's territory.
4. A link to adventistgiving.com and a reference to the *AdventistGiving* app promotes the future and potential of online giving. Online giving continues to increase. In the past five years, the numbers of online transactions increased to 69,293 and totaled \$58,752,677.



AdventistGiving.org

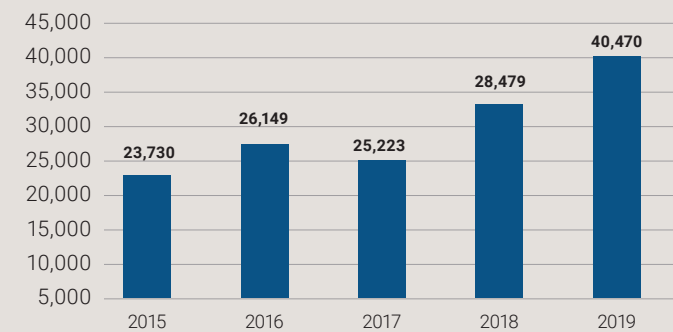
TOTAL GIVEN





AdventistGiving.org

TOTAL TRANSACTIONS



or other Seventh-day Adventist church institutions/
ministries in the future.

Stewardship and Planned Giving Website

In today's world, it is critical to have an online presence or
the ability to communicate and share resources digitally.

Throughout this five-year period:

- 3,518 online users visited myheart4jesus.org,
the Stewardship and Planned Giving website.
- 63,679 e-newsletters were delivered to our
legacy subscribers.
- 5,700 emails featuring issues of *Stewpot*, *Tithe &
Offerings*, *Storehouse* and other resources (offertory
readings, Stewardship Sabbath resources and
sermons were shared in English, Spanish, Portuguese
and French) were sent to our pastors and stewardship
leaders throughout the conference.
- 21,000 pieces of printed resources like the sunset
calendar/offering schedule and Planned Giving and
Stewardship postcards were designed and distributed
throughout this period.

Development

A very important evangelistic tool the Potomac
Conference Corporation utilizes is Camp Blue Ridge.
In the last five years, the conference focused on ways
to improve the working capacity of camp. During this
quinquennium, the Master Development Plan was
solidified and a feasibility study for the development of
the camp was conducted. The Stewardship and Planned
Giving Department helped identify 20 prospective donors
to ensure this important evangelistic tool continues to
influence the lives of many.

The department's goals for the next five years include:

- facilitating 25% of church members in renewing their
commitment via the Commitment Card.
- growing the number of regular titheers by 5%.
- seeing the average level of liberality of each church
member reach 5% of their income in offerings
- helping church members in their Estate Planning and
increase the number of documents by 20%.
- assisting Camp Blue Ridge in identifying alternate
funding sources as it continues to move forward in
their Master Development Plan. ■

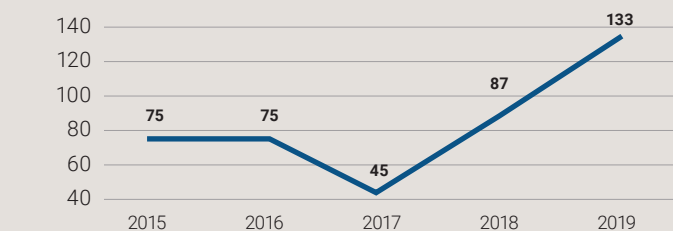


Department leaders regularly meet
face-to-face with church members
to work on and help develop their
stewardship plans.

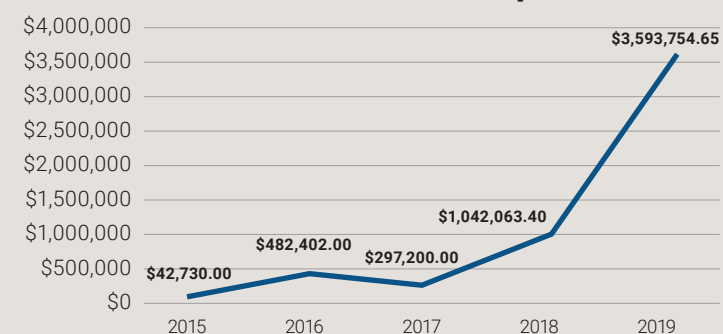
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four helpful components.

Processed Estate Documents

LAST WILL & TESTAMENT, ADVANCED MEDICAL DIRECTIVES, POWER OF ATTORNEY FOR FINANCES



Current Value of Future Bequests





Youth



Potomac Youth



**Josant
Barrientos**
DIRECTOR



Sherilyn O'Ffill
ASSOCIATE DIRECTOR



**Nancy
Crickenberger**
OFFICE ASSISTANT

The Youth Department strives to lead young people into a saving relationship with Jesus and help them embrace His call to discipleship in the local church.

Motto: *Belong, Believe, Become*

- **Belong:** Crafting communities where youth and young adults can build biblical, healthy relationships and be valued and cared for (John 13:35).
- **Believe:** Discipling each youth and young adult in understanding and applying God's Word. By doing this, each person can become a faithful follower of Christ (2 Timothy 3:16-17).
- **Become:** Encouraging and training youth and young adults into being active in the service to God and humanity because each person can be what God intends for them to be as long as they follow His loving direction. (Matthew 28:19-20)

This department seeks to:

- share the story of salvation through Jesus Christ to youth and young adults.
- encourage youth ministry to be the work of the church that is conducted for, with and by young people.
- lead youth and young adults to understand their individual worth and discover and develop their spiritual gifts and abilities.
- equip and empower youth and young adults for a life of service within God's church and the community.
- ensure the integration of youth and young adults into all aspects of church life and leadership, so they may become full participants in the mission of the church.

Significant Accomplishments

In the past five years, the department has had several ongoing initiatives and regularly schedule events in order to reach the youth of the conference.

Growing Young, Growing Together Initiative

This initiative focuses on creating a vibrant church culture that incorporates all ages actively in the life of the church. The initiative includes:

- training congregations how to journey with all ages in completing the mission of the church.
- assisting congregations to understand the need to make biblical shifts for young people so they may discover and love aspects of serving in the local church.
- creating a process to retain youth and young adults in the life of the church through:
 1. Unlocking keychain leadership
 2. Empathizing with today's young people
 3. Taking Jesus' message seriously
 4. Fueling a warm community
 5. Prioritizing young people (and families) everywhere
 6. Being the best neighbors

As of December 31, 2019, there are five churches experiencing the results of this initiative. We look forward to more churches joining the blessing!

Youth Leadership Conferences

This event started in January 2017 and has attracted over 190 attendees from the Potomac Conference. This event:

- provides training to youth and young adult leaders through seminars, workshops and general sessions as well as making resources available to them.
- connects with other leaders in the Potomac Conference that have the same passion for youth ministries.
- brings people together. Attendees include youth pastors, youth directors, Teen/Youth and Collegiate Sabbath School teachers, Public Campus Ministries Coordinators, Youth Elders and others.

Teens Bible Retreats

More than 10 teens have made their decision to be baptized at this event, which focuses on:

- developing and strengthening the spiritual life of our teenagers.
- creating special moments where youth and young adults can get away from all the distractions and hear the voice of God and experience an encounter with Him.
- connecting youth from other local churches, academies, public schools and home schools, providing opportunities to socialize, study and worship together.

Young Adults Retreats

This retreat ministers to those between the ages 18-35. More than 25 young adults have made their decision to be baptized at these retreats. This event provides the opportunity for young adults to:

- socialize, study and worship with others who share a similar faith and values.
- develop and strengthen their spiritual life by creating a special moment to deepen their relationship with God.

Youth Olympics

This annual event brings over 1,300 people of all ages together to enjoy a day full of team sports like soccer, basketball, volleyball, 3k and 5k runs and other family friendly activities. This event:

- provides attendees with the opportunity create and develop connections and friendships among churches.

Youth Olympics annually draws over 1,300 people of all ages together to enjoy a day full of team sports.





- evangelizes to visitors.
- serves as a fundraiser for the youth department, helping to off-set costs of other events provided by the department.

Global Youth Day

The theme for this annual event is “Be the Sermon.” On average, more than 1,200 Potomac members participate each year. This event was launched in 2013 by Adventist youth leaders to:

- encourage youth to recapture their purpose in the movement for service that contributes to the proclamation of the gospel and leads people into a relationship with Jesus Christ.
- train youth to become living sermons which minister to those in need by being the hands and feet of Jesus today.
- demonstrate God’s love through different types of acts of kindness and compassion in their local communities.

Mission Trips

The Youth Department plans mission trips, allowing participants to:

- share Jesus’ love through evangelistic efforts, donating time and showing real concern for the future of those served.
- bring hope and draw smiles to people in other countries who are suffering and in need of clothes, food, educational material, medical attention and equipment.
- experience the priceless beauty of service and come back home changed with an encounter with God and an ignited love for Jesus and service to others.

Public Campus Ministries

Public Campus Ministries has been established on six universities / college campuses to:

- serve the many Adventist youth who attend public universities in the Potomac Conference.

- keep public university students connected and excited about their beliefs in a secular environment.
- provide students with a network to find mutual support and the ability to reach out to other students who are searching.
- provided training through local chapters.

Youth Week of Prayer and Weeks of Youth Evangelism

During the months of March and August, weeks of prayer and evangelism for youth often take place in local churches. The interest of our youth in organizing, participating, leading, and even preaching in these evangelistic efforts have increased. More than 35 churches have supported our youth in coordinating them. God must be praised, because these efforts have led many youth and young adults into making their decision to be baptized. Others have been interested in receiving Bible Studies for future baptisms in their local churches.

The department’s goals for the next five years include:

- helping each church in our conference to have an active youth/young adult small group.
- organizing and strengthening the presence of Public Campus Ministries chapters/clubs.
- developing a database system to keep up-to-date information on current and new local church youth and young adult ministries leaders.
- improving the Youth Ministries Department communication by having an active presence online via the website, social media and developing an app (IOS and Android) that includes resources, the calendar, manual, etc.
- continue to engage the whole church and disciple youth and young adults through the implementation of the Growing Young, Growing Together Adventist Initiative.

EVENTS	2015	2016	2017	2018	2019
Youth Leadership Conference			136	192	196
Teens Bible Retreat	103	127	242	301	226
Baptisms – Teens Bible Retreat	1	3	6	2	
Young Adults Retreat	205	213	312	278	191
Baptisms – Young Adults Retreat	7		8	9	4
Youth Olympics		1,645	1,350	1,389	1,358
Global Youth Day		838	1,253	1,349	1,301
Mission Trip					36
Growing Young, Growing Together					89
Public Campus Ministry		11	425	80	157
Youth Week of Prayer (Churches)			9	6	6
Youth Evangelism (Churches)			6	10	5



The Youth Department strives to lead young people into a saving relationship with Jesus.



Annual retreats help connect youth and young adults with each other and provide opportunities for attendees to strengthen their spiritual life.



Pathfinder Ministry

Pathfinder ministry is alive and well in Potomac—nearly 90 churches have an active Pathfinder chapter. New clubs are continuously starting and new leaders are stepping up to say, “God use me to make a difference in the lives of kids.”

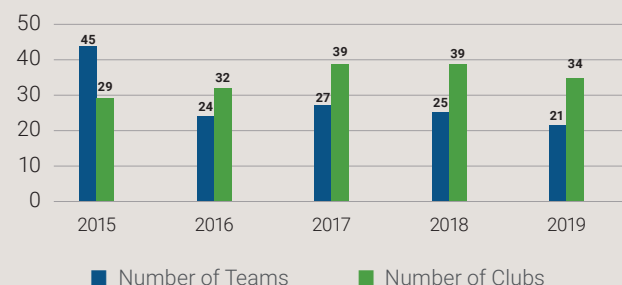
Conference coordinators are forging new paths of growth for Pathfinders and staff as they encourage participation in ventures like Pathfinder Bible Experience and Teen Leadership Training. God is at work in the hearts and lives of leaders and young people.

Significant Accomplishments

In the past five years, the department has had several ongoing initiatives and regularly scheduled events in order to move the Pathfinders ministry forward.

- **Pathfinder Bible Experience (PBE)** is an annual North American Division Bible testing program, which encourages teams of Pathfinders to memorize and apply major segments of the Bible. Our conference has become known for consistently sending teams all the way to the Division Level during PBE, which draws staff, parents and local church leaders into an intentional Bible study process.

PATHFINDER BIBLE EXPERIENCE
2015 - 2019



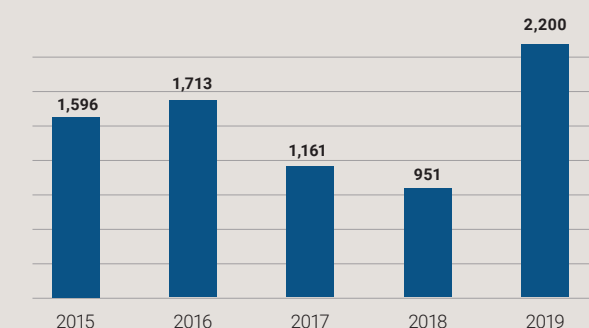
- **Teen Leadership Training (TLT)** is an intentional training program for high school students who remain in Pathfinder clubs. It connects each Pathfinder with carefully selected local mentors and individualized growth experiences. This program is continuing to grow in the number of clubs and teens participating.
- **Pathfinder Fair** is a one-day event that brings teams together for themed activities unique to Pathfinders such as archery, lashing and drill. This day reminds Pathfinders that they are part of something big.
- **Drill & Drum Day** has become a reality as more clubs are interested in competing in the drill team competition and as clubs have started to utilize the drum corps as part of their club program. It is a day of precision, concentration and acknowledgement for hours of hard work throughout the year.
- **Staff Leadership Training** is a grouping of events focused on helping club staff become and remain effective leaders within their clubs and churches. These one-day events are offered throughout the year. Those working to complete their Master Guide training—the highest rank within the Pathfinder structure—attend monthly seminars.
- **Conference-Wide Pathfinder Camporee** is an annual weekend camping experience that brings most of our conference clubs together for a time of outdoor



adventure and spiritual inspiration. We have outgrown the main campus of Camp Blue Ridge and are looking for a permanent home for this large event.

Graph Note: A conference-wide camporee was not held in 2019, due to the Chosen International Camporee taking place that year in Oshkosh, Wisconsin. Attendance numbers for 2019 are from the camporee taking place in Oshkosh, while the other years reflect the camporee held at Camp Blue Ridge.

CONFERENCE-WIDE PATHFINDER CAMPOREE
TOTAL ATTENDANCE (2015 - 2019)



Our goals for the next five years include:

- growing the number of clubs and teams participating in Pathfinder Bible Experience.
- increasing active participation in the TLT program by 20% by encouraging the use of TLT by our club leaders.
- increasing the number of active Pathfinders by 25% (especially teens) by supporting our local club leaders.
- increasing the number of active area coordinators to continue supporting the needs of our growing group of active Pathfinder clubs.
- continuing to provide coordinated staff leadership training programs, including systematic use of Master Guide training.
- creating and implementing a tracking system for Master Guides and Master Guide candidates within our conference.
- continuing to monitor and track the number of decisions for baptisms made at Pathfinder events.
- finding a permanent home for our growing conference camporee.



Potomac Pathfinders participate in Pathfinder Bible Experience each year, which encourages teams to memorize and apply major segments of the Bible.



Annual camporees as well as the International Pathfinder Camporee in Oshkosh, Wisconsin, provide pathfinders with opportunities to connect with one another, earn badges, participate in drill competitions and more.



Adventurer and Children's Ministries

The family-based Adventurer Club ministry is growing well with new clubs starting every year. Records show that 94 churches had an active Adventurer club in the last two years. Families are getting involved and evangelism is happening through the relationships created by club activities.

Leaders are gaining skills which translate into changing lives for eternity through their ministry. Vacation Bible School continues to be an effective connecting tool used by many churches to reach their communities with the Good News.

Significant Accomplishments

In the past five years, the department has had several ongoing initiatives and regularly schedule events in order to reach children / Adventurer-aged youth in the conference.

- **Adventurer Club Ministry**, a locally based club for families with children between in pre-kindergarten through fourth grade. These clubs provide structure and activities to enhance the spiritual, physical and social growth of children and their parents.
- **Adventurer Fun Day**, a special day for groups to come together to earn awards, spend time together and explore the outdoors. This event takes place in two locations—the DC metro area and the Richmond (Va.) area—to enable more Adventurer clubs to participate.
- **Adventurer Leadership Training** is a series of one-day events for leaders who work with young children. This training also provides insight in how to work with parents who have children in a club. Our goal is to provide practical and accessible training in a convenient time frame and location.

- **Vacation Bible School** is an annual, usually summertime, evangelism tool used by many of our churches to show children within their congregation and in their communities the love of Jesus.
- The North American Division recently launched a certification for **Children's Ministry Coaching**. This training will become our focus in the future. It includes eight tracks, designed to help a person become knowledgeable in the Word of God, the needs of children and in effective teaching and programming methods.
- **Children's Programs for Impact: Camp Meeting Re-Imagined** are organized and supported by the conference's Youth Department. These events also enable us to provide training and leadership opportunities for high school students and young adults who enjoy working with children.

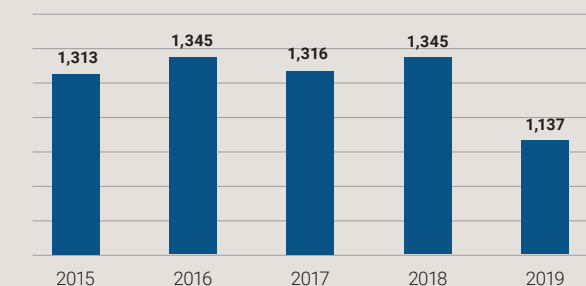
Our goals for the next five years include:

- implementing a training system to allow our Children's Ministry leaders, including Sabbath School teachers, Children's Church leaders, etc., to become certified through the North American Division's Children Ministries Certification modules.
- implementing the new Adventurer-focused Master Guide training program.
- increasing the number of active Adventurer clubs by 20% by helping our local church leaders understand the value of clubs to their congregations.

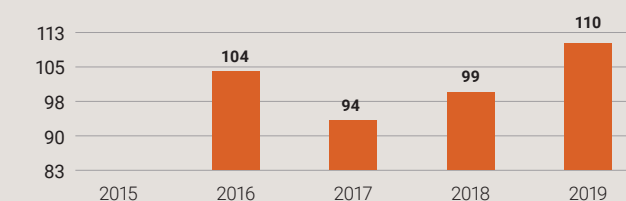
- beginning an annual Adventurer family campout or retreat.

- providing an annual Vacation Bible School training program in both English and Spanish. ■

ADVENTURER FUN DAY
TOTAL ATTENDANCE (2015 - 2019)



ADVENTURER LEADERSHIP TRAINING
TOTAL ATTENDANCE (2015 - 2019)



The family-based Adventurer Club ministry is growing well with new clubs starting every year.



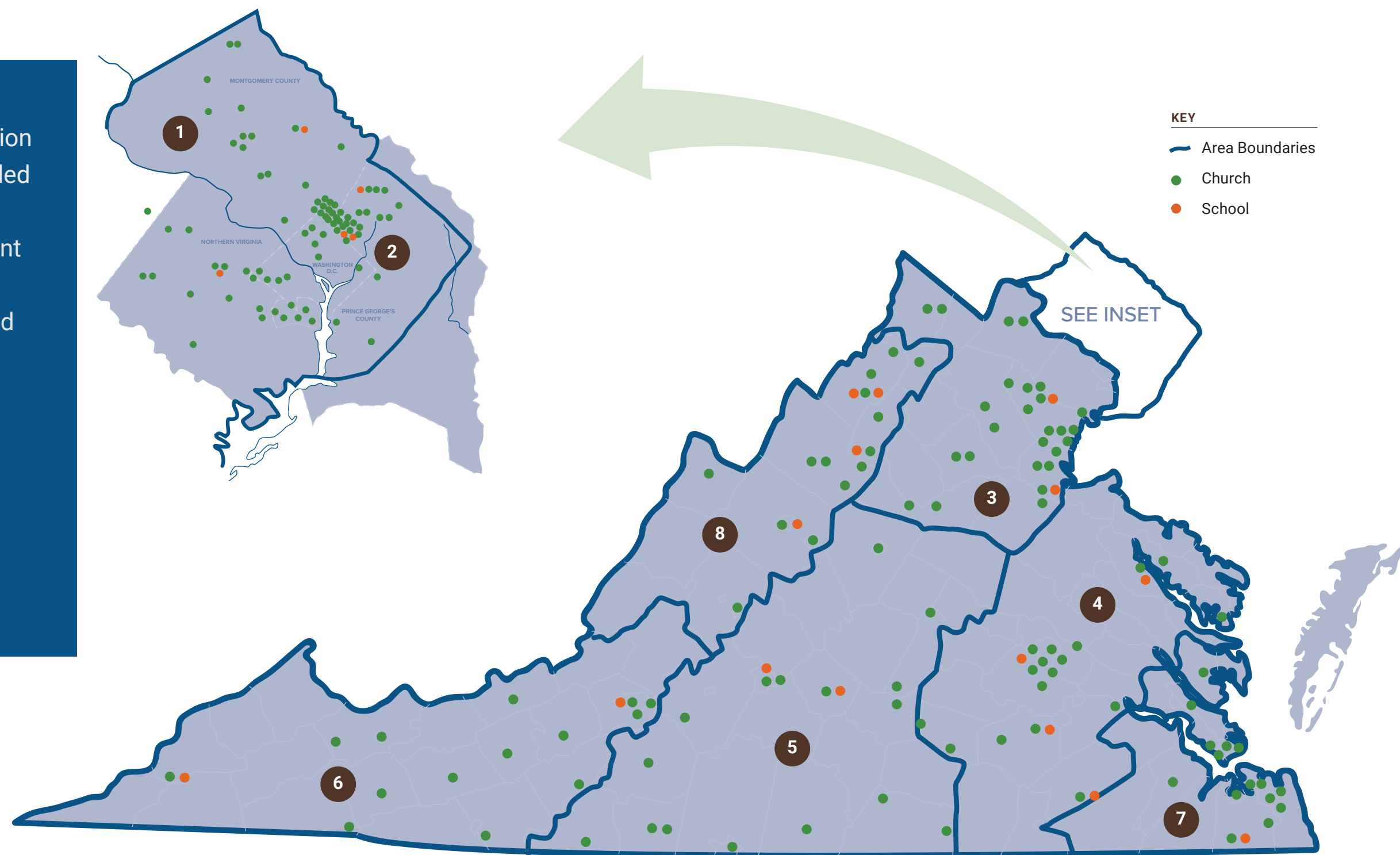
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Our Territory

Potomac Conference Corporation Seventh-day Adventists is divided into eight regions. These eight regions identified in the adjacent map are:

1. Washington DC/ Maryland
2. District of Columbia Hispanic
3. Northern Virginia
4. Virginia Capital
5. Virginia South Central
6. Virginia Southwest
7. Virginia Tidewater
8. Virginia Valley





“

Let us seek to remain constant
in our mission as believers and
welcome transformational
change in our methods.

”

—Bill Miller, *President*
Potomac Conference Corporation
of Seventh-day Adventists





Potomac Conference

CORPORATION OF SEVENTH-DAY ADVENTISTS®

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