



One Mission Cambridge Strategic Plan for 2024-2026

Introduction

One Mission Cambridge (OMC) is a coalition of Christian Churches and ministries called to provide hope through Jesus Christ by meeting the physical and spiritual needs of men, women, and children in Cambridge.

The Board of Directors developed this Strategic Plan with input from the One Mission Cambridge Director, Manager, and leaders. This plan focuses on key areas of One Mission Cambridge. It includes an Overview of Current Conditions, Vision for 2026, SWOT, Necessary Changes, Proposals to Meet the Vision, and Financial Projections.

Overview of Current Conditions

Mission Center

One Mission Cambridge has been open since June 2022. The mission center operations and community dinners are operational on a consistent schedule. The consensus among clients is that these ministries operate in a manner that projects love, compassion, and grace. The vast majority of clients view the mission center favorably and often comment on how well they are greeted and treated at the mission center. Many community members also have a favorable outlook on One Mission Cambridge, with many comments expressed to the staff and volunteers on the excellent work of assisting the vulnerable population.

Many individuals come during daily opening hours to receive food and other services such as using computers, help with applying for jobs, lunch, and fellowship. Many homeless individuals and others use the community center as a cooling/warming center and a place to receive support and encouragement. The mission center receives new individuals daily, with over 1,500 households assisted since opening.

Food Pantry and Healthy Education

The food pantry at the mission center is configured in a store-like model to distribute food efficiently, consistently, and dignifiedly. Clients complete paperwork with a trained volunteer or staff member and then select items they need for their household. Canned food, meats, and produce are available. Food is available once a month for the household. Clients are also connected to other services during the food distribution, as detailed in the Community Navigation Section.

What started with an average of 212 different individuals partaking in the food pantry monthly (average calculated during first six months of operation) has increased to over 307 individuals using the food pantry monthly (average number computed using the last six months of operation ending in July 2023). This increase occurred in the spring of 2023 when the COVID Food Stamp coverage ended, leaving many households with a significant decrease in funding for food. The food pantry has focused on two educational components related to healthy eating: highlighting a healthy tip each month by posting it throughout the food pantry and telling clients about the healthy tip. The mission center also hosts a hot lunch every Thursday that is healthy and features products from the mission center. The recipe and the items needed to create the healthy recipe are displayed.

Community Dinners

One Mission Cambridge hosts community dinners on the first Monday of every month. Different groups take responsibility for the dinners by providing the food, decorations, and volunteers. One Mission Cambridge volunteers offered the first dinner in October 2022. The community dinner space is beautifully decorated, and the home-cooked food is abundant. The main emphasis during the dinners is developing relationships with neighbors. After eating, the program portion of the dinner begins with announcements, prayer, a Bible reading, inspirational messages, and discussion questions. The average attendance at the dinners is 55, with some dinners reaching a max capacity of 100 guests and volunteers.

Community Navigation

One of the primary goals of One Mission Cambridge is to connect clients to community resources that can better their situation. Every client that comes to the mission center is given an updated resource list and community fliers and are directed to services/ programs in the area. A telephone and computers are available for immediate opportunities to make appointments, gather information, and complete applications. The Mission Center Manager works one-on-one with clients to write resumes, search for jobs, apply for IDs, complete company paperwork, etc. She does this during mission center hours and other hours by appointment.

Community organizations such as Eastern Shore Wellness, University of Maryland Health Systems, Social Services, Health Department, and other Churches, nonprofits, and government agencies partner with One Mission Cambridge to provide much-needed support, information, and resources to individuals and families.

Counseling Services

Pastors are available at the mission center to provide one-on-one counseling services. After relationships with community members are established, these services will expand to Christian support groups. One Mission Cambridge began a Prayer and Praise Service

in 2023 to support those needing encouragement. A support group with For All Seasons was established in 2023 to address depression.

501(c)3 Status

One Mission Cambridge Inc. received nonprofit status in August of 2023. EIN: 92-1685798

Staff and Volunteers

One Mission Cambridge has two staff members: the Director and Manager. The Director oversees all functions of the nonprofit organization and operations of the mission center, including oversight of the Manager. She creates and oversees all policies and procedures of the nonprofit organization, writes grants and implements all fundraising functions, and represents One Mission Cambridge at meetings and events.

The Manager oversees the daily operations of the mission center. She signs in clients, updates the database, manages and trains volunteers, orders food, and manages the food. The Manager also works directly with clients to connect them to services and complete tasks such as writing resumes and job profiles.

Over 120 church and community volunteers help at the mission center, move food, cook and help at community dinners, assist at fundraiser events, and promote One Mission Cambridge at community events.

Vision 2026

- One Mission Cambridge Programs will continue to be a vital part of the Cambridge community.
- There will be an expansion of the mission center to provide more space for people to meet, connect, find shelter from the heat and cold, use resources to help fill gaps in service needs, find a counseling resource to help deal with issues, shop for supplemental groceries to bridge the gap and help mitigate food insecurity in the community.
- Community dining options will increase in number and location so hunger is satisfied, friendships are nurtured and the message of love is received in a welcoming environment.
- One Mission Cambridge will operate a sustainable business to provide funding to maintain and increase the offerings to the community.

- The necessary funds will be raised from a variety of sources.
- The Mission Center Staff Members will have access to a vehicle in order to assist clients with obtaining Maryland IDs.

SWOT analysis: strengths, weaknesses, opportunities and threats of One Mission Cambridge

- Strengths:
 - One Mission Cambridge has achieved remarkable results with public awareness of our existence.
 - OMC volunteers and staff implement exemplary customer service techniques that build trust with community members.
 - Clients have come to appreciate and utilize the other services offered at the center and case management has begun.
 - Community dinners are well attended and anticipated.
 - Local restaurants, businesses, and other philanthropic organizations have engaged with both the community dinners and providing other resources to the Center.
- Weaknesses
 - It is difficult to maintain a pool of volunteers so that all programs are adequately supported throughout the years.
 - The entire faith community is not fully engaged.
 - Fundraising is challenging in today's environment. An increase in funding is required to meet the vision.
- Opportunities to Address Weaknesses and move toward the Vision
 - One Mission Cambridge must hire a staff dedicated to fundraising by raising awareness within the community as well as organizing fundraising events.
 - There must be increased engagement within the local faith community of Cambridge and Dorchester County with volunteers, funding, and donation of goods
- Threats
 - If the economic conditions do not improve, the food insecure population will continue to grow. Maintaining the mission center will require additional funding to provide more food.
 - The current location is rendered unusable.

- If distribution partners change operations in a way that leaves the organization unable to satisfy the needs of its clients.

Operational Plan to Support Vision

1. Expansion of the mission center to provide more space
 - By spring 2024, One Mission Cambridge will expand space into the adjacent location so as to provide a larger gathering area and a more spacious food pantry area.
 - The Director of OMC will continue to work with the landlord to expand into the adjacent property. She will do this through continuing progress checks at least every three weeks until Spring 2024. If the space cannot be secured by this time, the Director will form a Subcommittee to explore other places to open the Mission Center. A new location will be secured by early 2025.
2. Community dining options will increase in number and location
 - The Director will engage other community groups to provide dinners in their area of service. This will be done through active engagement with these groups and assistance with starting and maintaining the dinners.
 - Two community dinners will be offered monthly at two separate locations by the beginning of 2025.
3. Fundraising
 - The OMC Director will continue to work with the Sustainable-Income Subcommittee to look at locations and ideas for a sustainable income business. This group will research locations, write a business plan, and put together policies/procedures for a business. Currently, the idea is to have a store that sells and restores large furniture items.
 - A subcommittee will identify a location and create a business plan by spring 2024 with a sustainable business opening in the winter of 2024. By the end of 2025, the business will provide at least \$10,000 for One Mission Cambridge programs.
 - To raise the funds for all of the programs, a dedicated staff member will need to be hired. The One Mission Cambridge Employee Sub-Committee will post the job opportunity. Perspective Fundraiser Leaders will be interviewed, hired, and trained. Someone will be in place by early 2024.
 - A fundraiser leader will be hired by the start of 2024 to engage the business community and plan fundraising events. Anticipated income generated from the business partnership program and fundraising events will be \$40,000 in 2024, \$50,000 in 2025, and \$60,000 in 2026.

4. The Mission Center Staff Members will have access to a vehicle in order to assist clients with obtaining Maryland IDs.

- The OMC Director will form an alliance with a local group who owns a van to use the van once a month so clients of the mission center can receive IDs. The Director will ensure OMC is insured for this activity.
- By the end of 2025, fourteen people monthly will receive IDs. One Mission Cambridge will provide transportation, funding, and safe storage of IDs by this time period.

5. Volunteer Growth

- The OMC Manager will establish a sub-committee to investigate ways to encourage volunteerism with One Mission Cambridge. They will develop a plan to target different groups such as seniors, high school students, businesses to provide volunteers. They will also create ways to appreciate volunteers in order to ensure retention.
- Volunteer participation will increase to include at least 40 new volunteers at the various One Mission Cambridge programs in 2025 and 80 new volunteers in 2026. These volunteers will return regularly to support One Mission ministries for many years.
- Actively engaging the faith community. Church participation with One Mission Cambridge will increase to include at least five new churches in 2025 and 10 new area Christian Churches in 2026. All participating churches will regularly support the programs of the organization with volunteers, funds, and donations of items.

6. Food Distribution Partners Change in Operations

- If a change with the operations of food distribution partners were to occur, this would greatly impact the operations of One Mission Cambridge. The Board of Directors will explore other options to purchase food at a reasonable price or secure other partners that will donate food if this situation became a reality.

7. Relocation

- If relocation were necessary, the Board would partner with a local church to temporarily house the mission center out of part of the church such as a fellowship hall. A subcommittee would form to research another location for the mission center and propose a plan to move into a new building.

8. Worsening Economic Conditions

- If the population requesting food increases dramatically, the Board of Directors will meet to discuss changing policies and procedures of the mission center.

Examples of changes to consider include number of items available, moratorium on new clients, number of visits per year for clients etc.

Financial Projections

2024: \$231,576

2025: \$276,000

2026: \$321,000