



One Mission Cambridge Strategic Plan for 2025-2027

Introduction

One Mission Cambridge (OMC) is a coalition of Christian Faith Communities 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 OMC Director, Manager, and leaders. This plan focuses on key areas of OMC. It includes an Overview of Current Conditions, Vision for 2027, Strength, Weakness, Opportunities and Threats (SWOT) analysis, the Operational Plan to support the Vision, and Financial Projections.

Overview of Current Conditions

Mission Center

Since June 2022, OMC has operated a vibrant Mission Center in the heart of Cambridge. The Mission Center is 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. The positive feedback from the community, expressing appreciation for the excellent work of assisting the vulnerable population, is a testament to the value of our Mission Center.

The Mission Center offers a comprehensive range of services during daily opening hours, catering to the community's diverse needs. These services include food distribution, computer access, assistance with job applications, lunch, and fellowship. The center is also a vital resource for homeless individuals and others, providing a safe space for cooling/warming and emotional support. The Mission Center's doors are open to new individuals daily, further expanding its reach and impact.

In the summer of 2024, the Mission Center expanded its space to nearly twice the size. This has allowed the organization to serve better the increasing number of guests requesting assistance.

Food Pantry

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 individuals participating in the food pantry monthly has increased to over 365 individuals using the food pantry monthly. These folks represent households totaling 786 people in Dorchester County. There has been an increase in clients requesting food due to difficult economic conditions, including a higher cost of living.

Community Dinners

OMC hosts community dinners monthly. These dinners are open to anyone in the community. Different groups take responsibility for the dinners by providing the food, decorations, and volunteers. 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 maximum capacity of 100 guests and volunteers.

Community Navigation

One of the primary goals of OMC 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 is directed to services/ programs in the area. Telephones 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.

Community organizations such as the University of Maryland Health Systems, Act Team, Social Services, Health Department, and other Churches, nonprofits, and government agencies partner with OMC to provide much-needed support, information, and resources to individuals and families. The Health Department, for example, provides regular blood pressure checks, and mental health professionals meet their clients at the Mission Center.

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. Anyone requesting other mental health services is directed to different agencies in the community.

501(c)3 Status

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

Staff and Volunteers

OMC has three staff members: the Director, the Mission Center Manager, and the Fundraiser. The Director oversees all functions of the nonprofit organization and the Mission Center's operations, including the Manager's oversight. With the One Mission Board of Directors, the Director creates and oversees all policies and procedures of the nonprofit organization and represents OMC at meetings and events.

At the heart of our Mission Center's daily operations is the Manager. The Manager is the first point of contact for our clients, updating the database, managing and training volunteers, ordering food, and ensuring the smooth running of the food management system. Their direct work with clients, from connecting them to services to assisting with tasks like writing resumes and job profiles, is invaluable.

Since funding is vital to the organization, a Fundraiser organizes and hosts events, writes and oversees grants, builds relationships with business partners, and creates funding campaigns. The current position also includes managing the Mission Center for one day.

OMC thrives on collaboration. Over 120 volunteers work hand in hand with our staff, contributing their time and skills to various tasks. They help at the Mission Center, move food, cook and assist at community dinners, support fundraiser events, and promote OMC at community events. Their dedication is a testament to the power of community and the impact we can make when we work together.

Vision 2027

- OMC Programs will continue to be a vital part of the Cambridge 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.
- OMC 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 to assist clients with obtaining Maryland IDs.
- The Mission Center will expand case management services to include additional days and times for clients to meet one-on-one, establish goals, and monitor progress.
- Individual, secure lockers will be available at the Mission Center for individuals to store legal documents such as birth certificates and IDs.

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

- Strengths:
 - Within two years of operation, the current space has expanded to twice its capacity to accommodate a growing number of clients.
 - OMC has achieved remarkable results with public awareness of our existence.
 - OMC volunteers and staff exhibit 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
 - Maintaining a pool of volunteers so that all programs are adequately supported throughout the years is challenging.
 - 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.
 - To fill the void left by an inadequate volunteer pool, hiring more staff would be considered in order to continue operating the Mission Center excellently. However, this will increase overall costs.
 - OMC must hire a staff member dedicated to fundraising by raising awareness within the community as well as organizing fundraising events.
 - There must be increased engagement within the local faith communities 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.
- Distribution partners change operations in a way that leaves the organization unable to satisfy the needs of its clients.
- If the volunteer pool continues to be unstable and additional staff cannot be hired, then current operations cannot be maintained.
- If the sustainable business plans are delayed, funding issues will impact the ability to provide services at the desired level.

Operational Plan to Support Vision

1. 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 regularly at two separate locations by the beginning of 2025.
2. 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.
 - A subcommittee will identify a location and create a business plan by spring 2025 with a sustainable business opening in the winter of 2025. By the end of 2026, the business will provide at least \$10,000 for OMC programs.
3. The Mission Center Staff Members will have access to a vehicle 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 2026, fourteen people monthly will receive IDs. OMC will provide transportation, funding, and safe storage of IDs by this time period.
4. Volunteer Growth
 - The OMC Manager will establish a sub-committee to investigate ways to encourage volunteerism with the organization. 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 OMC programs in 2025 and 80 new volunteers in 2026. These volunteers will return regularly to support OMC ministries for many years.
- Actively engaging the faith community. Church participation with OMC 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.

5. 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 OMC. The Board of Directors will explore other options to purchase food at a reasonable price or secure other partners that would donate food if this situation became a reality.

6. 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.

7. 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 the number of items available, moratorium on new clients, number of visits per year for clients etc.

Financial Projections see associated fiscal year budget documents.

Approved on: September 24, 2024