

Mount Jubilee Ministries, Inc.

Strategic Plan for Organizational Sustainability



**Mount Jubilee
Ministries, Inc.**

**Plan was developed by the MJM Board and Community Thought Leaders, July 30,
2016 and facilitated by Patty Herbin, LLC.**

***We can make our own plans but the Lord gives the right answer. People
may be pure in their own eyes, but the Lord examines the motives. Commit
your actions to the Lord and your plans will succeed. Proverbs 16: 1-3***



Table of Contents

- I. Introduction: Setting the Direction**
- II. Methodology: An Appreciative Process**
- III. Situational/SWOT Analysis**
- IV. Planning Assumptions**
- V. Needs Assessment**
- VI. Needs Prioritization**
- VII. Executive Summary**

The Construct

To articulate a clear, consistent position which reflects an unconditional commitment to provide a means of support for individuals and families who have been touched by special needs. To define and implement collaborative organizational and operational systems for Mount Jubilee Ministries, Inc. that will affirm its mission, its stewardship and movement toward sustainability. This construct will serve as a tool for leadership and governance. It will be the vehicle to build partnerships/collaborations and further enhance services/outreach. It will enhance operations through the expanded resource development.

August, 2016

Dear Friend of MJM:

It is indeed a privilege to share this draft of the **Strategic Plan for Organizational Sustainability** with you. This plan reflects extensive work and comprehensive input over the past three months by the MJM board of directors. With the services of senior consultant, Patty S. Herbin, the Board of Directors of MJM has worked diligently to provide clarity and definition to both our organization and how MJM will effectively and efficiently increase its impact, program and services to the special needs community within its service area of the Piedmont Triad.

This plan is grounded in measurable outcomes, accountability, strategic initiatives, systemic development and enhanced communication which will help to move us closer to fulfilling our mission and vision. The definition put forth in this plan is indicative of MJM's commitment to stewardship and sustainability.

Finally, I would like to share with you the process which framed our work and how it impacted each participant in the process. Throughout our work and even prior to our initial "setting the direction" session, the appreciative process defined the culture in which the work plan would be developed. The appreciative process will be explained further in the **Strategic Plan for Organizational Sustainability**. It is important to understand that this process fostered a strong sense of collaborative spirit and celebration of what is good about our organization and the impact we have had over our 12 year history.

Thank you for your review of this plan. It offers clarity to facilitate our collective work and it is a very intentional effort by MJM to fully execute its mission and vision. Please feel free to call me or talk with members of the MJM board about any of the information presented or about the implementation of this plan.

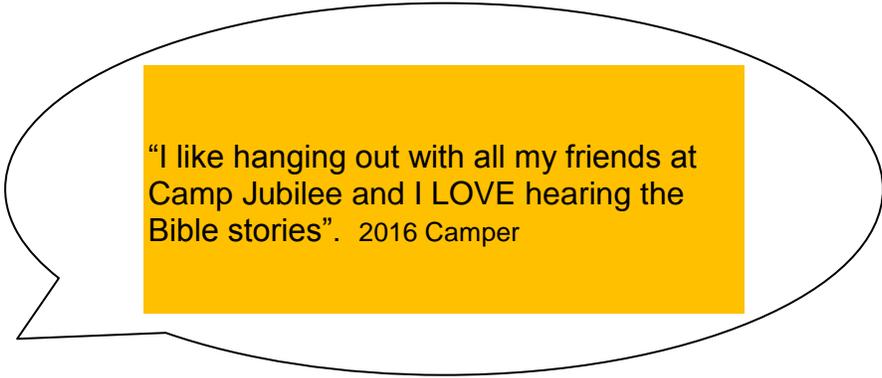
Cecil Cottrell

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Introduction

In Malcolm Gladwell's best-seller, The Tipping Point: How Little Things Can Make a Big Difference, there is discussion about "the magic moment—the tipping point—when an idea, trend or social behavior crosses a threshold, tips and spreads like wildfire". There is reason to believe that moment is within reach for Mount Jubilee Ministries. Building upon the strength of the passion for its mission/vision and the outreach generated over the past twelve years, MJM is positioned to expand and grow its programs and services. ***The Strategic Plan for Organizational Sustainability*** is affirmation that the board of MJM is committed to its role in attaining that magical moment in the natural evolution of the ministry.

In Bill Shore's book, The Cathedral Within: Transforming Your Life by Giving Something Back, the author draws an analogy between the builders of the great cathedrals such as the ones in Milan, Washington's National Cathedral, the Cathedral of St. John the Divine in New York, the Duomo in Florence, Chartres and Notre Dame and the builders sustainable institutions. Shore notes that "it wasn't just that building a truly great cathedral would require everyone to share their strength but rather that everyone sharing their strength would result in a truly great cathedral". The achievements of those craftsmen—stonecutters, sculptors, master masons, blacksmiths and carpenters stand out as something that lasts. He encourages us to capture the spirit of the cathedral builders not just through the experience of walking into a beautiful cathedral but by living, giving and serving in a way that builds a "cathedral" either within us as individuals or in our organizations. Shore details five principles which align with the opportunities in play for MJM and the population it serves.



"I like hanging out with all my friends at Camp Jubilee and I LOVE hearing the Bible stories". 2016 Camper

Principle One: Devoting time to a cause you will never see completed need not diminish your craftsmanship and dedication. Cathedral builders worked backward from a grand vision and a detailed blueprint that, if followed, would produce the desired outcome. The ***Strategic Plan for Organizational Sustainability*** puts forth the vision, mission and blueprint for the work of MJM.

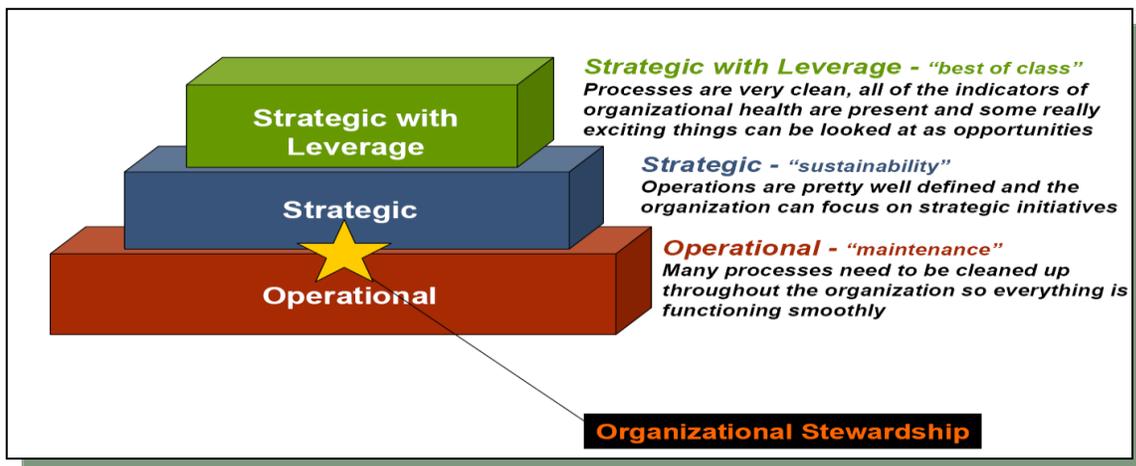
Principle Two: Cathedral building requires the sharing of strength, the contribution of not just the artisans and experts, but of everyone in the community. The blueprint outlined with the plan can't be achieved without full engagement and integration of multiple constituencies—special needs individuals, families of special needs population, community at large, churches, civic organizations, Board/committee leadership, donors and thought leaders.

Principle Three: The great cathedrals are built, literally, upon the foundations of earlier efforts. The effort to integrate the work of key individuals within history of MJM is conscious, intentional and deliberate.

Principle Four: Cathedrals were sustained and maintained because they actually generated their own wealth and support. Cathedrals created a new community wealth as a source of funding. As a sustainable organization, MJM is committed to generating a “new community of resource providers” through the full engagement of its stakeholders.

Principle Five: Cathedrals, through their stained-glass panels, statues and paintings, were intentionally designed to convey stories and values to people who were otherwise unable to access the meaning. In this way, they taught important history, passed along best practices, and perpetuated a philosophy and culture that reflected their values. MJM is committed to celebrating the stories and values of individuals with all abilities.

Stages of Organizational Development



Systems Defined and Needs Assessment

The development of these key systems will move MJM into full engagement of its mission and vision:

- ❖ Mission
- ❖ Vision
- ❖ Core Principles and Planning Assumptions
- ❖ Governance: Board and Committee Structure
- ❖ Program/Service Outreach
- ❖ Strategic Initiatives: Short term and Long term
- ❖ Communications/Marketing Strategy
- ❖ Funding and Resource Development
- ❖ Staffing
- ❖ Accountability

The Mission of Mount Jubilee Ministries, Inc.

Mount Jubilee Ministries is a Christian ministry which partners with individuals who have special needs, with their families and with our community to provide opportunities for productive living.

The Vision of Mount Jubilee Ministries, Inc.

The vision of Mount Jubilee Ministries, Inc. is to offer a wholesome Christian environment to people of all abilities through a camp program and a residential community with employment and vocational opportunities.

"There were specific prayer requests that I had made to the Lord expecting Him to answer in a way I could imagine. However, the Lord did not do that. Instead He answered in ways totally UNEXPECTED! I learned an important lesson: Live watching for the Lord to do the unexpected, instead of what YOU think He will do."

Camp Jubilee Counselor

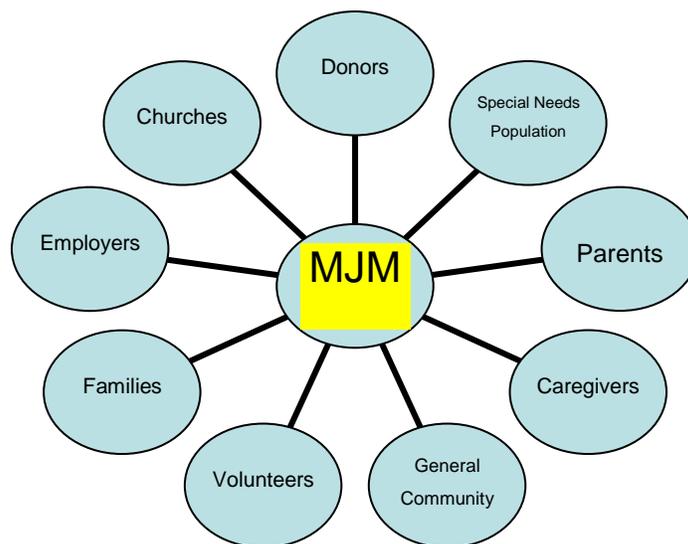
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MJM Key Stakeholders



Methodology: Appreciative Inquiry

The Appreciative Inquiry process suggests we look for what works in an organization.

The traditional approach to change is to look for the problem, do a diagnosis, and find a solution. The primary focus is on what is wrong or broken; since we look for problems, we find them. By paying attention to problems, we emphasize and amplify them. The group looked at the basic four stages of organizational development: forming, storming, norming and performing and celebrated the fact that some of the gaps being experienced are simply part of the “forming and storming stages”. The work on the ***Strategic Plan for Organizational Sustainability*** will help to establish a period of strengthening, stability and help transition the organization for higher performance.

The Appreciative Process suggests we look for what works in an organization. The tangible result is a series of statements that describe where the organization wants to be, based on the high moments of where it has been. Because the statements are grounded in real experience and history, people know how to repeat their success. Through a workshop format, the planning session participants used memories and experiences to energize moments of success creating a new energy that was positive and synergistic. They also know clearly how to make more moments of success.

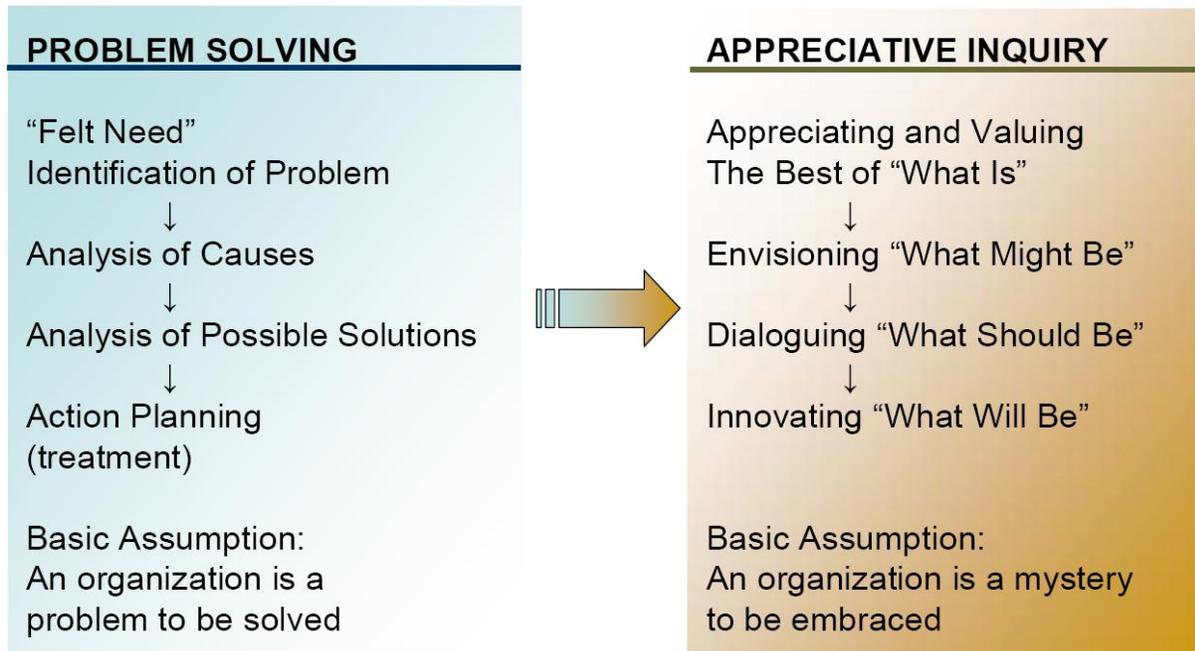
We are very good at talking about what doesn't work. We have all had years of practice in the art of problem-solving and in being exhorted to be part of the solution. We have little practice looking for what works and finding ways to do more of that. It never occurs to us that we can “fix” an organization by doing more of what works. We are obsessed with learning from our mistakes. But why not allow our successes to multiply enough to crowd out the unsuccessful?

Assumptions are the set of beliefs shared by a group which causes the group to think and act in certain ways. The longer the belief is in effect, the harder it is for the group to see any new information that contradicts the belief. The assumptions of the appreciative process are:

- ◆ In every organization something works.
- ◆ What we focus on becomes our reality.
- ◆ Reality is created in the moment and there are multiple realities.
- ◆ The act of asking questions of an organization or group influences the group in some way.
- ◆ People have more confidence and comfort to journey to the future (the unknown) when they carry forward parts of the past (the known).

If we focus on what is wrong or what is missing, we tend to see everything through that filter or frame. Breaking through the frames is necessary because frames can be negative. When a newer and stronger urge or life force appears

on the horizon, people adjust to grow towards it; much like a plant grows toward light. If we carry parts of the past forward, they should be what are best about the past. It is important to value differences.



The timeline proposed in designing the **Strategic Plan for Organizational Sustainability** is identified below:

1. Board of Directors: Development of the Planning Construct and Readiness (May-June, 2016)
2. Strategic Planning Session (July 30, 2016)
3. Review of the draft of the positional statement: **Plan for Organizational Sustainability** (August-September, 2016)
4. Refinement of the Plan and Approval by the Board of Directors (August-September, 2016)
5. Development/Implementation of action plans (October-November, 2016)
6. Launch and Implementation of 2017 Action Plan (January, 2017)

"Camp Jubilee has been a wonderful place for my daughter to go each summer. She looks forward to it all year long and starts planning for the next year's camp season as soon as she comes home."
Parent of Camper

Planning Assumptions

1. MJM is a Christian ministry commissioned to serve the special needs population within the Piedmont Triad area.
2. MJM relies on prayer to receive God's direction, guidance and timing for its programs, services and growth.
3. MJM is governed by a Board of Directors with servant hearts and unselfishly dedicate countless hours to the organization.
4. MJM has little substantive branding and identity and there is difficulty distinguishing MJM, the organization from Camp Jubilee, the organization's successful and highly visible signature program.
5. MJM is committed to operating without incurring debt for its programs, services, administration and capital outlay.
6. MJM's signature program is Camp Jubilee serving approximately 35-40 campers annually and engaging 60+volunteers.
7. MJM will not seek or accept federal aid such as Medicaid or funds from businesses, corporations or organizations whose mission/products/brand conflict with Christian standards. No funds will be accepted which might compromise MJM's guiding principles.
8. MJM needs to significantly increase its "bench strength" to cultivate additional resources through a charter of work for various committees such as Marketing/Communications, Finance/Fundraising/Resource Development, Programs/Services, Organizational Sustainability and operational business modeling.
9. MJM will rely on documented research to provide sufficient information for evidence based decision making on expansions such as increasing the number of campers and the feasibility of a residential campus.

Note: A situational assessment /SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis was conducted to gather information from all participants to form the basis for the Strategic Plan for Organization Sustainability .

Strengths (Celebration Points/WOWs)

- Success of Camp Jubilee
- Passion/Commitment of leadership and volunteers
- Significant accomplishments without paid staffing
- Demonstratively faith based ministry
- God's Love in practice
- Providing life-changing experiences for campers and volunteers
- "Sweet" alignment with special needs population
- Focus on God's messaging and awareness of God's love
- Trust in being led by God
- Wisdom, patience and maturity of Board and volunteers
- Commitment of special needs families
- Vision of residential vocational "campus"
- Underlying focus on "How is Jesus Christ being glorified in MJM's efforts?"

Weaknesses (Gaps)

- ❖ Lack of awareness throughout the community (not well known comprehensively—only with families of campers; need broader outreach to churches, businesses and civic organizations)
- ❖ Total reliance on volunteers for EVERYTHING
- ❖ Need to expand Board, committees, donors and volunteers
- ❖ Need for clarity on residential component referenced in the vision statement
- ❖ Need for evidence of organizational sustainability insuring programs and services in perpetuity.
- ❖ Clarification needed for the caregivers to determine readiness for camp experience.
- ❖ Programs/services/funding are episodic.
- ❖ No bench strength for Board and committees
- ❖ Understanding of and within the broader community of special needs population.
- ❖ MJM story/messaging is not being told comprehensively to build advocacy.



Opportunities

- ◆ Outreach/marketing/awareness building
- ◆ Speakers Forum needed for outreach to churches, businesses, civic organizations and community at large.
- ◆ More awareness of Touch Point seminars and increase in number of sessions.
- ◆ Fundraising ramped up in addition to golf tournament/walkathon
- ◆ Residential concept is vague and needs to be defined and/or refined from the vision statement.
- ◆ New Board and committee member recruitments/orientation/roles and responsibilities
- ◆ Annual Action Plans to insure momentum, accountability and to address division of labor needs.
- ◆ Needs assessment to determine paid staffing assignments
- ◆ Funding to support increasing number of campers
- ◆ Comprehensive fundraising plan which is tied to operational budget needs
- ◆ Marketing Plan to engage the community and media
- ◆ Feasibility of two camps—one for youth and one for adults

Missed Opportunities

- On-going incremental outreach
- Comprehensive database development (capturing contacts from special needs schools, etc.)
- Ambassadors assigned to churches, civic organizations, businesses
- Being intentional about identifying and integrating demographic data and analytics
- Engaging targeted stakeholders through social networking
- Clarifying the perception of special needs population as being a closed culture
- Develop/update a needs list/in-kind services priorities to recruit bench strength



Threats

- Overwhelmed volunteers by EVERYTHING that needs to get done
- Expectations/perceptions of residential campus
- Commitment not to compromise quality of programs
- No staffing
- Taking care of details with little time for planning—“living to fight another day” mindset
- No case statement
- Lack of budget tied to fundraising--\$15,000 for camp but what about unrestricted giving to MJM?
- No formalized plan to cultivate funding: annual fund, capital funds and endowment funds
- Reality check: Is MJM a camp, a sustainable organization or a residential/vocational center?
- Competition
- Funding
- Program perpetuity
- Organizational sustainability

Needs Prioritization

- ✚ Prayer for clarity and God's direction
- ✚ Strategic Plan for Organizational Sustainability
- ✚ Board Renewal/reaffirmation
- ✚ Board Expansion
- ✚ Definition of Roles and Responsibilities feasible for execution by volunteers and what tasks are outside the volunteers' scope of work.
- ✚ Committee Structure: charter of work developed and leadership/members recruited (Division of Labor)
- ✚ Annual Action Plans: goals, objectives, timelines, budget impact and person responsible.
- ✚ Operational budget tied to programs: annual funding goals
- ✚ Feasibility study on residential site and services (capital campaign)
- ✚ Tangibility for MJM: location, staff, service area, funding requirements
- ✚ Awareness Building/Marketing/Public Information
- ✚ Alignment of MJM with Camp Jubilee

The participants were divided into three working groups and asked to respond to these three questions:

1. What are the key factors/critical issues impacting MJM?
2. Where is MJM in relation to its mission and vision?
3. What is realistic for MJM to accomplish in the next 3-5 years?

Responses to Question One:

- a. Limited human capital
- b. Need for additional volunteers
- c. Need for paid staffing
- d. Significant need of special needs population in the service area
- e. Doing God's work
- f. Lack of formal systems and volunteers to execute plan
- g. Overload of volunteers

Responses to Question Two:

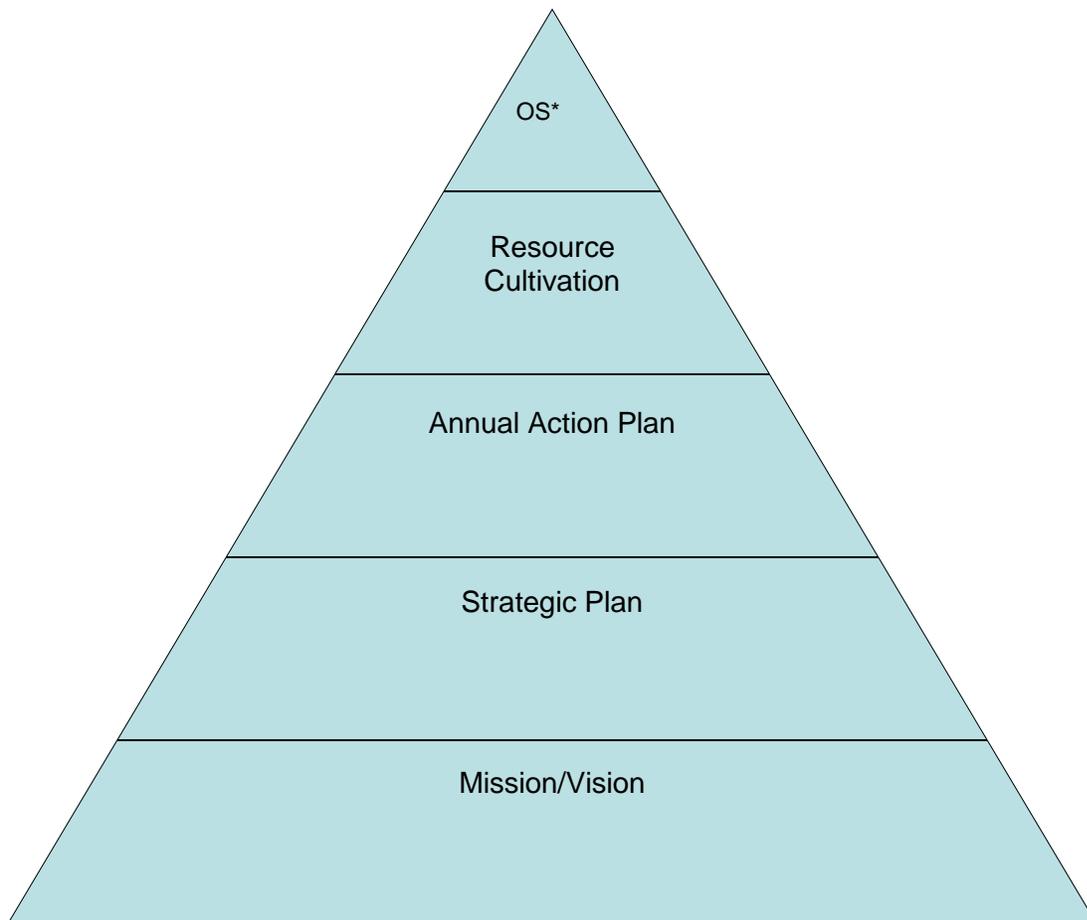
- a. Camp Jubilee is so successful but MJM has little identity as the parent organization.
- b. Engagement with thought leadership from multiple disciplines needed
- c. Positioning on the residential campus has expectations but absence of specifics leads to mixed messages.
- d. A huge "shout out" for the accomplishments to date done by volunteers but the organization is at a Tipping Point!

Responses to Question Three:

- a. Always God First
- b. Needs driven focusing on special needs population
- c. "Getting the House in Order": develop systems for marketing, communications, fundraising, staffing, programs/services, etc.

- d. Brand identity
- e. Tap into thought leadership
- f. Handbook of MJM services
- g. Tangibility of an office
- h. Strategic Plan approved and implemented
- i. Staff and volunteer alignment
- j. Board expansion
- k. Budgeting and fiscal stewardship
- l. Realistic funding goals such as \$100,000 annually, \$1 million for capital outlay and \$2 million for endowment.





Pyramid of Strategic Organizational Planning and Sustainability

**Organizational Sustainability*

Executive Summary

Mount Jubilee Ministries (MJM) has absolute purity in its mission. This fact is demonstrated in the clarity set forth in the planning assumptions. The Ministries' twelve year history of successful and effective programs/services to the special needs population is indicative of the degree of dedication and commitment of its volunteers. The highly visible Camp Jubilee is the brand identity for the ministry. It is significant that the organization focus on establishing clarity on its brand identity to avoid further communication in the community and with funding sources.

The commitment of MJM's volunteers is at the best practice level in the non-profit arena. The intensity of the volunteer focus is correlated directly to the personal connectivity with the special needs population. Twelve years of successful camp experiences have served as a recruitment strategy and replenishment strategy for the volunteers. However, the overarching organizational framework of MJM has not been formalized in a manner necessary to sustain and grow the non-profit. Fundamental organizational components such as awareness building/marketing, fund cultivation, governance, staffing, program expansion/development and volunteer recruitment/orientation are assessed at below standards for a twelve year old organization. This fact is due to the singular focus of servicing the special needs population. MJM is now at an intersection for effective decision making on how to insure the sustainability of the organization and how to insure program expansion and perpetuity.

The needs have been identified and prioritized. It is recommended that a systematic, incremental implementation strategy be implemented on an annual basis to address these significant needs for "getting the MJM house in order". Failure to address and resolve these gaps will result in continued confusion with the brand identity, limit funding and drain the volunteer base. This focus on organizational sustainability does not negatively impact the successful operation of Camp Jubilee.

It is recommended that MJM marry its God-first focus with the stewardship focus to insure perpetuity by:

Recommendation One: Conducting a Board member assessment to identify individual strengths, time commitments and areas of interest.

Recommendation Two: Reality check that fundraising is a substantial role for Board members.

Recommendation Three: Identifying additional skills needed to drive Board recruitment.

Recommendation Four: Actively recruiting new Board members

Recommendation Five: Formalizing an orientation for new Board members

Recommendation Six: Revisiting the standing committees to address the gaps and to reflect current needs; develop a charter of work for each committee; identify committee leadership and recruit community members to serve on these committees based on their thought leadership potential.

Recommendation Seven: Addressing the functions which cannot be fully executed by volunteers.

Recommendation Eight: Addressing the need for part-time staffing by drafting a job description, competencies required and compensation.

Recommendation Nine: Addressing the need for an operational site to give the ministry a tangible presence.

Recommendation Ten: Securing funding necessary to execute the plan of work for 2017 including the feasibility study for the residential site, staffing, marketing/communications and operational set-up.

Recommendation Eleven: Planning incrementally for success with trigger points identified to reach prior to making commitments and decisions on program/service expansion and staffing.

Recommendation Twelve: With the engagement of a broader base of thought leadership, volunteers and community professionals, several of these initiatives could be addressed simultaneously adding to the potential for strategic alignment and fostering a spirit of camaraderie.

This document is submitted for review and consideration to the Board of Directors of Mount Jubilee Ministries and the community of thought leaders involved in the planning session. Revisions and finalization will be directed by the MJM Board. This Plan is offered for the exclusive use of MJM and its contents should be considered confidential until authorization by the MJM Board is granted for dissemination.