Shalom Ministries – Strategic Plan 2019-2024 AMENDED 2021

The Original Goals of Shalom Ministries (SM) --- 2013

Founded in August 2013 by Ryan Hatch, Cheryl Hatch, and Carissa Remillard

SM arose from the work of the three founders in a church in the Lakeview Neighborhood of Chicago and originally organized under The Missionary Church International

Established the core goal of combating the deleterious effects of trauma in society

Established a goal of building a retreat center for survivors of severe trauma

Established a goal of building a community that is located on the retreat center and that also serves the retreat center, providing a few houses for rotating missionaries/ministers

Provides for the usage of sustainable building techniques and technologies that help keep operational and maintenance costs low

Prioritizes services to trauma survivors and missionaries/ministers

Program services for discovered immediate needs were provided through phone support, emails, texts, and face-to-face meetings with trauma survivors and missionaries/ministers

In 2014, the ministry's fundraising was unstructured, starting with regular newsletters, sporadic in-person meetings, an "Indie Go-Go Campaign" in October through November 2014 and an end-of-year "YouCaring Campaign" in late 2015

Shalom Ministries Today (2019)

Discovered through extensive research that the most efficient, logical, and impactful way to combat trauma is to serve first responders, readying them to better help others in trauma

Established a program called Hero's Rest to meet this need

The goal remains of building a retreat center. The focus has shifted to first responders – the first to meet trauma – after discovering there are no retreat centers dedicated to serving this group

Launching a developmental campaign to raise funds for the Hero's Rest retreat center – phase one

Provide gifted stays for first responders at a retreat center called Hero's Rest

Establish a community on that retreat center

Make the retreat center the base of operations for other SM programs

Continue serving survivors of severe trauma through phone support, emails, texts, and face-to-face meetings with trauma survivors

Established an independent WI not-for-profit, 501(c)3 corporation in June 2016 a “friends and family” board – developing and expanding the board is a current focus

After running a feasibility study in fall of 2016, SM focused on improving organizational governance, improving and regulating communications with supporters, beginning foundation research, and receiving regular consultation and coaching from Taylor Philanthropic Services
Shalom Ministries Vision for the Next Five Years --- By 2024

Provide the Hero’s Rest retreat center for first responders - operational 2021 (amended 2021)
Completed phase one of Hero’s Rest retreat center with compiled data by 2024 (amended 2021)
Preparing to expand phase one into a permanent retreat center (phase two) with a larger capital campaign (amended 2021)
Operating with more people for increased sustainability --- more volunteers, an expanded board, a sustainable donor base, and an overall more established organization
Transitioning from a “friends and family” board to an operational, governance, fundraising, and marketing board by adding three to five new directors with varying needed skills
Continue serving survivors of severe trauma through phone support, emails, texts, and face-to-face meetings with trauma survivors
Cultivating increased giving to annual operating fund and year-end giving to improve organization sustainability
Integration of all donor communication platforms to Salesforce for increased efficiency and reporting capabilities
Improved social media presence with expanded donor interactivity

Detailed Plans on Continuous Improvement Elements

(1) Move Shalom Ministries from St. Charles, IL to Norwood, MO to launch Hero’s Rest retreat center, phase one. (amended 2021)

(2) Improve Overall Organizational Sustainability
   a. Increase volunteerism for Shalom Ministries. Identify, motivate, recruit, train, coach, and utilize 50 new volunteers by 2024.
      i. Each staff member will recruit volunteers from their respective contact list.
      ii. Ask volunteers to recruit.
      iii. Recruit from churches, police and fire departments, and by offering internships.
      iv. Assign a project manager for each volunteer project, responsible for follow-up after project completion.
   b. Engage a social media consultant to manage and improve social media presence and public relations by 2022.
   c. Integrate donor communications on Salesforce by 2021. Managed by Cheryl Hatch with input from skilled volunteers.

(3) Partners for Progress – Formal Agreements and Informal Relationships
    Pursue partnerships, networking, and cobranding with respected and recognized community organizations (state and federal, civilian, other non-profits, churches). Managed by development director Carissa Remillard.

(4) Prospective Donor Identification, Cultivation, and Education
a. Prospective donor identification will be expanded through first responder networking. Interactions with first responders will increase networking through their individual recommendations and the agencies they are connected with.

b. Identify civic leaders in the communities the participants come from. Educate with positive impact data from the initial years of Hero’s Rest

c. Through continuous donor development: identifying new donors, maintaining current donors, renewing lapsed donors, through face-to-face meetings, phone and email contact points, and (new) initiating donor events.

(5) Utilize Hero’s Rest – Phase One to Gather Data and Measure Impact
Intake and follow-up evaluation surveys will be requested from each participant and may be requested from corresponding supervisors. The data will be used to evaluate and improve the effectiveness and impact of the Hero’s Rest program. (amended 2021)

(6) Time Line for Reviewing and Updating the Plan
a. Bi-annual progress reviews by the board of directors
b. Comprehensive strategic plan review and update annually within the first financial quarter

Specific Year-by-Year Operational Goals

(1) Ministry Program Goals
a. Establish the Hero’s Rest Phase One – retreats for first responders on 56 acres in Norwood, MO using camping, hiking, fishing, and other outdoor activities. Complete phase one by 2024. (amended 2021)
   i. Make Hero’s Rest program available to individuals, families, and groups
   ii. 2021 – Establish on-site program for overnight or day-trip nature interactions and facilitate off-site experiences utilizing existing local attractions (sec. ii. amended 2021)
      1. Establish staff facilities including Staff Housing and Workshop/Office (2021)
      2. Establish six camp sites with 3 levels of camping experiences (2 Hassle-free incl. family tent and one other tent we provide, 4 Roughing It/Survival)
      3. Day-trips offering fishing, campfires, hiking, and nature walks
      4. Off-site, multi-day adventure possibilities - canoeing/kayaking/river float excursions, fishing excursions, hunting excursions, multi-day trail hikes, etc
   iii. 2021-2022 – Build Reception Office and first guest Shower house (sec. added 2021)
   iv. 2022 – Develop Hero’s Rest phase one on-site activities (sec. iv. amended 2021)
      1. Fishing hole for guests dug by 2022, fishable for catch and keep by 2026
      2. Evaluate need for phase one facilities using guest feedback and logistics review and build based on findings. Possible facilities include RC track, Paintball Course, 4 Wheeler or Dirt Bike trails, and Gun Range.
   v. 2023 – Evaluate need for more staff buildings
   vi. 2024 – Move into phase two and expand existing programs: begin the next phase of Hero’s Rest by expanding on existing land to increase number of participants served while maintaining quality of experience (amended 2021)
   vii. Number of participants served at Hero’s Rest annually (amended 2021)
      Year – Participants
      2021 – 50-75
      2022 – 100-150
      2023 – 150-200
      2024 – 200-250
NOTE: Phase Two of Hero’s Rest will include the following: 1. Doubled facilities for guest stays, potentially cabins, additional increases will be as needed, 2. Indoor meeting space(s) and indoor recreation space(s) such as a chapel, greenhouse, meeting room, pool/gaming room, 3. Increased outdoor activities as needed such as a second fishing hole, baseball diamond, guest pool. All phase two plans are based on phase one participation and subject to change. (section added 2021)

b. Trauma Support Community Program maintained with stable annual units of service

(2) Marketing and Communications
   a. 2019 – Utilize skilled volunteers to develop, update, and maintain an active social media presence. Managed by Carissa Remillard and Cheryl Hatch.
   b. 2019 – Initial basic web presence for Hero’s Rest led by Cheryl Hatch and Hero’s Rest Campaign volunteers
   c. 2021 – Develop standardized marketing materials for Hero’s Rest once the prototype is established and initial program launched. Hire a consultant at $7,000-$10,000 for complete Hero’s Rest branding, website, social media, and marketing
   d. Maintain annual reports, quarterly email updates, and year-end annual giving campaign. Executed by current staff, managed by Carissa Remillard

(3) Board Recruitment, Development, and Skills
The president of the board, Ryan Hatch, leads the development of the board, with the assistance of development director, Carissa Remillard
   a. 2019-2020 Utilize the Hero’s Rest campaign to identify and recruit highly invested individuals for board positions
   b. 2021-2024 Through sustained impact in the community access established business owners and leaders in the community
   c. Identify and recruit 2 new board members by 2021, add an additional 2-3 board members by 2024
   d. Through a continued relationship with Taylor Philanthropic Services, provide regular training and development to newly recruited and existing board members

(4) Remaining Donor Centric
Maintain current donor interactions through consistent annual reports, quarterly emails, face-to-face meetings, phone contact points, and donor recognition – managed by development director, Carissa Remillard
   a. 2020 Celebrate successful Hero’s Rest capital campaign with a wrap-up donor event
   b. 2020-2022 Compile multiple first-responder testimonies in the first two years of service to increase available impact stories
   c. 2020-2024 Host two annual onsite donor events to increase donor connection to the Hero’s Rest program
   d. 2023 – Launch donor surveys to gather feedback and suggestions for improvement

(5) Improved Financial Stability – Operating, Capital, and Endowment
   a. Develop new annual operating budget donors by cultivating, educating, and stewarding capital campaign donors
   b. Implement a pay-it-forward donation model for Hero’s Rest participants, meeting the discrepancy through outside donors. Initially, pay-it-forward anticipated to cover 40% of Hero’s Rest program costs, discrepancy will be 60%
c. Increasing the budget at 50% per year (as was done 2016-2017). PURPOSE: Fully-funded program delivery, administration, and fundraising budget. Expanding donor base by cultivating capital campaign givers, incoming board members, and guests

d. Create active endowment program in 2024

(6) Specific Capital Improvements
A successful Hero’s Rest Capital Campaign will fund the following capital improvements:
Amendment: Because of the shift from a temporary phase one location to phase one being built on permanent land, some fiscal priorities have shifted. More permanent staff housing and a full workshop have been built first. Therefore, the order of establishing guest facilities may change in the first or second quarter of 2021.

- Shalam Ministries Headquarters and Staff Housing
- Workshop (added 2021)
- Gear to outfit 4 all-inclusive camping sites (tents, hammocks, cookware, etc.)
- Truck
- Tractor
- Mower
- Land improvement equipment (log splitter, chainsaws, power-saws, etc.)

(7) Increased Staffing
a. Offer internship opportunities beginning in 2021
b. Hire part-time consultants for specific jobs (i.e. accounting, design, fundraising)
c. Possibility of adding one more staff by 2024 – identified from the volunteers and interns.

(8) Revisiting the Ministry’s Strengths, Weaknesses, Opportunities, and Threats
The staff and board of Shalam Ministries will conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) evaluation for the organization annually during the third fiscal quarter.

Financial Implications of the Plan

(1) A $320,000 developmental campaign is needed to establish the Hero’s Rest Phase One (Amended 2021 to reflect additional $72,400 added to campaign for the purchase of additional 41 acres in MO)

(2) Projected annual operating budgets
Year – Annual Operating Budget
2019 – $84,000
2020 – $126,000
2021 – $189,000
2022 – $283,000
2023 – $425,000

Board Adoption of the Plan
The board of directors will vote to adopt this amended strategic plan and subsequent revisions at the first quarter board meeting or through written consent (per necessity) following the annual review.

Date Adopted: 03/06/2021

Officer Signature: [Signature]