**THE BUSINESS PLAN OF JMM LLC**

**BRANDMAN UNIVERSITY**

**JEFFERY MORSE**

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# Executive Summary

The purpose of this plan is the bring understanding of the purpose and procedures of Jeffery Morse Ministries LLC (JMM). For the charitable giver this plan serves to inform of why one might donate, to ensure that any donations will be used for the intended purpose listed on the donation, or if not listed in a manner that lines up with the heart and intent of the giver. For those in need this plan is to inform of the capabilities of JMM to provide the gospel, train an raise up ministers, establish churches, establish educational centers, and to respond to crises of all types in a manner that glorifies Jesus Christ. For the investor the plan offers an avenue of giving that may provide a positive outlook and self-appreciation. Though this plan does list some other businesses under the JMM umbrella its main purpose serve to inform of JMM and outline operational and managerial procedures to reveal the heart of the founder. JMM is an internationally based nonprofit startup with the goal of providing humanitarian aid throughout the world, delivering the Gospel of Jesus Christ, planting churches, training, and raising up people to carry on the ministries in a similar fashion. JMM is both a product and service-based company. The product is free of charge and is the Gospel of Jesus Christ. Services range from providing food and the necessities of life, especially after a major crisis, as well as, establishing churches and educational facilities around the world. JMM is a volunteer-based organization, as such, employees and volunteers rotate constantly, however, all who align themselves with JMM have one objective – to love people.

# Mission and Vision Statement & Company Description

## The Mission Statement of Jeffery Morse Ministries LLC

Connecting the Salvation Gospel to the World. To bring hope to the hopeless, food to the hungry, shelter to the homeless, and to bring all this by preaching the truth of the Gospel of Jesus Christ through evangelism, missions, music, worship, education and media. the establishing of Churches, and the training and ordination of Apostles, Prophets, Pastors, Evangelists, Teachers, Missionaries, Worship Leaders, Minstrels and any other office that is beneficiary to the Work of the Gospel of Jesus Christ. We will take advantage of every legal opportunity, and every legal resource to accomplish this end that we are able too.

## The Vision Statement of Jeffery Morse Ministries LLC

Centering on proclaiming the Gospel of Jesus Christ, to people in every country of the world, while fulfilling the call to feed, cloth, house, and minister to all we can while demonstrating excellence, honesty, faithfulness, and the love of Christ.

## Company Description

JMM’s current operates under the structure of an LLC. This decision is covered in it entirely in Appendix (A) JMM Economic Forecast. The biggest factor contributing to this decision is lack of financial resource. After extensive research it was shown to be ultimately fiscally comprehensive to begin under the LLC structure and then navigate to an S Corporation after JMM is fully operational (Morse, 2019).

The Primary Organizational Objectives of JMM is to keep costs down during the startup phase of the non-profit. By opting for the LLC first instead of the Corporation JMM is able to save the monies that would have been spent in salaries for the board members. However, JMM’s main organizational objective is to convert from the LLC standing to a Corporate standing at the first financially acceptable time. The goal of having fully paid board members and ministers who oversee all ministry and humanitarian functions ensures undivided focus in the administration of JMM’s ministries.

The Distinctive Core Competencies of JMM LLC lay in its vision statement, “while demonstrating excellence, honesty, faithfulness, and the love of Christ”. While JMM does not hold the monopoly on honesty, today so many humanitarian and religious organizations seem to be for profit. JMM is focused on the items listed in its mission statement. This company is not here to make someone rich, but rather to enrich the lives of those in need.

## An Introduction to the Market and the Opportunity

According to Collacott (2018) an estimated 201 million people in 134 countries were subject to crisis and needed some form humanitarian aid. In 2017, a fifth of whom lived in one of three countries – Yemen, Syria, or Turkey. The resulting percentages of crisis aid delivered 60% of all aid to 10 countries only; 14% going to Syria, 8% to Yemen. Conflict continues to produce need for humanitarian above all others. The small number of donor governments represent the majority of international humanitarian aid. Contributions from European governments plateaued rising in 2016 but still have the highest percentage at 53% of the total of government funding. Though the Middle East continue to reduce aid and giving funding from private donors – individuals, non-profits (NP), trusts, and foundations increased. Individual giving remains the single largest source of private donations, though those from trusts and foundations are growing (Collacott, 2018). The need is still great, and the resource to meet that need is increasing.

The Business Opportunity

Today people are making more disposable income, and charitable giving is up, however, people cannot afford to quit their jobs to go around the world to provide the humanitarian aid they desire to provide. JMM can create a platform centered in excellence, technology and Christ to take the resource of those who give and quickly and efficiently meet humanitarian need. Besides all the charitable individuals there are many charitable foundations that offer grants. The Glasser Family Foundation—currently mostly supporting through scholarships (Glasser, 2019), Andrew W. Mellon Foundation—who support the Arts (Mellon, 2019), The Streisand Foundation—which is by invitation only (Streisand, 2019) and the Ben and Jerry's Foundation—who promote social and environmental justice and support sustainable food systems (Ben, 2019). These are just a few of the foundations that are out there giving grants.

# Industry Analysis and Trends

Nonprofit markets are complex. In doing an industry analysis one my find that markets include constituents, as well as, funders. While there is never a lack of constituents, there may be times when funding is hard to come by. In addition, for such a business as JMM to function they must analyze the market condition of the for-profit businesses with whom they will be working. Many times, humanitarian efforts are brought about through for-profit partners do such things as logistics in places of the world where JMM would not otherwise be able to deliver needed necessities of life. In the end nonprofits, public organizations, and for-profit firms work side-by-side to accomplish many efforts. Firms may have approaches that differ completely concerning sustainability, resources usage, and priorities. These are justifying reasons to take an account of the current political and economic standing of not only the JMM’s country of origin but also its country of ministry. Further, the political and economic standing of any partners country of origin whether non-profit, for profit, or public is of great interest.

## State of the Industry

JMM is located in the US. Bea.gov reports that the GDP reported for the first quarter of 2019 is 3.1 (BEA, 2019). This is the highest it has been in many years. In addition, people are making more money and spending more money as US residence enjoy a greater amount of disposable income (BEA, 2019a). If that is not enough, msnbc.com reported that in 2018 the unemployment rate in the US fell to 3.9% and has been in steady decline since its peak at 10% in 2009 (Benson, 2018). Finally, the reflection of this economic standing is shown in the amount Americans give to charities. In 2018 Americans gave $410.02 billion to charity blasting though $400 billion in charitable giving for the first time in history (Giving, 2018). This is good news for JMM whose main source of revenue is charitable giving. Lastly, JMM is using diversification in its efforts. It has been shown that a diverse grouping of programs increases effectiveness and sustainability. Further, by taking a wholistic approach JMM opens accessibility to a broader range of grants, and other monies allocated to those items.

## Market Research

The history of the industry. In the year 1990 there were 6000 NGO’s, by the year 2000 that number rose to about 26,000. Today there are over 2 million NGOs in the US alone. Congruently, the numbers of NGOs increased in the rest of the world as well with about 1 million in India, and Europe is at least twice that (Ferres, 2005). Ferres (2005) continues to report that the estimated total funding channeled through NGOs per year is in excess of $8.5 billion per year. This is no surprise that faith-based NGOs and non-profits have stepped up to meet the growing humanitarian demand. After all Christians were directed to do so (Matt 25:40). One example is given by Ferres (2005) stating that the World Council of Churches mobilized over $1 billion per year as of 2005 for relief in 162 countries. There is no doubt today that number is grown exceedingly. In fact, according to a report performed by Stanford University and shown in chart (A), giving to charities has substantially increased from year 2000 to 2019 almost matching the GDP curve (Lilly, 2019). Both of these facts show the market to be very healthy. Charitable giving is way up, as it humanitarian giving by faith-based organizations (Giving. 2015; Rooney, ,Ottoni-Wilhelm, Wang, & Han, 2019).

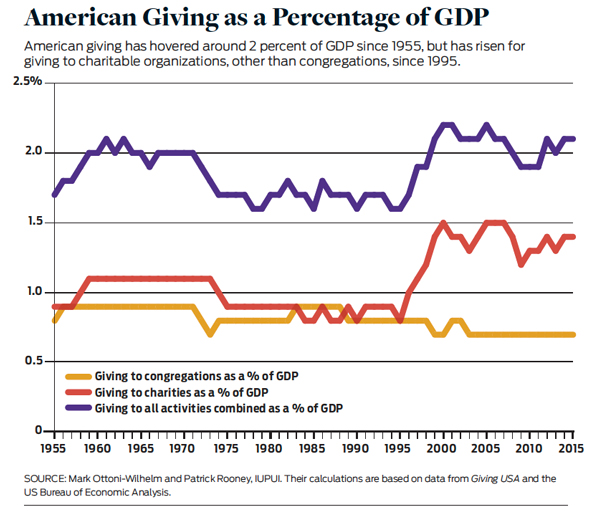


Chart A

The size of the industry**.**  The aid industry is not going away because need is not going away. The humanitarian aid industry is fueled by conflict and disaster. As a result, a record of $22 billion from individuals, governments, NGOs, and foundations, corporations came in 2013 (Harrison, & Laincz, 2005). At that time the aid industry employed more 250,000 people and that number was expected to grow then (King, 2014). Indeed, the industry has grown the Global Humanitarian Assistance Report put the revenue of the aid industry at $23.7 billion from the US alone in 2018 and they were second to Turkey (Collacott, 2018). Today many people are receiving master’s degrees in the aid industry.

The industry evolution**.** What started as people helping people in the times of Christ, grew into religious organizations such as Catholicism, and then other groups like the Latter-Day Saints, Seventh Day Adventists (Adventist Health) and others. However, though these mega movements are still present they are giving way to organizations such as Samaritans Purse and the World Food Program. These programs are not just ministers wanting to do well or doctors without borders any more but people who have been educated in humanitarian aid and carry master’s degrees or doctorates in this field which they have made their career.

This trend will continue as long as people have disposable income. Since the evolution of the industry has now become an official career choice, need is ever increasing, crisis is always looming and there is no other option but for these trends to continue. If one looks also at the sustainability movement in business, the movement to heal environments, and solve global warming, alongside of humanitarian crisis firms such as JMM have a potential to increase and meet the need. As the world becomes more enlightened one can only expect that in five- or ten-years humanitarian giving will double. In addition, as global warming challenges become more apparent the earth can expect an increase in natural disasters, not only does this bring the need for humanitarian aid but also counseling, spiritual guidance, and education.

The key players in the industry are many. Of course, the two greatest giving nations are Turkey and the US. However, some of the NGOs that are doing it correctly include the World Food Program (WFP), the Cooperative for Assistance and Relief Everywhere (CARE), Oxfam International, the International Federation of Red Cross and Crescent Societies (IFRC), and Action Against Hunger (AAH) (Borg, 2016). However, JMM chooses to pattern itself after Samaritans Purse (SP). SP is led by Franklin Graham and begun as an off shoot of the Billy Graham’s ministry. JMM may enter into some television evangelism as a means of raising capital and putting out the gospel as both Billy and his son Franklin did. One must realize that honestly and reputation are paramount here. SP’s success is partly due to the reputation and purity of the Graham ministries. In this endeavor any sustainability depends on successfully adopting this high moral standing and keeping it. Some people in the past were successful but do to incorrect vision, or having priorities out of order, or just plain moral failure ended with shame. Ranker.com lists Harold Camping and Family Radio as number four. This ministry not only failed once but twice. First Mr. Camping in his book called 1994 stating the world was going to end in 1994. In 2011, Camping again prophesied the end stating that his original calculations were off. People sold their homes and donated the proceeds. Family Radio continued the open forum, purchased bulletin boards, and announce the end. However, the bible state no one knows the time or the day of the end (Matt 24:36, KJV). When the end did not come Camping was shown to be false again. Camping died in 2013 after suffering a stroke in 2012. Family Radio never fully recovered. According to celebritynetworth.com Camping’s net worth at the time of his death was $75 million, but who was helped, and what good came from all that effort? Other famous failure include people like James Baker who decline was the result of alleged immoral activities – the bible says to maintain a clear conscience (Act 24:16, KJV) Peter Popoff who is known for committing fraud by faking the gift of the word of knowledge—the bible says do not lie to the Holy Spirit (Acts 5:3. KJV) Richard Rossi who was acquitted of attempted murder, but plead no contest to lesser charges—bible says to love others as yourself (Mark 12:31, KJV), Kenneth Copeland who main message is the prosperity gospel – bible says not to count gain as godliness (1 Tim 6:5). There are others and the list is long. However, just because other fail in doing right is not an excuse for not doing good and right yourself, at least that is what my father says.

## Barriers to Entry

The first item to list in barriers to entry is as one would expect – revenue. First, there seems to be some kind of issue with the decline of print and the ability to get revenue (Nicole, 2016). The up and coming humanitarian NGO is going to have too embrace the technology revolution in innovative ways to especially at startup. Nicole states further that non-profits should use an emotional message while taking advantage of the power of video marketing. Videos should show content of active ministries, to catch the heart over logical thought. One might be amazed at the number of people that donated to a cause just because Sarah Mclachlan’s song “In the arms of an angle” was being played in the background. A media blitz is necessary. One obstacle to this may be the name itself. JMM is not catchy like SP. It may be necessary to do business under a different name or logo that clearly represents humanitarian efforts. Once the ministry name becomes well known then the goal is to keep the moral and pure “High Ground”. It is imperative that no immoral or unethical occurrences happen. This would be a barrier that would be almost impossible to overcome. On the flip side, while JMM is view as upstanding and honest contributions should increase and as a result the ability to meet the world need.

A second barrier is the high sunk costs involved in the startup. Legal costs, equipment costs, advertising costs, transportation costs and all other costs will have to be absorbed by the CEO of JMM. These sunk costs are not quickly refundable. The CEO will not be taking a wage until revenues are at an appropriate level. This means once the revenue is to a point that the bills are paid and there is enough left over to accommodate salaries paid employees will begin to receive compensation. This will start with the CEO as the only paid employee and then span from there.

A third barrier is the accumulation of volunteer workers. Getting people who are honest and believe in the cause may be difficult. The likelihood of have many fulltime volunteers is small. People need money to live in this time. One answer may be for JMM to align itself with existing ministries like YWAM, Salvation Army, and the Red Cross. Ultimately, aligning with firms such as SP would be optimal.

A fourth barrier is logistics. All humanitarian NGOs struggle with logistic challenges. This as well as coordination with other NGOs, for profit firms, and the biggest of all governments. For a Christian faith-based NGO to bring humanitarian aid to an environmentally based crisis in a Muslim based nation if a daunting task. It seems everything even the lives of the people are at risk. In addition, many times the aid packages are confiscated by the governing factions and sold for profits to support military goals.

## Identifying Competitors

When it comes to competitors there are many. One, Action Against Hunger, exists to save the lives of malnourished children while providing access to safe water (Action, 2019). Items they have to overcome are logistics, monetary resource, agricultural resource, and technological resource. CARE​ dedicates itself to ending poverty, bringing social justice, and saving lives (Care, 2019). The CARE program’s biggest hurdle is monetary resource. Many people in the US recognize the name CARE from the grant program they have to reduce electricity costs to low income households. Doctors Without Borders (DWB) is comprised of doctors and health professionals aiding those in distress, victims of disasters, or victims of armed conflict (Doctors, 2019). Today DWB’s biggest hurdles include staffing and logistics. While those called to medicine usually are up for such things as DWB, many times just getting the medical ship to port can be the factor that prevents medical care from happening. World Vision (WV) is a global Christian relief program working with children, families, and communities to overcome poverty (World, 2019). World vision strongest obstacles might include monetary resource, logistics, as well as, overcoming obstacles put in place by regimes caring more for power than people.

The biggest players in the game according to owler.com are Five Loaves with revenue of $4 million, 31 employees, and a CEO rating of 70/100, Oxfam America with revenue of $6.7 million, 186 employees, and a CEO rating of 70/100, Fair Tourist with revenue of $10.8 million, 63 employees, and a CEO rating of 70/100, Food for the Hungry with revenue of $10.9 million, 129 employees, and a CEO rating of 70/100, Compassion with revenue of $19.5 million, 194 employees, and a CEO rating of 70/100, Goods for Good, with revenue of $33.8 million, 123 employees, and a CEO rating of 70/100, Samaritans Purse, with revenue of $76.7 million, 449 employees, and a CEO rating of 58/100, Chemonics International, with revenue of $300 million, 4500 employees, and a CEO rating of 77/100, World Vision, with revenue of $1 billion, 440 employees, and a CEO rating of 82/100, UNICEF, with revenue of $5 billion, 2025 employees, and a CEO rating of 82/100 (Owler, 2019). Though owler.com reports $76.7 million SP lists $458 million at year end of 2018 this is quite a discrepancy (SP, 2019). Also, it is odd to see the SP is listed last in CEO rating, in any case it is the goal of JMM to match to exceed the CEO rating of UNICEF.

## Identifying Market Niche

One might look to the mission statement to find the niche of the firm. For example, SP say Samaritan's Purse is a nondenominational evangelical Christian organization providing spiritual and physical aid to hurting people around the world (SP, 2019). Some center of feeding the hungry, others on providing medical, the Gates Foundation is centering on ridding third world counties of polio by providing vaccines (Gates, 2018). JMM’s niche is also in its mission statement, “Connecting the Salvation Gospel to the World. To bring hope to the hopeless, food to the hungry, shelter to the homeless, and to bring all this by preaching the truth of the Gospel of Jesus Christ through evangelism, missions, music, worship, education and media. the establishing of Churches, and the training and ordination of Apostles, Prophets, Pastors, Evangelists, Teachers, Missionaries, Worship Leaders, Minstrels and any other office that is beneficiary to the Work of the Gospel of Jesus Christ.” This is lengthy as mission statements go to be concise JMM will deliver the Gospel and the Love of Christ through the acts of compassion listed. This is revolutionary in that while the goal is to present the Gospel, it is done in a way that is uncommon reminiscent of James 2:18, “I will so you faith by doing good deeds”(AMP). It has been said that the loudest message ever preached is how one lives their life.

## Expert Advice

The best advice is to take all steps necessary to prevent any decline in reputation. Any immoral or unethical act may end any hope of this ministries success. Further, the name must never be subject to prosecution by the court system. All efforts must focus on preventative measures. Background checks for employees, life checks for those who work with children. Secondly, never overextend financially. By only spending the money that comes in the temptation of fraud is avoided. Thirdly, make allies of potential competitors. Partnership with those already doing this. Lastly, research and them more research. Learning and looking for ways to grow, expand, and be innovative.

## Competitive Analysis

One might believe there to be no competitive advantage for such a startup. After all the current competition are established and have millions or billions in revenue support. However, the advantage is the current economic standing in the US. As stated earlier, people are making more money, they also have a desire to give more to charitable destinations. Instead of setting JMM head to head with its competition, JMM will look at each item overcame as a victory. The competition is not other firms already doing this, they are the allies. True the competition is overcoming the barriers to entry and successfully getting to a place where ministry is happening on a grander scale than locally. Another advantage is its people. Currently the CEO is finishing a Bachelor of Business Administration in Leadership, has degrees in ministerial arts, music and biology. Has own several businesses, some in logistic and technology, has pastored churches and lead people and has vision. This means longevity. JMM has already been in startup mode for some time, the bylaws and constitution are created and in Appendix (B) and (C). Lastly, JMM has a competitive advantage by being non-denominational. This allow JMM to align with any Christian denomination regardless of doctrinal differences.

## Strategic Positioning

Currently JMM is positioning itself for success. The current economic standing of the US is first on the list but has be covered previously. Secondly, the internet and technology has impacted the world at large (Beer, 1980). Today every country is accessible through media. This makes things like logistics much easier and cheaper. In addition, since crisis is so readily seen on social media the outcry to do something by the world population has increased. Organizations such as the UN have sites that report on crisis globally like the new.un.org. Such sites are adding to the outcry for humanitarian aid. On the gospel front, the mass migration from Iran continues according to worldpoliticsreview.com (Editors, 2018). Currently, many non-denominational faith-based organizations are setting up shop in areas of heavy migration influx. Finally, in Appendix (A) the paper, *The Economic Forecast of Jeffery Morse Ministries LLC* different startup plans, financial plans, and management plans were addressed. The paper has the following recommendation.

JMM should continue as an LLC but apply for grants from foundations as an LLC if, after research, it is found that the granting foundation has a history of approving grants to humanitarian nonprofit LLCs. However, do not proceed with any grants without research. The harm done in reputation is something JMM cannot afford as there is a five-year projected time of incorporation that is to be done. Those foundations that only grant to nonprofit corporations will be shortlisted and, in that event, JMM’s reputation needs to be intact. It is further recommended that JMM begin to contact and align itself with the organization of like vision. There is no reason not to work to fulfill its goals through other firms already in the field and doing the work. The added experience and the mentoring may allow insight in further revenue streams.

## PESTEL Analysis

Politically the governments of the world are supporting non-profit faith-based NGOs. Truly, they are more wanting humanitarian aid With California being the most populous state in the United States, the policies, laws, and with the US in political support of humanitarian effort, and California, where JMM LLC resides, being even more liberal than the rest of the US, it is advantageous for JMM to continue to be purposeful and direct in it approach using humanitarian and crisis response as its focal point in the political arena.

Economics was already addressed above. The economy of the US is on a continued-up swing, but the biggest economical supporting factor is the great increase in the amount Americans are giving to humanitarian efforts.

Socially to do good is always socially acceptable. More than this JMM currently has no negative social outcry. JMM is dedicated to having and keeping a positive reputation through honesty and accountability.

Technologically there has been no better time for such a venture. The world is made small through technological advancements in the last century. In addition, the founder of JMM is also very tech savvy. This saves time and money as web pages go up, computer systems are installed, and databases are managed. JMM currently has two web pages, both are soon to be overhauled, however, their presence has been established on the internet for years already in preparation. JefferyMorseMinistries.com has been around since approximately 2010. Social media supply opportunity for marketing and fundraising. In addition, people are connected everyone it seems has a smart phone or a tablet. Small nonprofit organizations have been showing increased since 2013, with one third of charitable donations happening over the last three months of the year and with 34% of that giving done online (Barry, 2013). Indeed, charitable giving grew by 13.5% in 2013 alone and more every year since (Blackbaud, 2013). In addition to helping to restructure how non-profits conduct their business non-profits are able to develop relationships by increasing engagements with their supporters (Kanter, 2009).

Environmentally JMM’s base of operations has moved to a farm outside Yuba City. This allows growth and storage at a minimal cost. This move allows for agricultural development and supply as well as office space that can be stable for years to come.

The state of the world environment is also a driving force for JMM. The growing population, global environmental change, the burning of old growth in third world countries and the plastic contamination of the oceans are but a few of the problems that have growing contributions to environmental crisis.

Legally JMM is currently established as a Single LLC with plans to eventually incorporated. The laws of California and the US are easily followed, and the cost is reasonable as well. JMM is currently preparing to file for non-profit status. Because of this JMM is not currently accepting donations under its own license but under the non-profit of Praise Chapel Yuba City. In addition, JMM is not marketing for donations until the non-profit status is approved. As of yet JMM has not retained legal services, nor has it bought insurance as there are no paid employees at this time. The CEO is its only volunteer currently. Most work is done through technological means. The application for non-profit status represents a $300 sunk cost investment that is currently being built up.

Legal Issues - Nonprofits Legislation**.** The Changing character of Form 990 is affecting nonprofits in the United States. Though an important tool in ensuring that entities important to the populations non-profits remain in places such as fire departments ,hospitals, and orphanages (Arnsberger, Ludlum, and Riley, 2008). In 1894, nonprofits were first granted tax-exempt status. Today, nonprofits operate under a series of legislative acts outlined in federal law which includes the filing of Form 990 enabling them to retain tax-exempt status (Flaherty, 1996, pg. 4). Legally nonprofits are governed by both national laws and state laws (Bennett, 2014). Emphasis on transparency and responsible governance practices internally are necessary on Form 990 (Giannini, 2011). In addition, higher levels of funding can have great effects on nonprofits. Nonprofits typically sustain their operations through receiving charitable gifts and donations if not monitored and documented properly the non-profit status can be revoked. Another law in California introduced as “AB 491: Corporations Bylaws – Emergency Powers authorizes corporations in California, including nonprofits, to adopt emergency powers and bylaws. This allows them to operate during disasters, catastrophes, and emergencies (CalNonprofits, 2013, page 1).

# Strategic Positioning, Strategic Intent

## SWOT Analysis

Strengths of JMM are centered first by the call given by Jesus Christ to go into all the world delivering His message, but the mandate to do good and go about healing all. Further by the outcry of the world governments and people for something to be done for those in humanitarian crisis, buy the fact the US citizen are currently giving exceedingly more than in the past to charitable organizations, and finally by the resolve of its founder to not stop. Adding to the strengths is JMM new base of operations outside of Yuba City California where it has access to facilities and land at substantially lowered costs. Lastly, much of the administrative work for the startup is completed. Things such as the bylaws and constitution are established.

Weaknesses of JMM include the fact that it is relatively unknown. JMM has not yet succeeded in any humanitarian effort other than a small food bank that it ran in the early 2000’s. Focus has been on education by the founder, and not on actually performing the call. This lack of actual experience in the larger global mission field in a weakness. However, this weakness stems from JMMs greatest weakness which is a lake of revenue. Lastly, JMM has a need for volunteers willing to adopt the vision of JMM.

Opportunities available to JMM are harder to see. First, opportunity to do good and provide humanitarian aid are always available. Having resource in which to accomplish that aid is another matter. Education is still opportunist today as master’s degrees are now available in the field. This may be an option. One might get a master’s degree and sign on with a competitor to learn the ropes, and create relationships needed to perform ministries. There may be an opportunity on the horizon as the new location where JMM is based my turn non-profit itself, or even possibly be managed or ran by JMM. This would greatly advance the cause and ministry abilities locally. Another opportunity is media. Currently the CEO is also on staff at a church that broadcasts live. This may provide a platform for JMM’s name to be lifted and for people to come along side the vision. Finally, as mentioned before, JMM can align itself with another ministry that is already in action in the same field. This is different than working for them, but instead JMM would approach them as a partner and not make a wage.

Threats include a lack of funds, health issues with the founder before the firm is sovereign, degradation of the name due to moral, ethical, or legal failings. Health related issues due to travel such as the contraction of malaria, imprisonment in Islamic governed countries, imprisonment in communist countries, and more. Currently, JMM is still an infant, and an infants have high mortality rates in comparison with adults.

## AAA

Adaptation— JMM may create global value by changing one or more elements to meet local requirements instead of global ones. Since an opportunity may exist to take over the properties in which JMM is currently based it may be possible to first focus locally and then branch out globally. JMM may create agriculturally based relationships that may later prove to provide revenue or supplies for local crisis and need. In the recent years the city of Paradise burned almost completely. There is still a need to manage crisis locally. The problem may be that if focus is changed from global to local JMM may never achieve its global vision.

Aggregation**—**this could play a part in the future. Aggregation is mainly about creating economies of scale. Since JMM is still in startup this is not currently a viable alternative. However, as JMM grows and supplies food, clothing, shelter, and care aggregation will take a center role.

Arbitrage – at its core is defined in one saying–buy low sell high. Alternatively, arbitrage could take on another meaning. If JMM can search out what it is that current global ministries are struggling with and fill the need they have well this could easily springboard JMM into the global market. The downfall of this is it could create only one area of ministry that JMM functions in, but that ministry would be a global one.

In considering SWOT and AAA it is recommended to do an unbalanced hybrid strategy. Mainly focusing on arbitrage mostly but adapting for local ministries also. This would help JMM to establish its name locally and globally at the same time. Problems with setting a timetable with this method may exist as who and when the opportunity to provide ministry and retaining adequate resource to do so may be highly randomized.

## S.M.A.R.T.

Goals are very important. The next major goal for JMM is its non-profit standing. This can be broken down into the following smaller goals. 1. CEO acquires B.A. from Brandman University by November. 20, 2019. 2. All paperwork that needs to be sent with the application reviewed No later than Dec. 1, 2019. 3. Financial, costs for the application acquired no later than December 20, 2019. 4. Mail the application by Jan 1 2020. By the time the application is sent JMM should also have be informed whether they will be taking over the properties outside of Yuba City. If they do then local efforts for ministry will begin, if not then attempts will be made to align with a global ministry like World Vision. With the bachelor’s degree in business opportunities should be open. Finally, if all that fails the CEO can acquire a teaching credential and begin teaching. Oversees teaching may be an option to springboard JMM into the global market through education.

# Product / Service

## Defining the Product and Service

The product that JMM offers changes according to who is asking. For some big business it is simply a tax right off. For the person called to make a change it is an opportunity to do just that. One person may feel the best way they can have a positive affect is to volunteer. Another person my not have time to volunteer but may choose to donate making it possible for others to go in their place. If you are the founder of JMM the product is Love – but not for sale. Jesus offers a new life, deliverance from bondage, healings, a friend who will walk though trial and tribulations, but most of all freedom to choose. The emissaries of Christ offer food, shelter, or what ever they can give to meet a need when they are equipped and sometimes when they are not. For the rich maybe JMM offers the opportunity to have acquired recourse have a positive impact. Others may feel JMM is an opportunity to right wrongs or atone for some past wrong, still others are driven by an inward need to just do good. JMM is envisioned to be a vehicle to all these things.

## This Product is Worthwhile

Today most who seek riches find that they are unfulfilling. True riches cannot be measured in dollars. Jesus legacy is that He does good, heals all he can heal, and always tells the truth. He is the truth, life and the way. Amazingly, He taught this over two thousand years ago and today most still have not learned this. One pastor when asked if celebrating Christmas was of God, his response was, “have you ever seen a child’s face light up as they run to open presents on Christmas morning?” Pure joy can not be bought! At the end of the day one may look in the mirror. At that moment do they hate who they see in the mirror or love them? JMM will bring meaning to the lives of those who administer ministry to those in crisis. Those in crisis are comforted by ministering angels. Those that supply revenue take part in making this all happen. What is the price tag for a life? The service of JMM is to supply the Gospel of Jesus Christ, spiritual guidance, establish educational centers, emergency aid whether food, cloths, medical, or housing in the short term and work to train people to provide those things for themselves.

There are liability concerns in the field. Lives can be lost, people kidnapped, and property stolen. Human nature and the same freedom given by God that allows some to seek to save life unfortunately also give opportunity for some to take life. The same freedom that allows one person to give money also allow another to steal it. As the champions of light battle to stay the darkness sometimes darkness still prevails temporarily. In any case, it is imperative that before JMM has anyone go out in ministry that the appropriate steps are in place. There legal concerns as well, while in another country JMM representatives do not hold diplomatic immunity of any type. They must obey local laws – which in turn suggest that they must know the local laws. Lastly, communication is always a concern. One may unintentionally say something that is offensive and cause problems.

Therefore, the advice is as follows**.** First never send anyone into the field without the proper education and training. This may require a monetary investment for each volunteer or employee. Next all people must receive the proper immunizations for the country they are going to. In addition, no representative should be sent out without the proper insurance coverage both on the person and the cargo. No person should ever carry large amounts of money. No representative should go into a ministry alone. It is recommended that people speak the native language of the place they are going or in the least have an interpreter with them. They must know the laws of the land and the local customs. It is better if each person be educated if possible. The position in the Product Life Cycle does not affect the business plan. However, the Industry Life Cycle can affect the business plan. If people stop giving, if countries close off access for aid, if the economic status of the US falls greatly opportunity for ministry will cease to be fiscally possible.

# Management Plan

## Hiring Projections

Currently JMM is a single person LLC. This requires only one volunteer – the CEO or founder. However, hiring projections have be created using three separate models. A picture of the spreadsheet is available in Appendix (A). The projection is over a five-year span and covers the CEO, Secretary, and Managing Ministers. Additionally, each model is represented by the high model, the medium model, and the low model. First, the low model supposes the worst-case scenario. In this model there is only the CEO for the first three years and then a secretary and CEO for the remaining two years. The medium model has the CEO for the first two years, a secretary is added in the third year, and the three managing ministers in the fifth year. Finally, the high model has the CEO for the first year, the secretary is added the second year, a manager the third year, and a manager for each year after that to the fifth year. The five-year template is made as the goal of JMM is to become a non-profit corporation in the sixth year with fully paid board members who double as managers. In the low model it could take up to ten years to accomplish the goal of becoming a non-profit corporation. The reasoning behind these decisions are covered in Appendix (A-1) and are both fiscal and vision based.

A board of directors is not applicable until after the incorporation. However, advisors will be always sought after. All advisors will be unpaid, and recommendation will be acted on at the discretion of the CEO. One advisor advised that JMM not seek its own non-profit status years ago. As a result, non-profit status was not pursued at that time. Today, its believed that this was a mistake. Not all advice is appropriate for JMM it is important that each option be weighed according to it impact on the main goal of the five-year plan to incorporated.

Outside professionals and licenses will be pursued when it is needed. As of today, the only thing that is directly needed is the non-profit status.

## Expert Advice

While the plan to remain an LLC costs less at startup, it may cost more once established. Most foundation donating to humanitarian effort do not like to give to a single LLC for fear of enabling immoral or unethical behavior. Power corrupts the temptation of having big money may prove too great for many. To alleviate concern, it is imperative that JMM incorporate as soon it makes financial sense to do so. The cost of not doing so my damage the reputation of JMM as a get rich venture instead of a humanitarian venture. Further, not doing so will most definitely reduce the charitable donations coming in to accomplish its goal.

# Management and Ownership

JMM is currently a single LLC. As such the CEO/Founder is the owner. The hiring projection is covered above. The constitution of JMM-LLC is in Appendix (B). and states the following in chapter 12:

## Chapter 11.

## OFFICERS

C11.01**.** The officers of this organization shall be a president(CEO), vice president, secretary, and treasurer.

**(a).** Duties of the officers shall be specified in the bylaws.

**(b).** The officers shall be voting members of the organization.

**(c**). Officers of this organization may serve similar offices of the Organization Council and

shall be voting members of the Organization Council.

**(d).** If the Organization Council elects its officers, the president, vice president, and secretary

shall be selected from the elected membership of the Organization Council.

**(e)** with the approval of a 2/3rds the and elected CEO may appoint officers.

(f) the founding CEO has the authority to appoint officers at his discretion.

C11.02**.** The Organization Council shall elect its officers and they shall be the officers of the organization. The officers shall be elected by written ballot and shall serve for one year or until their successors are elected. Their terms shall begin at the close of the meeting at which they are elected or appointed.

C11.03**.** No officer shall hold more than one office at a time with the exception of the CEO who may according to the guideline in the Bylaws of JMM-LLC. No elected officer shall be eligible to serve more than the terms set in the Bylaws of JMM-LLC or the term agreed upon in the letter of Call.

In addition, the Bylaws of JMM-LLC are also in Appendix (B) and state the following about class (1) members. Class (2) members are on a volunteer basis:

## ARTICLE III.

## MEMBERSHIP

Section 1. As a single member LLC JMM has TWO classes of members (1)(a) CEO,

(b) An influencing Council Board of Directors( Directors or “BOD”), (c) Supportive financial and otherwise in partnership (d) consultants (2) Volunteer. The qualifications, rights and duties of members are those which are prescribed by Article V of the JMM Constitution. Members shall have the right to vote, as set forth in Section 2 of this Article III for the election of directors and on a disposition of substantially all of the assets of the organization and on a merger and on a dissolution. Additionally, members shall have all the rights, including additional voting rights, afforded members under the California Nonprofit Religious LLC law. Nothing in this Section 1 shall be construed as limiting the right of the organization to refer to persons associated with it as "members" even though such persons are not members as defined above, and no such reference shall constitute anyone a member, within the meaning of Section 5056 of the California Nonprofit Corporation Law or the foregoing provisions of this Section 1, unless such person shall have qualified for membership as set forth above. The organization may confer by amendment of these Bylaws some or all of the rights of a member, as set forth in this Article III, upon any person or persons who do not have the right to vote on any of the matters set forth in the first paragraph of this Section 1,- 2 – Bylaws of JMM but no such person shall be a member within the meaning of said Section 5056 or this

## Board of Directors and Rationale for Members

The board of directors(BOD) will eventually exist under the LLC structure. However, while the founding (CEO) is in office they serve as advisors to the CEO. If the founding CEO resigns and a replacement is elected the BOD assumes the typical roles and must vote passing items with the quorum listed in the constitution and the bylaws. Elections for Offices and Board members include votes from all voting member available and must be a certain amount of the total to be official.

Management staff structureis listening in the constitution chapter 11 and include The president(CEO), vice president, secretary, and treasurer who will also serve as key managers.

Key managers beyond the management staff can be added from the BOD, volunteers, or through an onboarding process only by a three of four-management staff and one must be the CEO. The founding CEO retains discretion to override and hire at his discretion.

Personnel**.** Plans to attract, develop, and retain educated key personnel through scouting and interviews will be done. Potential candidates with master’s degrees in the humanitarian field will be given preference when possible. If something can be done that is available to retain key personnel without being unjust or unfair to other personnel, they shall be accommodated.

Future additions to the current management team shall be done only as needed and if revenue is available.

The Compensation planis covered more in depth in the Economic Forecast in Appendix (A). Basically, most management is between 60k-80k. The CEO cannot go above 100k without an 80% quorum of the BOD or above 250K without a 90% quorum of BOD. The goal is for the money to be used in ministry not for salaries. For this reason, all positions begin on a volunteer unpaid status. The CEO begins to make a wage first, then the secretary, the BOD as long as they are doubling as key managers. After this each paid position must be voted on.

The insurance plan is comprehensive. It is JMM desire not only to pay full health and medical insurance with little or no co pay, but also to provide a substantial life insurance policy in case the worst should happen. In addition to these policies, property and auto insurances will be purchased before ministries other countries begins. These policies have not yet been chosen.

Government rules and regulations that might apply were covered beginning on page 14.

## Drucker’s Five Questions

What Is Your Mission? The mission of JMM is to Preach the Gospel of Jesus Christ, provide humanitarian aid, food, cloths, housing, and medical. To establish schools and places of worship, and to license and train ministers.

Who Is Your Customer? Our customer is anyone who has not heard the Gospel of Jesus Christ, who needs food, clothing or shelter, or is in need of education.

What Does Your Customer Value?The customers of JMM value the truth, empathy, and sincerity. People or organizations who are willing to provide help without judgment.

What Are Your Results? JMM find that there is need for altruism, need of ministry and a need for action in crisis.

What Is Your Plan? The plan of JMM is to connect the charitable efforts of people with the needs of others.

## Marketing Plan

Get the name known**.** The first step in the marketing plan include the establishment of a web page with a blog that uploads pictures of current ministries that JMM is involved in. The current page is outdated and need upgrading. Secondly, create a social web presence by utilizing Facebook, Instagram, Snapchat, Twitter, and YouTube. Each Social place must receive updates twice a week minimum excluding YouTube with will have two channels one preached word or teaching once a week and on video on the gospel being preached, and healing taking place or humanitarian need being provided. Finally, it is imperative that the other players in the humanitarian/evangelistic field begin to hear from JMM on a regular basis first through an introduction letter / flyer / email and then further communication designed to align JMM with other ministries and organizations.

Media JMM will begin to use radio, T.V., YouTube, and Facebook adds to advertise the name and the mission.

Address Crisis**.** JMM will seek and assist in acting in a major crisis.

Start actively seeking revenue and build up funds.

**Lastly** JMM will take on humanitarian effort as the lead organization.

Information one of the most problematic thing for humanitarian efforts is information accumulation. For this reason, JMM will partner with organization such as ACAPs who just put out their first crisis alert app in February 2017. The app lists more than 40 key crisis countries and offers up-to-date detailed humanitarian crisis information and is available for iOS and android.

Distribution tiers are yet to be designed for the logistics of food and clothing. One possibility is through military transport. Most military hops are less expensive, and the US is usually ready to help transport humanitarian items. Secondly, it may be better to partner with an existing humanitarian aid NGO like the Red Cross whose logistics has been stable for some time now.

The customer relationship management plan for JMM is social media based. By utilizing social media customer relationship management can excel. In addition, traditional methods such as email, video conferencing and mail will be used when needed. Lastly, personal one-on-one meeting many times are the only way to get something done or resolved. However, due to the fact that all revenue is through charitable donations, and JMM is mandated to be a good steward of those funds expensive flights and stays will only be when absolutely necessary. If there is any possibility of accomplishing the work through video conferencing or other means this will be the first choice.

The handling of unsatisfied people and complaints is of utmost importance. All efforts will be made to resolve any issue.

## Management Information System(MiS) plan

Logistic checks will occur on an online portal accessible from a cell phone. The supply chain will be tracked by scan code and entered into the MiS. At an instant JMM should be able to locate resource coming in and its delivery time, as well as humanitarian needed items going out and it’s delivery time. The portal will also include employee and management check ins that have comment areas for problems encountered that are carbon copied to the key management team. This not only keep track of employee safety abroad, but also allow a team to work out any hiccups right away. MiS will develop lists of preferred logistics that are available for scheduling for which items need shipping. Inventory of food, clothing, perishables and medical supplies will also be kept in the MiS. Lastly, employee timecards, and any work related equipment assigned to them.

## Competitive Advantage

According to Darnall and Preston (2012), a first mover brings often lasted for a decade or more (Darnall & Preston, 2012). Though JMM will not be the first in responding to crisis aid or preach the gospel its approach may prove to have first mover benefits. The Crisis App linked with, supply chain management, human resource, risk, and Information systems management is revolutionary. More on this later.

Some other ways JMM can achieve a competitive advantage might be the Home-Country Demand. Knowing one's market locally may be an advantage. Still, others will include Total Quality Management (TQM), Innovation, Joint Ventures Partners (a cooperative arrangement that involves two or more organizations), Strategic Alliance (a cooperative arrangement between two or more firms) and Customer Focus (Darnall & Preston, 2012; Global Industry Analysts, Inc., 2011). The competitive advantage that JMM will create through these efforts and its information distribution process allows JMM to act on humanitarian crisis quickly while tracking all aspects of response while making the information available to the entire supply chain. Further, since JMM is people centered its ability to get and retain great employees should excel as a result of the fully paid health benefit plan. Lastly, our people will be doing this because they care about people and the environment, as a result, green sustainable options will be chosen, and quality will be high quality will be addressed in the Total Quality fashion.

The major characteristics of the target marketare so plentiful that one has only to look outside. The demand of this target market for humanitarian aid is high, as is the need for the gospel to be preached. “Do you not say, it is still four months until harvest time comes? Look! I tell you, raise your eyes and observe the fields and see how they are already white for harvesting” (John 4:25, AMP).

The Nature of the competition is not in the administering of humanitarian aid but in the acquisition of revenue through charitable donations. Giving in the US is up but people will not give to an organization they do not know or trust. The competition here is simple – the purest name gets the money. The reason World Vision and others get billions of dollars donated is because they not only do the work, but they also are never seen in the media doing wrong.

The total sales to this market very depending on organization. However, JMM has chosen to use SP as its benchmark organization. Last year SP had expenses of about $650 million. JMM has chosen to model 0.1% of that so expected expenses are about $600k in the first fully operating year. Expenses are used to estimate funding going out to accomplish humanitarian, evangelistic, and educational goals as the business in monetary terms is giving away money. In five years, this should increase according to the financial projections in Appendix (A) to almost $800k and in within ten year JMM should be over the million dollar mark.

The percentage of demand that JMM hopes to capture is equal to the estimated forecasted income. JMM hopes to at least answer 0.1% of the worlds crisis needs. Our lofty goal is between 1% and 5% in the first year.

## The Four Ps

The four Ps of Marketing are Product, Price, Place and Promotion. They are also known as the 'Product Mix'. How the four Ps apply to JMM is the Product is aid and the gospel, both are free to the customer but cost a lot to provide. In addition, when people need help, they generally are looking for anyone willing to give it. The place is the place of need which is in the entire world. This leaves only promotion. Promoting JMM was covered in the marketing strategy. However, today is an optimal time for JMM to upstart as charitable contributions are at a high in the US.

The Overall marketing strategy for JMM is not focused on the customer but the provider. In the financial forecast in Appendix (A) it was recommended that JMM persue foundation grants as a source. This may be difficult as most foundation like to see a history in humanitarian aid and JMM is new to the global arena. To compound the problem most foundations prefer to give to non-profit corporations not non-profit LLC’s. However, JMM only need one major donation to get the wheels rolling.

The specific marketing mix for JMM using foundations and grants minimally. Individual donations are to be the main source of revenue. Advertising will go out through mailers, billboards, web media, social web sites, commercials on radio, tv. Facebook, and YouTube.

The Strengths and weaknesses in ability to satisfy target market needs lay in the targeting algorithms of Google and Facebook. Weaknesses might include not know how many really wealthy potential contributors actually use those sites. It may be necessary to devise and alternative marketing plan for the considerably wealthy.

## The Communication Plan

The communications plan is the final area of this section. First, internal communications will be face to face when ever possible. This will alleviate misunderstanding. Resources such as Monday.com for scheduling and task accomplishment. Video chat while preferred over phone calls, Facebook has a free one that is worldwide. Weekly internal mandatory meeting keeping track of logistics, goal accomplishment and upcoming endeavors will be gone over weekly. Finally, any change to a project plan must be approved in a weekly meeting by the key managers. Externally, JMM representative must be polite, empathetic, and professional. Language is maintained as an example of purity. No foul language is acceptable at any time. When addressing problems, it is important to find the best resolution for the customer and the provider. Finally, when dealing with people it is JMM instruction not to be alone. There must always be a witness to prevent false allegations of any type. There has been a computer network plan created and available upon request.

# Operations Plan

What products are involved in the supply chain of JMM? JMM is like several business rolled up into this one organization. First, presenting the gospel might include travel, housing, and food for sure. However, there are two items that may be overlooked that would be at the heart of all the ministries—at the top of the list is relationships. Cultivating relationships with governments is of upmost priority. Secondly, cultivating relationships with humanitarian organizations in other countries is the second most important part of the supply chain of JMM. The next most important item in the supply chain of JMM is people. Getting boots at ground zero of a crisis as fast as possible is the first call. Secondly, are humanitarian needs such as water, food, clothing and shelter. Because of the necessity of quickness of time it is imperative that good relationships are cultivated with governments and humanitarian organizations (HO) on foreign continents. It is simple, the closer the product is that needs to be shipped the quicker it will arrive. While one might argue that with today’s superfast air freight world delivery system that this is no longer true. The logic behind this is this, air freight cost more that truck, train, or oceanic cargo. The competitive advantage is in the time factor. If JMM can deliver its product as fast as Air freight by utilizing a resource that is nearer to the crisis while cutting costs by using a different mode of delivery than air more dollars can be spend on the actual aid than on logistics. In business this is not a new idea.

## Relationships with Governments

By cultivating relationships with governments door open for logistics that may otherwise be filled with red tape. The politics of humanitarian aid is one of its biggest weaknesses. Hurricane Katrina is a great example of how politics can slow the distribution of aid. According to a report by the US House of Representatives it was weeks before even clean safe water was made available (U.S. G.P.O., 2006). Therefore, it is JMM plan to cultivate relationships and establish contract with governments both at home and abroad. Contracts with government to help provide needed relief, provide transportation, and bypass political red tape in the event of a major crises is necessary. First, most governments bring a highly structured delivery system that is easily tracked. Secondly, currently inventory lists are quickly available at many locations around the world. Lastly, existing agreements between governments may be leveraged wo quicken the process.

## Humanitarian Organizations and Others

In the same manner that JMM cultivates relationships government we will cultivate the same with other HOs and for-profit businesses. Most HOs currently doing this have distribution networks, and supply chains in place. If JMM can partner with an HO to quicken delivery, supply transportation, or if we can help them this is a win-win. JMM will cultivate and encourage contracts with Amazon, Zapoos, Walmart, Target, FoodMax, Lowes, Home depot, Ace Hardware, True Value Hardware. These companies have extensive supply chains in place and have stores all over the world. JMM will cultivate relationships with any airline it can. Military transport is not always the best solution, many times flights will have to be sourced commercially. Cemex – the world’s biggest concrete company is virtually delivering worldwide. British Steel – is now one of the biggest suppliers of steel in the world and has a massive distribution network. Any agricultural suppliers we can. Ag products are perishable and by nature need to be quickly delivered, since everyone eats Ag distribution is usually quick and efficient. In addition, any other for-profit companies that would like to come along side of JMM. These relationships in tandem with governmental food banks, recourse and logistical capabilities will be the competitive advantage of JMM.

Productivity is affected by the design of operation, equipment and methods, and preparation. Preparation include creating a detailed analysis of work so that things can improve. Continues Improvement efforts will exist in all aspects of JMM supply chain. Monitoring of technology innovation and automation, economies of scale achieved, learning curves and experience levels of JMM’s key managers, business process and redesign especially in any foundational relationship wither contractual or not, job design and work process and measurement as well as human resources. These are the ways to enhance productivity (White & Vonderembse, 2013). This way JMM limits its own inventory throughout the supply chain. By delivering from the nearest contracted partner JMM utilizes partnered inventory management, reduces its own inventory, and is able to utilize Just-In-Time (JIT) supply systems.

Cross docking coordinates inbound shipments so that little inventory kept (White & Vonderembse, 2013). One way that JMM plans on utilizing this idea is to strategically launch crisis aid. The requirement is that one of JMMs key manager must be on scene to estimate the initial amount of aid needed, and the urgency of that need. Imagine that JMM was the first responder to hurricane Katrina. Seeing that flood waters were making water and food unavailable, and bio waste unprocessed the key manager would estimate the immediate need for water first then food then the processing of bio waste. Looking online the FEMA has water but it will take two weeks to arrive. After searching all partners, it is found that Walmart has a water processing facility 100 miles away and is willing to donate three hundred thousand bottles of water but has no logistics to get it there. Further, World Vision has several water-purification plants that are scheduled for delivery in Africa two months. The manager looks at the FEMA timetable and doubles it and arranges for water deliver to cover that span of time. The manager then contracts with the National Guard to pick up the Walmart water and deliver it on the same day and also makes arrangements to use the portable water purification plants temporarily of World Vision then asks the US military to set them up, along with a few of their own. Since most portable plants take very little time to set up the combination should be sufficient until the FEMA water arrives. The manager then goes through the same process for the food. Finally, to address the bio waste problem the manager sets up contracts between the state and those business that provide construction outhouses, and sewer pumping trucks, and tankers that can haul raw sewer. The manager arranges for barges to be set up at sewer processing plants that are mixing raw sewage with water. The barge carries a tanker and pump truck to the plant, the goal being to pump as much of the raw sewage out and treat in in another location. The docking idea is in the fact that the water is not stored, as the National Guard brings the water it is distributed, the purifications plants take the load off of the distribution centers, and then FEMA takes over once in place. As for the outgoing the waste is processed upon arrival at any one of a number of plants within 100 miles.

## Just in Time Supply Chain Strategy

In terms of productivity, just in time (JIT) conceptually applies to both the management of inventory and to productivity. JIT allows materials to flow in an assembly process similar to a continuous flow idea rather than the older model of inventory storage and order estimation. While in a crisis situation one may think that having on hand inventory is the way to go but JMM feels differently. JMM looks at their partners as having inventory on hand at any given time. Cross Docking and JIT work hand in hand. Using the previous example of Walmart water, JMM looks at the inventory of the supplier or shipper as their inventory. The benefit is simple, this products shipping is already in place, many times it is just a matter of changing the destination. If the product was at a JMM inventory warehouse shipping would first have to be arranged and this add time to the projected delivery. Since JMM main product is people on the ground at the site of a crisis the idea of JIT and crossdocking is used again. Calls for volunteers will go out as close as possible to ground zero of a crisis. While victims of a crisis sometimes will want to be included a minimum safe distance will be established for the main volunteer force. The idea is that people other than the victims of the crisis are volunteering. An added benefit is that volunteers cycle in for each crisis. Crisis aid is very physically and emotional taxing, as a result JMM prefers volunteers to served up to one month and then take time away from the crises. This is easily done because throughout history those closest to the crises are who respond first, we are just organizing it. Another example of cross-docking and JIT is to redirect volunteers and supplies that are already headed to a different crisis. This sound like someone is stealing, but this can only be done in certain cases. For instance, supply overages, volunteer overages, or close proximity of crisis.

## Qualitative and Quantitative Considerations

Quantitative factors for crisis might include product costs, utilities, taxes, housing, transportation, real estate costs, labor costs, construction costs, and government incentive payouts (White & Vonderembse, 2013). Most of this is understandable. However, one thing that is just part of all this is incentive payouts. Many times, especially in third world countries, contractual agreements for border crossing and support coincide with monetary support. This is grey area; one may find themselves financially supporting the cause of the very crisis they are addressing.

Qualitative factors include the environmental climate, labor climate, political climate, quality of life, proximity to volunteers and proximity to suppliers and resources (White & Vonderembse, 2013). Loss of hope is hard to fight. If help is close it has the added effect of producing hope in the lives of those affected by the crisis. The bible states that hope deferred makes the heart sick (Prov. 13:12, KJV)

## Resource Planning (RP)

RP is needed to better coordinate the activities of operations, distribution, and purchasing. Implications in the master schedule needs allowances for personnel, distribution, workforce requirements, purchases of materials and finance. Resource planning (RP) helps to tie all parts of an organization together in producing a strategic plan. The overall blueprint specifying how a company’s objectives are reached is called the strategic plan (White & Vonderembse, 2013). RP is critical in JMM. The ability to estimate need in a crisis situation is paramount. In to properly perform this a tally of past crisis events with total amounts of aid and the kind of aid will be kept by the BOD of JMM. This will be accessible though the Crisis App which is the hub of the communication process of JMM. The idea is simple, know the aid needed and the amount by making educated assessments from past events. The partnerships and locations database are also accessible through the crisis app. One would like to believe that it would be just a matter of linking the two. In preparing for a different contingency the lead manager is always on site for assessment.

High Quality and Low Costs must be addressed. While it is nice to believe that a manger will always find a willing partner to donate what is needed realistically this is not likely. For this reason, the standard of quality verses cost comes in play. The probability of any resource provided as aid enduring after the crisis in not likely no matter the quality. For this reason, there will be two rules that buyers for aid distribution will go by. The first rule is how fast can the item be distributed to those in need, the fastest wins. Next, it must be of acceptable quality that the buyer would not have a problem giving it to themselves or someone they love. Which every meet both requirements at the lowest price is the product that is supplied as aid.

## Moving Toward the Ideal

Technology is at the hub of JMM. The crisis app, which reports on crisis worldwide, the information’s system and database that logs real time GPS location off all logistics, keeps a list of partners and inventory available for donations, a log of past crisis, aid provided, costs and who donated what, manager locations with GPS tracking and check in memo’s, and for the key managers, payroll activity, donation activity and expected donations one the horizon. The app will be accessible through a web portal also. Other technological areas included use of such things as Monday.com scheduling and a state-of-the-art computer network. Lastly, JMM will use Google for its cloud-based office and classroom needs.

Better Managementquality at lower costs can be achieved through better management practices. Quality and cost-management programs that trim waste and provide better training. JMM managers will be educated. It will be required that Key manager work on master’s degrees in this field when the firm is able to pay for tuition as part of the employment package. It is further recommended that doctorates be pursued but not required. In addition, certifications in JIT, ISO 9000, and Total Quality Management (TQM) be obtained by all key managers. Also, it is imperative that JMM key managers know the Bible. It will be necessary to obtain a bible-based degree in either, theology, education, ministerial arts, apologetics, or a masters of divination.

## Quality of First Response and delivery of the Gospel

The Evaluation topics suggested by White and Vonderembse (2013) will be performed after every actionable event. Subjects will be graded on performance, innovation, reliability, and moral/ethical/legal conformance. Further attention will be given to durability—how effected was JMM from beginning to the end of the crisis, serviceability—how fast was response and how well was the need met, aesthetics—how did this event affect JMM overall reputation was it positive or negative. Finally, what is the perceived quality—how reputable is the image, advertising, and the brand name of JMM after all is said and done.

## Costs of Quality

Despite the best efforts to produce high-quality service, key managers must be concerned with the cost of quality. Failure of succeeding in providing quality in both presentation of the Gospel and Humanitarian Aid carries giant price tags for JMM. Failure costs include losing donating partners and suppliers. JMM cannot function without them. Appraisal costs--poorly estimating need results in death therefore to measure quality, assess customer satisfaction, and inspect and test performance is a must. Prevention costs—result from activities intended to prevent failure occurring. Prevention costs include employee training, quality control, special efforts in attaining partnerships, or administrative systems to prevent failures. JMM believes in Total Quality Improvement. Therefore, JMM believe that the investment in prevention costs greatly reduced when compared with the failure costs.

# Foundations of Quality Management

Building Quality into our product is a goal of JMM. Design for manufacture and assembly (DFMA) emphasizes that products should be designed with quality in mind but at a reduced price (White & Vonderembse, 2013). In Product Design how well the aid functions is looked at. In JMMs case this could be blankets of water bottles. Process Design is how the service is produced. Here we set expectation goals, and inspections times. This is done through the TQM scheme.

## Total Quality Management (TQM)

This quality management approach originated in Japan, afterward, it was adopted effectively by many companies throughout the world. It incorporates focusing on the customer, deploying quality functions, tracking responsibility for quality, employing team problem solving, employee training, and the philosophy of continuous improvement. This all has already been mentioned in this plan. JMM strives to continually improve contracts, effectiveness, and reputation.

**Benchmarking** gives JMM many options TQM. First by using Samaritans Purse and World Vision as our benchmark companies JMM has a level of achievement by which it can measure its own success against. JMM can review the standardized document procedures and tracking procedures of the benchmark firms and adopt what is already proven to work well. Teams to identify areas for improvement can then be assigned for continuous growth. These teams will employ method analysis, problem-solving tools and perform a Plan-Do-Check-Act cycle. Then document those procedures that showed improvements over old ones.

The Plan-Do-Check-Act Cycle helps to give structure to continuous improvement.

Plan— Documented and standardized before making any changes then use appropriate tools to identify problems or opportunities for improvement. Develop a plan to employ those improvements. Do—Implement the plan and document. Check—Investigate the revised process and see if the goals were achieved. Act—If the goals were achieved, then standardize and document any changes. Finally, communicate the results to the BOD who will employ them throughout the firm.

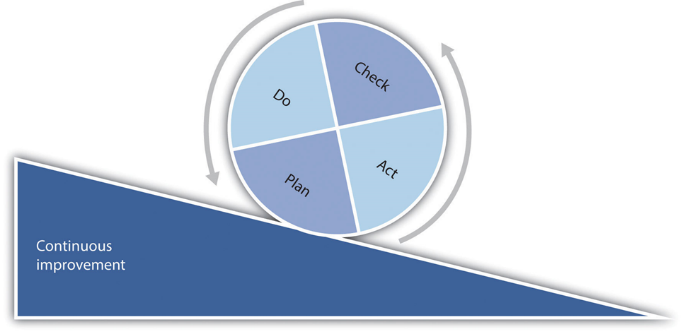


Chart 2

Six Sigma**.** What has been being talked about also falls under the heading Six Sigma. The DMAIC project methodology which has five phases is included in Six Sigma. The goal is continuous improvement in project management. This will be implemented after a crisis event in which JMM has responded. First, *define* the system. Using benchmarking how well did we do. ***M****easure* key aspects of the current process—what failed and what did not. ***A****nalyze* the data and investigate the cause of the shortcoming. ***I****mprove* or optimize if it worked find a better way if it failed. ***C****ontrol* stop deviations from the target. Record any deviations and why they were done. Implement tools to improve the process then repeat the entire process until the desired quality is obtained. To find the cause of holdups and problems JMM can use tools such as a fishbone chart.

Supplier Considerations in Operations Management**.** Supplier Workshops are a great way JMM can improve on operations. By attending and sponsoring supplier workshops JMM can gain in certifications and standards, social responsibility, environmental responsibility, and continuous improvement (White & Vonderembse, 2013).

Maturity Models**.** JMM can use a maturity model to assess their core processes based on best practices and benchmarks. Capability Maturity Model (CMM) manages and improves an organization’s performance level, especially its software development processes. Since JMM in on the cutting edge with its version of Crisis app this is a valuable model. The Contract Management Maturity Model (CMMM) is used to assess and improve contract management process and capability. Continuous improvement in contracts is a must as JMM gains partners throughout the world. Maturity models are just some of the tools that JMM will incorporate into their goal of continuous improvement (White & Vonderembse, 2013).

**JIT in Service Operations and Process Mapping**

JIT has been noted for the supply chain in the logistics area, but it is also useful in operations. A visual representation of the actions that make up a process (process mapping) is a vital step in the operations management. Process Mapping (PM) it allows JMM to see the various processes and how they fit into the bigger picture. Also, the process mapping allows key managers see gaps and other performance problems. Value stream mapping, one type of PM is used to analyze the flow of materials, ideas, and information. First, identify the product or service that should be mapped, draw a rough, current state, value stream map, estimate the cost timing, and value at each point, assess the current-state of the value stream, create a future-state value stream map, prepare a plan for implementation, then work toward this future state. This sound like a regurgitation of what has already been said, however, this is using the time factor as the main emphasis. Just in Time (JIT) in Service Operations give an advantage because of their lack of inventories (White & Vonderembse, 2013).

Inventory comes into play because of the cost of storage. Several common types of inventory are raw materials, work-in-process (WIP), finished goods, replacement parts, supplies, and transportation. The storage of all that can add up fast. Since JMM is working with charitable donations it is important that the bulk of the donations make it to their intended purpose. By employing JIT in service operations JMM can avoid spending donations on things such as storage. Of course, there will be some storage needed for transportation office supplies, but the bulk of the storage is vendor based. Since the materials and supplies for crisis aid is handled mostly through the Information Systems for Inventory Management and Crisis App inventory systems fall in the Perpetual Inventory Systems group. Perpetual inventory system continuously monitors inventory levels. We take it one step further and make it available to the entire supply chain via the Crisis App.

## Scheduling

Scheduling is the coordination of work tasks, facilities, people, supplies and equipment that are needed to provide service at the specific crisis or event (White & Vonderembse, 2013). This is done mostly through Monday.com. However, special data algorithms also log data to the Crisis App.

Data Collection ins log in two ways. First continuous GPS is available through Google. Every shipment and every person will have some sort of GPS tracking. All tracking is encrypted and is only accessible through the Crisis app or web portal. Secondly, bar scanning at check point adds a secondary tracking method for aid supplies. Volunteers and employees must use the check in area in the crises app leaving notes on their wellbeing. After and event is completed all the analysis previously mentioned is performed, then the outcome is made available in the crisis history area of the Crisis app data base to help with new crisis assessment.

**Cradle to End of Life or to Cradle to Cradle**

Green Policies are a part of JMM. First, nothing is thrown away or ever ends in a landfill. Agriculturally base waste must be composed, used as fertilizer etc. Vegetables and such thing can be donated to missions, or non-crisis communities, or redirected to a different crisis if necessary. Clothing and fabric items can be shipped to a new crisis or given to another HO for distribution. Metals, of all types can be shipped to the nearest metal recycling area. Electronics at the end of life must be also shipped to proper recycling areas. JMM will purchase only electric autos for management transportation. In addition, JMM will opt for organic if the price range is within three percent.

# The Supply Chain

# Key Suppliers, Customers, Operations

## Financial

Charitable donations are JMM greatest source of revenue. General calls go out for monthly support through radio, tv, mail, email, social-web, and billboards. Further, personal calls go out when a key manager preaches or hold a revival meeting, dinners, and personal acquaintances. Lastly, charitable donation come in from partners and other HOs. It is not uncommon for other charitable organizations to support each other.

Grants from foundations and government entities must be applied for but also represent up to approximately 25% of income revenue.

Contracts**.** Sub-contracting with other non-profit organizations, governments, for profit organizations or other government entities like FEMA is also a normal source of income.

Financing**.** Lastly, loans from financial institutions is a source of revenue for the purchase of building and land. Please note that JMM has specific rules when attempting to barrow money, please refer to the JMM ByLaws in Appendix (C).

**Aid Supplies**

**Donations** are again the primary resource for aid supplies. Water, Food, Clothing or Service can all be attained by donation. Since JMM is non-profit all donations are tax deductible in the US. Donation will come mostly from large retail outlets when possible such as Walmart, Target, and FoodMax.

Governments are the second source of aid supplies. FEMA, and other governmental entities like that have large storage surpluses for crisis aid distribution.

Services involving such things as logistics, construction, excavations can come from large transportation companies, governments, and large construction firms.

**Production and Service Delivery Procedures.**

Supply Chain in the event of a crisis a key manager goes to the scene of the crisis and evaluates the need using the tools provided by the Crisis App and other sources. The manager then gets and estimation on the local government aid coming in if any. The manager then reviews the supplies for aid needed and determines the process (discussed earlier). Products and services come from donating partners that are closest first and distributed. If no donatable aid is available at all, the manager informs the BOD. The BOD decides if the purchase of aid supply is necessary, and if the logistics of getting it there are within grasp or if another humanitarian can perform the call to action in a quicker and better fashion. If JMM is going to take lead partners from around the world are accessed for donations, Logistics is performed. In the case the items must be purchased the quality guidelines for purchasing (discussed earlier) are performed then the aid package is committed to logistics.

Transportation is handled mostly though partners distribution networks. Coca Cola, Amazon, UPS, FedEx, Walmart, Cemex, and more. By employing the distribution networks that are already in place JMM can ensure a reasonable rate or even free of charge. Secondly, military and or government transportation is many times a viable solution. This is usually free or at a greatly discounted rate. Thirdly, the distribution network of other HOs is also a major resource. Lastly, the purchase of transportation from one of JMM logistics partners can be purchased. The mode of logistics of air, sea or land depends on the urgency of the aid supply.

## Products and Services

The gospel of Jesus Christ is the first product JMM delivers. Though free of charge to the receiver the gospel came at a great price. Secondly, the establishment of churches. Thirdly, establishing educational centers both academic and religious. Finally, acting as humanitarian aid provider in crisis situations. Most of this plan has dealt with the topic of crisis action. This is due to the fact that it is the most encompassing of the four. The resources and partnership established for crisis response can easily be leveraged for the first three.

The Product Life Cycle of the gospel is eternal, the life cycle of educational establishments and churches last until they are sovereign. The life cycle of a crisis response is deemed at an end when the government of the place in crisis can adequately provide response.

The Copyrights, Patents, and Intellectual Property Rights of JMM and its subsidiaries will remain in the control of JMM. The names “Jeffery Morse Ministries”, “Jeffery Morse Ministries International (JMMI)”, “By Every Word Productions (BEW)”, “Road to Bethel Radio (RTB)”, and “Care Global (CG)” are all considered intellectual property of JMM. Further, any copyrights or patents held by any subsidiary may be held under the JMM umbrella.

Research and Development activities of JMM have to do with the Crisis App, and SCM procedures to innovate and improve.

Environmental scan**. S**ignificant factors in the macro environment are global warming, the economy of the US, the country of ministry and globally. The political personality of the US and the county of ministry.

## Clear Statement of the Opportunities and Threats through SWOT Analysis

Opportunities available to JMM are harder to see. First, opportunity to do good and provide humanitarian aid are always available. Having resource in which to accomplish that aid is another matter. Education is still opportunist today as master’s degrees are now available in the field. This may be an option. One might get a master’s degree and sign on with a competitor to learn the ropes, and create relationships needed to perform ministries. There may be an opportunity on the horizon as the new location where JMM is based my turn non-profit itself, or even possibly be managed or ran by JMM. This would greatly advance the cause and ministry abilities locally. Another opportunity is media. Currently the CEO is also on staff at a church that broadcasts live. This may provide a platform for JMM’s name to be lifted and for people to come alongside the vision. Finally, as mentioned before, JMM can align itself with another ministry that is already in action in the same field. This is different than working for them, but instead JMM would approach them as a partner and not make a wage.

Threats include a lack of funds, health issues with the founder before the firm is sovereign, degradation of the name due to moral, ethical, or legal failings. Health related issues due to travel such as the contraction of malaria, imprisonment in Islamic governed countries, imprisonment in communist countries, and more. Currently, JMM is still an infant, and infants have high mortality rates in comparison with adults.

# Financial Plan

As JMM is a new venture there are no historical data. Thus, initially the financial analysis will display its current holding then direct to the financial projection paper which is projected for five years in Appendix (A). Further a link will be provided to the spreadsheet application for the full five-year financial plan providing nine contingencies.

## Financial Analysis (current holdings)

Funds required and their uses**.** Current uses are support of JMM subsidiaries which includes web presents and other needs such as the cost to apply for non-profit status. Current expenses are $1000 a year.

Funds Supplied**.** All funds are currently being provided by the CEO and Founder.

# **Financial statements for first three years**

## Income statements



Chart 3

Income Statement

## Balance sheets & Cash flow statements



Please note both the statements are taken from the financial projection spreadsheet. Link is available in the reference section (Spread, 2019).

Chart 4

Balance Sheet and Cash Flow

## Determine capital requirements

Current Capital requirements are still at $1000. JMM has recently relocated and the is a possibility that the ten-acre parcel of land will be available for use through donation.

**Detailed Description of the Assumptions**

All financial projection amount was provided by using a humble 0.1% average of the listed amounts given by JMM benchmark organization SP.

# Action Plan

## Plans in motion

JMM has created and review both its constitution and bylaws for both JMM LLC and the future of the firm JMM INC. The articles are already filed with the California State Secretary for JMM LLC and an EIN number for JMM LLC is established. Web Pages for JMM are established and in the process of being updated. The subsidiaries of JMM are established as single proprietor businesses and have EIN number and are sovereign companies but are considered under the JMM LLC umbrella. The business plan is now being completed. Financial projections have been completed. Currently, the CEO has established a web presents under PcColusa were he is on staff streaming media live on the web on several platforms which include, Facebook, Periscope(Twitter) and YouTube. The next step is filing for non-profit status 501c3 with the IRS. This will be done by January 1 2020. Once that is done a final review of the web presence will be performed and the presence adjusted accordingly. Next is the “Get the Name Known” section listed at the top of this paper. Then proceed in accordance with the plans listed previously in this paper. A lofty hope is a one-year timetable before we address our first major crisis, realistically it will be closer to two. No loans from financial institutions will be acquired in the startup of JMM

## Conclusions and Recommendations

This business plan is viable. Because of the economic state of the country, the increase in giving by the US population, and the current educational level vision and support of the CEO this organization has the potential to succeed.

It is recommended that the student pursue this plan of action. The small percentage goal is quite obtainable. Further, the process already made is promising. Lastly, the work is in vain unless God builds his house, and His Word never returns void (Ps, 121:1; Is 55:11).

**12. Appendices & Reference Section (Reference section will include at least 35 sources for research for the business plan and APA citation will be provided for each source.)** (Consistently integrates ideas from alternate, divergent, or contradictory perspectives or ideas in the final product. Resources used to prepare plan are effectively used and are clearly attributed.)

# References

Only sources of information that have actually been cited in the project are included here.

The content of the business plan is thoughtful and accurate. A good blending of competency material and personal experience with strategies. There are no factual errors. Applies terminology and concepts appropriately.

The paper is logical, well written, and the required length. Spelling, grammar, and punctuation are accurate. APA formatting standards are followed; citations and reference page is correct.

The Voice-Over Presentation clearly identifies key performance metrics of the business plan in a complete, creative and clear manner. Slides are not read, and the “story” of the plan is clearly stated in an interesting way. APA and citations are clear and accurate.

https://nonprofithub.org/starting-a-nonprofit/a-brief-history-of-nonprofit-organizations/

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# Appendices

The actual titling of the appendices receives letter designations, rather than numbers. Therefore, you would have Appendix A, Appendix B, not Appendix 1 or Appendix 2. This section includes information that is too detailed to be included in its entirety in the body of the project. This would include raw data, sample questionnaires, and detailed computations. This section would also include information that is referred to but is not essential to the project, such as relevant policies, laws, forms, pamphlets, sample letters sent to organizations and subjects, or subject consent forms.

**Examples for other Appendices include:**

● Key employee résumés, product and advertising samples, press clippings

● First impression collateral (e.g., cover letters for sources of income, brand, printing, design, charts, graphs and tables, multimedia

presentations)

● Information that creates capital (market research, communication plan, financing, websites, trade groups, and associations)



Appendix (A) : Economic Forecast

The Economic Forecast of Jeffery Morse Ministries LLC

Jeffery Morse

Brandman University

The Economic Forecast of Jeffery Morse Ministries LLC

Jeffery Morse Ministries LLC (JMM) is an internationally based nonprofit startup with the goal of providing humanitarian aid throughout the world, delivering the Gospel of Jesus Christ, planting churches, training and raising up people to carry on the ministries in a similar fashion. JMM is both a product and service-based company. The product is free of charge and is the Gospel of Jesus Christ. Services range from providing food and the necessities of life, especially after a major crisis, as well as, establishing churches and educational facilities around the world. JMM is a volunteer-based organization, as such, employees and volunteers rotate constantly, however, all who align themselves with JMM have one objective – to love people.

**The Six Steps in Problem Solving**

There are six steps that this paper will address in the decision-making process that can be universally broken as follows: define the problem, determine the objective, explore the alternatives, predict the consequences, make a choice and perform sensitivity analysis (Bruno, 2014). Each is in chronological order. Once one step is achieved then one may proceed on to the next.

**Define the Problem**

One issue that JMM is facing is the establishment of donations and grants. As a newer non-profit, data of historical giving is not available. In addition, it is unknown how much resource will come in and in what form that resource will take. This problem primarily impacts stakeholders and possible customers. In opposition, internal impacts are present as well as all resource is from giving. Expenses including employee paychecks, and any overhead costs all are paid for through the generosity of others. However, without having some kind of forecast of probable income from grants and donations, there is no foundation to allocate any resource. There is no way to know if paid employees should be hired or plane tickets purchased. In addition, not having this information makes it impossible to successfully pursue humanitarian or relief efforts. This is a big problem since this is the reason the firm exists.

JMM has been around for ten years—without growth. The web page is up, the giving portal is open, however, until recently the firm has been functioning under the Praise Chapel ministry umbrella. As a result, growth and vision for growth were put on the back burner as the leadership pursued other avenues in education and ministry. Recently JMM was classified as an LLC and is currently applying for its own non-profit status. Eventually, JMM will return to its former listing as a corporation once all hurdles are overcome. The origins of the business stall were the result of several factors, including a lack of attention by its founder, mentor instruction resulting in the founder waiting for a monetary need to establish the non-profit status which resulted in a general lack of direction.

There are many other non-profit organizations like JMM. One, Action Against Hunger, exists to save the lives of malnourished children while providing access to safe water (Action, 2019). Items they have to overcome are logistics, monetary resource, agricultural resource, and technological resource. CARE​ dedicates itself to ending poverty, bringing social justice, and saving lives (Care, 2019). The CARE program’s biggest hurdle is monetary resource. Many people in the US recognize the name CARE from the grant program they have to reduce electricity costs to low income households. Doctors Without Borders (DWB) is comprised of doctors and health professionals aiding those in distress, victims of disasters, or victims of armed conflict (Doctors, 2019). Today DWB’s biggest hurdles include staffing and logistics. While those called to medicine usually are up for such things as DWB, many times just getting the medical ship to port can be the factor that prevents medical care from happening. World Vision (WV) is a global Christian relief program working with children, families, and communities to overcome poverty (World, 2019). World vision strongest obstacles might include monetary resource, logistics, as well as, overcoming obstacles put in place by regimes caring more for power than people.

Samaritan’s Purse (SP) is the organization that JMM hopes to use as a pattern, and as such forecasts will use historical data from this ministry at a three percent scale. SP Christian organization provides spiritual and physical aid to hurting people around the world; meeting the needs of people who are victims of war, poverty, natural disasters, disease, and famine while sharing God’s love through His Son, Jesus Christ. Honestly, SP is not hurting for resource monetarily, one look at their financial lets one know that they are worth 750 billion dollars (SP, 2019). As a fledgling of Billy Graham ministries in its beginnings, SP has overgrown its parent by at least a net worth value of 250 billion (SP, 2019). SP calling is diverse; they work in every humanitarian effort while introducing Jesus Christ as their main resource supplier (Samaritan, 2019). For JMM, the biggest problem is the same as other humanitarian nonprofits--monetary resource. However, understanding the possible revenue forecast is also an issue – one that will be solved with this effort.

**Determine the Objective**

The JMM (2019) mission statement reads:

Connecting the Salvation Gospel to the World. To bring hope to the hopeless, food to the hungry, shelter to the homeless, and to bring all this by preaching the truth of the Gospel of Jesus Christ through evangelism, missions, music, worship, education, media, the establishing of Churches, in addition to, the training and ordination of Apostles, Prophets, Pastors, Evangelists, Teachers, Missionaries, Worship Leaders, Minstrels and any other office that is beneficiary to the Work of the Gospel of Jesus Christ. We will take advantage of every legal opportunity, and every legal resource to accomplish this end that we are able too. (p, 1)

One can sum this up with JMM’s definition as defined in the first paragraph. Having a goal to provide humanitarian aid, deliver the Gospel of Jesus Christ, plant churches, and train people to carry on these ministries in a like fashion. Simply put, this takes many things, firstly, God’s anointing and favor, and lastly monetary resource. These goals are why JMM exists, and while some may feel that these goals may conflict. JMM uses the principle, “Love God & Love People” to prioritize its goals. People are first and preaching is second. One might think that this means that God is second. However, the bible asked if the hungry are fed, the people are clothed, and the imprisoned are visited. JMM feels that by putting people first, they are glorifying God. In the end, the objective is to create a residual monetary resource which allows the organization to perform its primary reasons for existence. Secondly, to properly forecast and steward that resource enabling maximum impact. Forecasting can be difficult if history is not present. For this reason, JMM is using historical data from Samaritan’s Purse (SP) as a benchmark. The goal for JMM is to reach 3% of the donations of SP while performing up to .1% of its ministries. One might think this too meager until one reviews the revenue and expenses of SP.

**Explore the Alternatives**

Currently, JMM is an LLC, there is no board. As a single LLC, the CEO has full control to make any decisions in financing or otherwise. However, one should understand that this is very labor-intensive, has no monetary reward in the early stages, and in fact, normally is linked to high sunk costs. The decision of which alternatives to pursue are entirely under the discretion of the CEO.

There is no alternative to having a promising forecast for the resource. The cost of not having a good forecast is the failure of the ministry. On the other hand, alternatives to where that resource comes from are present. One source of revenue that people think of first are government grants. Many non-profits function with their resource attained through the public grant avenue. Unfortunately, the nature of the public grant precludes the use of funds in religious promotion. Other areas of conflict when considering public grants is Roe v. Wade (Blackmun, 1972) and the right to life stance of the ministry. The costs of perusing government grants include a departure from the existing mission and vision statements.

Another possible avenue is the for-profit avenue. While incorporating and selling stock would provide a substantial income, JMM would have to create products for sale and charge for services rendered. Doing this is opposite the JMM stance that the gospel of Jesus Christ should be free. Monetizing the gospel is outside the JMM constitution and belief. In addition, the costs of creating and marketing products are currently outside JMM fiscal ability as this could easily range into the hundreds of thousands of dollars.

The last avenue that would work is from becoming an enterprise that is supported mainly through private foundations. Truly this is an option that is worthy of more consideration. The biggest hurdle is finding a successful firm for foundation that will give to a single LLC. There are plenty of foundations currently giving. The Bill & Melinda Gates Foundation—who mostly bring medicine to third world countries (Gates, 2019)( Koch et al., 2019), The Ford Foundation—who list mostly small community grants (Ford, 2019), Robert Wood Johnson Foundation—who mostly fund education (Johnson, 2019), Glasser Family Foundation—currently mostly supporting through scholarships (Glasser, 2019), Andrew W. Mellon Foundation—who support the Arts (Mellon, 2019), The Streisand Foundation—which is by invitation only (Streisand, 2019) and the Ben and Jerry's Foundation—who promote social and environmental justice and support sustainable food systems (Ben, 2019). These are just a few of the foundations that are out there giving grants.

These foundations require a historical track record of past successful humanitarian efforts as part of a grant application. Many require that the grantee supply a large percent of the overall budget, and many are item specific. The biggest component is that foundations like to give to corporations, not LLCs. While it is true that such foundations will no doubt eventually be included as resource avenues currently such avenues are less likely to be available do to the lack of activity and LLC classification of JMM. The upside to pursuing foundations as a source of revenue is that costs are not monetarily measure which makes seeking for them cheaper. The downside is that in such cases first impression is everything. JMM must be able to put its best foot forward and be sure that a positive reputation is prominent before approaching any foundation, as procurement of a negative reputation would be the end of any hope of such an avenue to the resource.

**Predict the Consequences**

Based on the alternative listed above, there are potential consequences for each. First, without an accurate fiscal forecast, the future of the firm is in question. Based on the goal and alternative listed above when JMM is able to reach for 80% of its revenue goal it will be operating with cash on hand. If these goals are not met, JMM will not have a financial loss as long as monetary commitments are not made without confirmation of funds. Currently, everything is paid for, and there is no debt. Unfortunately, if revenue goals are not met, this will mean that the ministry and humanitarian goals of JMM will also go unmet and the sole employee does not get paid. In that outcome, JMM must pursue one of the alternatives listed above. Firstly, JMM will begin to apply to foundations for grant revenue. Using a larger revenue from grant monies would more than likely have a consequence of earlier incorporation which increases expense. Most grant providers want to have some sort of say in how their moneys are dispersed. Many times, this requires a board of directors with seat available to representatives from granting foundations. This is a planned change for the future; however, it would remove the CEO as the major decision-maker and put the board in control of major decisions and expense from employee costs would multiply.

In any case, as time goes forward and revenue comes in and is tracked a more accurate picture of just how JMM will operate will emerge. Financially speaking, as JMM becomes known in the non-profit humanitarian community, it is expected that greater revenue sources will emerge. This will create better financial forecasts, ministerial forecasts, and educational forecasts. Below are the expected Revenues and Costs Forecast if revenues are supplied from gifts, donations, and grants from foundations over a five-year forecast.



Table 1: Forecast Revenue

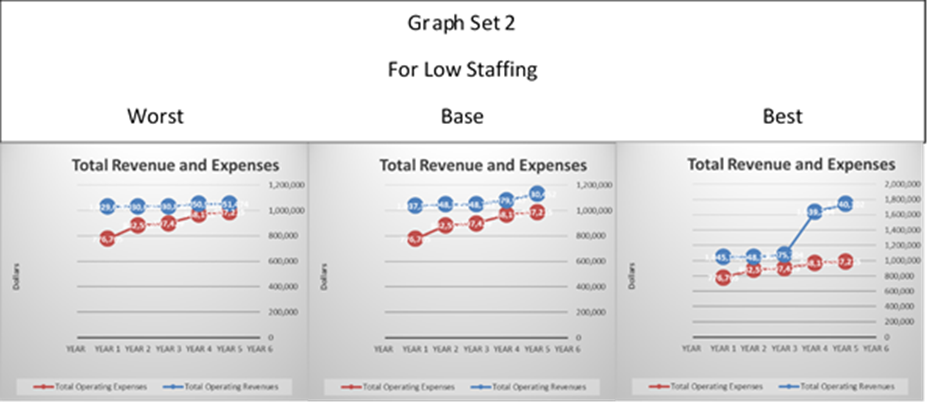
Notice the “Non-Personal Costs” are in the 744K area. This information is from the excel sheet in this portfolio.

Mote what is not shown is the fact that there are costs attributed to incorporation and added employees like a board of directors unaccounted for in the table. If JMM were to hire four board members at 100K each per year, in the beginning, this would put JMM in a deficit of 100k to 200k per year seen in blue. By not listing it in the general figures this allows itemization of costs reflected from publications and other efforts only due to the pursuit of none grant monies. The next table shows the same income, but with the added costs of pursuing donations as a source of revenue, a five-year plan for incorporation, and added employees. One may feel that asking for money is free but not so, according to SP, who attribute expenses in excess of 40 million every year (SP, 2019). Further, note that the above income sheet does not include outreach, marketing, or further employee growth expenses, but shows that JMM is not able to support incorporation even without these added expenses. The Multi-Year Budget lists, it all. there one can see that the added cost of pursuing donation income only as the revenue stream has a cost of approximately 20 thousand dollars, which is .1% of SP’s costs (see Appendix 1 table 2).

The following scatterplots are taken from the spreadsheet in this portfolio and show linear relationships in Worst, Base, and Best income variations in both high employee growth and low.

These scatterplots show a linear expense relationship in all circumstances and in income for most circumstances. There is a spike in both “Best” scenarios produced by the expectation of revenues from private grant sources. Notice for high staffing in both the “Worst” and “Base” scenarios expense exceeds revenue when depending on donations alone. It may be better to hold off on adding employees until historical data for revenue for JMM reveals affordability.

**Make a Choice**

**** Although the table 1 shows a $20,000 cost increase by using donation revenue alone, the cost of the $400,000 by the addition board members is the expense that is not financially responsible at this time. Other reasons for remaining an LLC and not incorporating are the loss of control from the vision provider. In addition, studies done by Giving USA found that foundations represent only 16% of the monies donated to organizations (Giving, 2015). For this reason, JMM will continue down a path that does not include applying for grants from foundations at this time. However, it is prudent to perform due diligence and prepare for such an alternative in the event that this first choice proves unfruitful. Further plans for incorporation are set out in the distance to such a time it is affordable to do so.

**Perform a Sensitivity Analysis**

Some of the factors that might impact this decision include the finding of a foundation that has a history of grant applications from single nonprofit LLCs. In this case, revenue would greatly increase while avoiding the added costs of incorporation and a board of directors. This would be something in favor of JMM and its goal. Another factor might be the IRS refusing 501c3 status. This could happen as an LLC cannot be a church, and if the IRS feels that the licensing of ministers is under the definition of a church, it may reject the 501c3 status. In this case, JMM would have to incorporate and apply for non-profit status as a California corporation. This would increase sunk costs, which would prolong the effective startup by a year or more as sunk costs would be an out of pocket expense supplied by the current CEO of JMM LLC. The worst possible factor that could happen is that no grants or revenue are received. Truthfully, this is actually where the firm is currently at. As long as the CEO is willing to pay for expenses, the firm will exist. However, will it ever perform the ministries it was intended to do? It may be prudent to place a time limit on the ministry becoming self-supportive or close.

**Recommendations**

It is the recommendation that JMM proceed down the avenues listed in this paper. JMM should continue as an LLC, but apply for grants from foundations as an LLC if, after research, it is found that the granting foundation has a history of approving grants to humanitarian nonprofit LLCs. However, do not proceed with any grants without research. The harm done in reputation is something JMM cannot afford as there is a five-year projected time of incorporation that is to be done. Those foundations that only grant to nonprofit corporations will be shortlisted and, in that event, JMM’s reputation needs to be intact. It is further recommended that JMM begin to contact and align itself with the organization of like vision. There is no reason not to work to fulfill its goals through other firms already in the field and doing the work. The added experience and the mentoring may allow insight in further revenue streams.

**Conclusion**

The Forecasting of JMM has been examined in this paper. The six steps, as provided by Bruno (2014), are addressed and resolved with the following objectives: The problem was forecasting and establishing of revenue and this paper has provided a forecast. The objective was determined to be to gain revenue to fulfill its purpose and then to fulfill its humanitarian and ministerial goals. The alternatives in gaining revenue are to incorporation early, to only gain revenue from gifts versus revenue from gifts and foundation grants. The consequences of the alternative include financial consequences as well as the loss of control of JMM for the CEO. The choice was made to remain an LLC but look for granting foundations that have a history of approving grants to nonprofit humanitarian LLCs. In the sensitivity analysis examining good and bad possibilities which will provide a plan of action just in the event those things happen. Covering all six steps equipped this paper to suggest several options that may help to ensure the success of JMM LLC.

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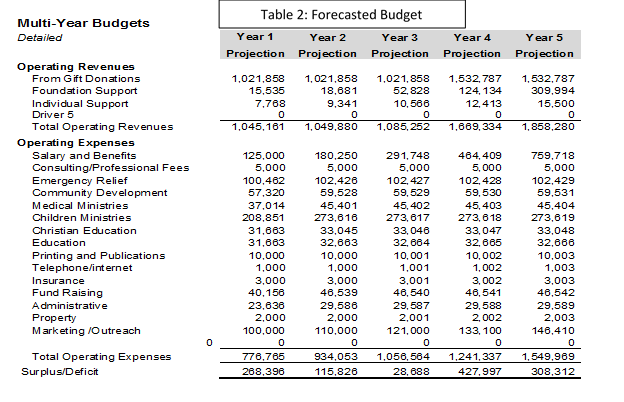
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Appendix

Appendix (A.1): Table 2 Forecast Budget

Appendix (B): JMM Constitution.

**CONSTITUTION**

of

**Jeffery Morse Ministries LLC**

**&**

**Jeffery Morse Ministries International**

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**\*PREAMBLE**

**\*Much of the following adopted out of the Assemblies of God Preamble.**

**\*WE BELIEVE:**

That God‘s purpose concerning man is (1) to seek and to save that which is lost, (2) to be worshiped by man, (3) to build a body of believers in the image of His Son, and (4) to demonstrate His love and compassion for all the world.

That these believers, saved and called out of the world, constitute the Body or Church of Jesus Christ built and established upon the foundation of the apostles and prophets, Jesus Christ himself being the chief cornerstone.

That the members of the Body, the Church (*ecclesia*) of Jesus Christ, are enjoined to assemble themselves for worship, fellowship, counsel, and instruction in the Word of God, the work of the ministry, and for the exercise of those spiritual gifts and offices provided for New Testament church order.

That it is evident the early apostolic churches came together in fellowship as a representative body of saved, Spirit-filled believers who ordained and sent out evangelists and missionaries, and under the supervision of the Holy Spirit set over the church pastors and teachers.

That the priority reason for being of Jeffery Morse Ministries is to be an agency of God for evangelizing the world, to be a corporate body in which man may worship God, to be a channel of God‘s purpose to build a body of saints being perfected in the image of His Son, and to be a people who demonstrate God‘s love and compassion for all the world.

That Jeffery Morse Ministries exists expressly to give continuing emphasis to this reason for being in the New Testament apostolic pattern by teaching and encouraging believers to be baptized in the Holy Spirit, which enables them to evangelize in the power of the Spirit with accompanying supernatural signs, adding a necessary dimension to worshipful relationship with God, and enabling them to respond to the full working of the Holy Spirit in expression of fruit and gifts and ministries as in New Testament times for the edifying of the body of Christ.

That we are a cooperative fellowship of Pentecostal, Spirit-baptized saints to recognize and promote scriptural methods and order for worship, unity, fellowship, work, and business for God; and to disapprove unscriptural methods, doctrines, and conduct, endeavoring to keep the unity of the Spirit in the bond of peace, ―till we all come in the unity of the faith, and of the knowledge of the Son of God, unto a perfect man, unto the measure of the stature of the fullness of Christ‖ (Ephesians 4:13).

We, baptized members of the Church into Christ, responding in faith to the call of the Holy Spirit through the

Gospel, desiring to unite together to preach the Word, administer the sacraments, and carry out God's

Mission, to equip for worship, teach of Saving Grace through His Word, to bring hope to those who have no hope, food to those who have no food, shelter to those who have no shelter, and to usher in through music, worship, education, and evangelism the wave of God that promotes change, brings security, liberty, and healing to all. We do this through education, evangelism, music, media, and missions. We do hereby adopt this constitution and solemnly pledge ourselves to be governed by its provisions. In the name of the Father and of the Son and of the Holy Spirit.

We believe in the gifts of The Spirit and will allow God Freedom of Expression, whether in tongues and interpretation, prophecy, anointed God Engaged Worship, or any other gifts listed in the bible within context.

**Chapter 1.**

**NAME AND INCORPORATION**

**C1.01.** The name of this organization shall be Jeffery Morse Ministries LLC – This name will revert to Jeffery Morse Ministries if ever incorporated. With a subordinate of Jeffery Morse Ministries International. Located at 1840 Hammonton Smartsville Rd #b Marysville Ca. 95901

**C1.02.** For the purpose of this constitution and the accompanying bylaws, the organization of Jeffery Morse Ministries is herein after designated as "this organization."

**C1.11.** This organization is a LLC under the laws of the state of California shall be incorporated under the laws of the State where the main offices resides at the time of incorperation.

**C1.12. PREROGATIVES**

The prerogatives of The General Council of the Assemblies of God shall be:

a. To encourage and promote the evangelization of the world.

b. To encourage and promote the worship of God.

c. To encourage and promote the edification of believers.

d. To provide a basis of fellowship among Christians of like precious faith.

**e.** To respond to human need with ministries of compassion.

**f.** To establish and maintain such departments and institutions as may be necessary for the propagation of the gospel and the work of this Pentecostal fellowship.

g. To approve scriptural teachings and practices, and to disapprove unscriptural teachings and practices. A list of disapproved doctrines and practices is set forth in Articles IX and X of the Bylaws.

h. To have the right to own, hold in trust, use, sell, convey, mortgage, lease, or otherwise dispose of such property as may be needed for the prosecution of its work.

**Chapter 2.**

**STATEMENT OF FUNDAMENTAL TRUTHS**

The Bible is our all-sufficient and default rule for faith and practice. This Statement of Fundamental Truths is intended simply as a basis of fellowship among us (i.e., that we all speak the same thing, 1 Corinthians 1:10; Acts 2:42). The phraseology employed in this statement is not inspired or contended for, but the truth set forth is held to be essential to a full-gospel ministry. No claim is made that it contains all biblical truth, only that it covers our need as to these fundamental doctrines.

**CONFESSION OF FAITH**

**\*C2.01.** This organization confesses the Triune God, Father, Son, and Holy Spirit.

**The Adorable Godhead**

**(a) Terms Defined**

The terms *trinity* and *persons*, as related to the godhead, while not found in the Scriptures, are words in harmony with Scripture, whereby we may convey to others our immediate understanding of the doctrine of Christ respecting the Being of God, as distinguished from ―gods many and lords many.‖ We therefore may speak with propriety of the Lord our God, who is One Lord, as a Trinity or as one Being of three persons, and still be absolutely scriptural (examples, Matthew 28:19; 2 Corinthians 13:14; John 14:16,17).

**(b) Distinction and Relationship in the Godhead**

Christ taught a distinction of persons in the godhead which He expressed in specific terms of relationship, as Father, Son, and Holy Spirit, but that this distinction and relationship, as to its mode is inscrutable and incomprehensible, because unexplained (Luke 1:35; 1 Corinthians 1:24; Matthew 11:25-27; 28:19; 2 Corinthians 13:14; 1 John 1:3,4).

**(c) Unity of the One Being of Father, Son, and Holy Spirit**

Accordingly, therefore, there is **that** in the Father which constitutes Him **the Father** and not the Son; there is **that** in the Son which constitutes Him **the Son** and not the Father; and there is **that** in the Holy Spirit which constitutes Him **the Holy Spirit** and not either the Father or the Son. Wherefore, the Father is the Begetter; the Son is the Begotten; and the Holy Spirit is the One proceeding from the Father and the Son. Therefore, because these three persons in the godhead are in a state of unity, there is but one Lord God Almighty and His name one (John 1:18; 15:26; 17:11,21; Zechariah 14:9).

**(d) Identity and Cooperation in the Godhead**

The Father, the Son, and the Holy Spirit are never **identical** as to **person**; nor **confused** as to **relation**; nor **divided** in respect to the godhead; nor **opposed** as to **cooperation.** The Son is **in** the Father and the Father is **in** the Son as to relationship. The Son is **with** the Father and the Father is **with** the Son, as to fellowship. The Father is not **from** the Son, but the Son is **from** the Father, as to authority. The Holy Spirit is from the Father and the Son proceeding, as to nature, relationship, cooperation, and authority. Hence, no person in the godhead either exists or works separately or independently of the others (John 5:17-30,32,37; 8:17,18).

**\*C2.02.** This organization confesses Jesus Christ as Lord and Savior and the Gospel as the power of

God for the salvation of all who believe.

**(a).** Jesus Christ is the Word of God incarnate, through whom everything was made and through

whose life, death, and resurrection God fashions a new creation.

**(a1) The Title, Lord Jesus Christ**

The appellation *Lord Jesus Christ* is a proper name. It is never applied in the New Testament either to the Father or to the Holy Spirit. It therefore belongs exclusively to the **Son of God** (Romans 1:1-3,7; 2 John 3).

**(b1).** The proclamation of God's message to us as both Law and Gospel is the Word of God,

revealing judgment and mercy through word and deed, beginning with the Word in creation,

continuing in the history of Israel, and centering in all its fullness in the person and work of

Jesus Christ.

**(c1).** The canonical Scriptures of the Old and New Testaments are the written Word of God.

Inspired by God's Spirit speaking through their authors, they record and announce God's

revelation centering in Jesus Christ. Through them God's Spirit speaks to us to create and

sustain Christian faith and fellowship for service in the world.

**(d1) The Lord Jesus Christ, God With Us**

The Lord Jesus Christ, as to His divine and eternal nature, is the proper and only Begotten of the Father, but as to His human nature, He is the proper Son of Man. He is, therefore, acknowledged to be both God and man; who because He is God and man, is ―Immanuel,‖ God with us (Matthew 1:23; 1 John 4:2,10,14; Revelation 1:13,17).

**(e1) The Title, Son of God**

Since the name *Immanuel* embraces both God and man, in the one person, our Lord Jesus Christ, it follows that the title *Son of God* describes His proper deity, and the title *Son of Man*, His proper humanity. Therefore, the title *Son of God* belongs to the order of eternity, and the title *Son of Man* to the **order of time** (Matthew 1:21-23; 2 John 3; 1 John 3:8; Hebrews 7:3; 1:1-13).

**(f1) Transgression of the Doctrine of Christ**

Wherefore, it is a transgression of the doctrine of Christ to say that Jesus Christ derived the title *Son of God* solely from the fact of the Incarnation, or because of His relation to the economy of redemption. Therefore, to deny that the Father is a real and eternal Father, and that the Son is a real and eternal Son, is a denial of the distinction and relationship in the Being of God; a denial of the Father and the Son; and a displacement of the truth that Jesus Christ is come in the flesh (2 John 9; John 1:1,2,14,18,29,49; 1 John 2:22,23; 4:1-5; Hebrews 12:2).

**(g1) Exaltation of Jesus Christ as Lord**

The Son of God, our Lord Jesus Christ, having by himself purged our sins, sat down on the right hand of the Majesty on high, angels and principalities and powers having been made subject unto Him. And having been made both Lord and Christ, He sent the Holy Spirit that we, in the name of Jesus, might bow our knees and confess that Jesus Christ is Lord to the glory of God the Father until the end, when the Son shall become subject to the Father that God may be all in all (Hebrews 1:3; 1 Peter 3:22; Acts 2:32-36; Romans 14:11; 1 Corinthians 15:24-28).

**(h1) Equal Honor to the Father and to the Son**

Wherefore, since the Father has delivered all judgment unto the Son, it is not only the **express duty** of all in heaven and on earth to bow the knee, but it is an **unspeakable** joy in the Holy Spirit to ascribe unto the Son all the attributes of deity, and to give Him all the honor and the glory contained in all the names and titles of the godhead except those which express relationship (see paragraphs b, c, and d), and thus honor the Son even as we honor the Father (John 5:22,23; 1 Peter 1:8; Revelation 5:6-14; Philippians 2:8,9; Revelation 7:9,10; 4:8-11).

**3. The Deity of the Lord Jesus Christ**

The Lord Jesus Christ is the eternal Son of God. The Scriptures declare:

a. His virgin birth (Matthew 1:23; Luke 1:31,35).

b. His sinless life (Hebrews 7:26; 1 Peter 2:22).

c. His miracles (Acts 2:22; 10:38).

d. His substitutionary work on the cross (1 Corinthians 15:3; 2 Corinthians 5:21).

e. His bodily resurrection from the dead (Matthew 28:6; Luke 24:39; 1 Corinthians 15:4).

f. His exaltation to the right hand of God (Acts 1:9,11; 2:33; Philippians 2:9-11; Hebrews 1:3).

**C2.03.** This congregation accepts the canonical Scriptures of the Old and New Testaments as the

inspired Word of God and the authoritative source and norm of its proclamation, faith, and life.

**\*C2.04.** This organization accepts the Apostles', Nicene, as true declarations of

the faith of this organization unless in opposition to other creeds listed in this document.

**\*C2.05.** This organization accepts the following as a true witness to the Gospel,

acknowledging in unity with it in faith and doctrine all churches that likewise accept the

teachings.

i. **The Fall of Man**

Man was created good and upright; for God said, ―Let us make man in our image, after our likeness.‖ However, man by voluntary transgression fell and thereby incurred not only physical death but also spiritual death, which is separation from God (Genesis 1:26,27; 2:17; 3:6; Romans 5:12-19).

ii**. The Salvation of Man**

Man‘s only hope of redemption is through the shed blood of Jesus Christ the Son of God.

**a. Conditions to Salvation.** Salvation is received through repentance toward God and faith toward the Lord Jesus Christ. By the washing of regeneration and renewing of the Holy Spirit, being justified by grace through faith, man becomes an heir of God according to the hope of eternal life (Luke 24:47; John 3:3; Romans 10:13-15; Ephesians 2:8; Titus 2:11; 3:5-7).

**b. The Evidences of Salvation.** The inward evidence of salvation is the direct witness of the Spirit (Romans 8:16). The outward evidence to all men is a life of righteousness and true holiness (Ephesians 4:24; Titus 2:12).

**\*C2.06. 1. The Scriptures Inspired**

The Scriptures, both the Old and New Testaments, are verbally inspired of God and are the revelation of God to man, the infallible, authoritative rule of faith and conduct (2 Timothy 3:15-17; 1 Thessalonians 2:13; 2 Peter 1:21).

**\*C2.07.** This organization confesses the Gospel, recorded in the Holy Scriptures, as the Holy Ghost being the power of God to create and sustain the Church for God's mission in the world.

**\*C2.08 The One True God**

The one true God has revealed himself as the eternally self-existent ―I AM,‖ the Creator of heaven and earth and the Redeemer of mankind. He has further revealed himself as embodying the principles of relationship and association as Father, Son, and Holy Spirit (Deuteronomy 6:4; Isaiah 43:10,11; Matthew 28:19; Luke 3:22).

**\*C2.09 The Ordinances of the Church**

**a. Baptism in Water.** The ordinance of baptism by immersion is commanded in the Scriptures. All who repent and believe on Christ as Savior and Lord are to be baptized. Thus they declare to the world that they have died with Christ and that they also have been raised with Him to walk in newness of life (Matthew 28:19; Mark 16:16; Acts 10:47,48; Romans 6:4). **ARTICLE V** 93

**b. Holy Communion.** The Lord‘s Supper, consisting of the elements—bread and the fruit of the vine—is the symbol expressing our sharing the divine nature of our Lord Jesus Christ (2 Peter 1:4); a memorial of His suffering and death (1 Corinthians 11:26); and a prophecy of His second coming (1 Corinthians 11:26); and is enjoined on all believers ―till He come!

**1. The Baptism in the Holy Spirit**

All believers are entitled to and should ardently expect and earnestly seek the promise of the Father, the baptism in the Holy Spirit and fire, according to the command of our Lord Jesus Christ. This was the normal experience of all in the early Christian church. With it comes the enduement of power for life and service, the bestowment of the gifts and their uses in the work of the ministry (Luke 24:49; Acts 1:4,8; 1 Corinthians 12:1-31). This experience is distinct from and subsequent to the experience of the new birth (Acts 8:12-17; 10:44-46; 11:14-16; 15:7-9). With the baptism in the Holy Spirit come such experiences as an overflowing fullness of the Spirit (John 7:37-39; Acts 4:8), a deepened reverence for God (Acts 2:43; Hebrews 12:28), an intensified consecration to God and dedication to His work (Acts 2:42), and a more active love for Christ, for His Word, and for the lost (Mark 16:20).

**2. The Initial Physical Evidence of the Baptism in the Holy Spirit**

The baptism of believers in the Holy Spirit is witnessed by the initial physical sign of speaking with other tongues as the Spirit of God gives them utterance (Acts 2:4). The speaking in tongues in this instance is the same in essence as the gift of tongues (1 Corinthians 12:4-10,28), but different in purpose and use.

**3. Sanctification**

Sanctification is an act of separation from that which is evil, and of dedication unto God (Romans 12:1,2; 1 Thessalonians 5:23; Hebrews 13:12). Scriptures teach a life of ―holiness without which no man shall see the Lord‖ (Hebrews 12:14). By the power of the Holy Spirit we are able to obey the command: ―Be ye holy, for I am holy‖ (1 Peter 1:15,16).

Sanctification is realized in the believer by recognizing his identification with Christ in His death and resurrection, and by faith reckoning daily upon the fact of that union, and by offering every faculty continually to the dominion of the Holy Spirit (Romans 6:1-11,13; 8:1,2,13; Galatians 2:20; Philippians 2:12,13; 1 Peter 1:5).

**4. The Church and Its Mission**

The Church is the body of Christ, the habitation of God through the Spirit, with divine appointments for the fulfillment of her Great Commission. Each believer, born of the Spirit, is an integral part of the general assembly and church of the firstborn, which are written in heaven (Ephesians 1:22,23; 2:22; Hebrews 12:23).

Since God‘s purpose concerning man is to seek and to save that which is lost, to be worshiped by man, to build a body of believers in the image of His Son, and to demonstrate His love and compassion for all the world, the priority reason for being of the Assemblies of God as part of the Church is:

a. To be an agency of God for evangelizing the world (Acts 1:8; Matthew 28:19,20; Mark 16:15,16).

b. To be a corporate body in which man may worship God (1 Corinthians 12:13).

c. To be a channel of God‘s purpose to build a body of saints being perfected in the image of His Son (Ephesians 4:11-16; 1 Corinthians 12:28; 14:12).

d. To be a people who demonstrate God‘s love and compassion for all the world (Psalm 112:9; Galatians 2:10; 6:10; James 1:27).

Jeffery Morse Ministries exists expressly to give continuing emphasis to this reason for being in the New Testament apostolic pattern by teaching and encouraging believers to be baptized in the Holy Spirit. This experience:

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a. Enables them to evangelize in the power of the Spirit with accompanying supernatural signs (Mark 16:15-20; Acts 4:29-31; Hebrews 2:3,4).

b. Adds a necessary dimension to a worshipful relationship with God (1 Corinthians 2:10-16; 1 Corinthians 12-14).

c. Enables them to respond to the full working of the Holy Spirit in expression of fruit and gifts and ministries as in New Testament times for the edifying of the body of Christ and care for the poor and needy of the world (Galatians 5:22-26; Matthew 25:37-40; Galatians 6:10; 1 Corinthians 14:12; Ephesians 4:11,12; 1 Corinthians 12:28; Colossians 1:29).

**5. The Ministry**

A divinely called and scripturally ordained ministry has been provided by our Lord for the fourfold purpose of leading the Church in: (1) evangelization of the world (Mark 16:15-20), (2) worship of God (John 4:23,24), (3) building a Body of saints being perfected in the image of His Son (Ephesians 4:11,16), and (4) meeting human need with ministries of love and compassion (Psalm 112:9; Galatians 2:10; 6:10; James 1:27).

**6. Divine Healing**

Divine healing is an integral part of the gospel. Deliverance from sickness is provided for in the Atonement, and is the privilege of all believers (Isaiah 53:4,5; Matthew 8:16,17; James 5:14-16).

**7. The Blessed Hope**

The resurrection of those who have fallen asleep in Christ and their translation together with those who are alive and remain unto the coming of the Lord is the imminent and blessed hope of the Church (1 Thessalonians 4:16,17; Romans 8:23; Titus 2:13; 1 Corinthians 15:51,52).

**8. The Millennial Reign of Christ**

The second coming of Christ includes the rapture of the saints, which is our blessed hope, followed by the visible return of Christ with His saints to reign on the earth for one thousand years (Zechariah 14:5; Matthew 24:27,30; Revelation 1:7; 19:11-14; 20:1-6). This millennial reign will bring the salvation of national Israel (Ezekiel 37:21,22; Zephaniah 3:19,20; Romans 11:26,27) and the establishment of universal peace (Isaiah 11:6-9; Psalm 72:3-8; Micah 4:3,4).

**9. The Final Judgment**

There will be a final judgment in which the wicked dead will be raised and judged according to their works. Whosoever is not found written in the Book of Life, together with the devil and his angels, the beast and the false prophet, will be consigned to everlasting punishment in the lake which burneth with fire and brimstone, which is the second death (Matthew 25:46; Mark 9:43-48; Revelation 19:20; 20:11-15; 21:8).

**10. The New Heavens and the New Earth**

―We, according to His promise, look for new heavens and a new earth, wherein dwelleth righteousness (2 Peter 3:13; Revelation 21,22)

**Chapter 3.**

**NATURE OF THE CHURCH**

**\*C3.01.** All power in the Church belongs to our Lord Jesus Christ, its head. All actions of this

organization are to be carried out under His rule and authority.

**\*C3.02.** The Church exists both as an inclusive fellowship and as local organizations gathered for

worship and Christian service. Organizations find their fulfillment in the universal community

of the Church, and the universal Church exists in and through organizations. Jeffery Morse Ministries, therefore, derives its character and powers both from the sanction and representation of its efforts and core beliefs and from its inherent nature as an expression of the broader fellowship of the faithful and call to ministry by Jesus to “Got to all the World”.

**Chapter 4.**

**STATEMENT OF PURPOSE**

**\*C4.01.** The Church is a people created by God in Christ, empowered by the Holy Spirit, called and sent

to bear witness to God's creative, redeeming, and sanctifying activity in the world. Jeffery Morse Ministries adopts this same creed.

**\*C4.02.** To participate in God's mission, this organization as a part of the Church shall:

**(a).** Worship God in proclamation of the Word and administration of the the Gospel and through

lives of prayer, praise, thanksgiving, witness, and service taking to the world the Gospel of Jesus Christ not passing up any available avenue to do so. This organization also supports the sacraments of communion and is in agreement with common Pentecostal/Assembly of God Doctrine on this topic.

**(b).** Proclaim God's saving Gospel of justification by grace for Christ's sake through faith alone,

according to the apostolic witness in the Holy Scripture, preserving and transmitting the

Gospel faithfully to future generations.

**(c).** Carry out Christ's Great Commission by reaching out to all people to bring them to faith in

Christ and by doing all ministry with a global awareness consistent with the understanding

of God as Creator, Redeemer, and Sanctifier of all.

**(d).** Serve in response to God's love to meet human needs, caring for the sick and the aged,

advocating dignity and justice for all people, working for peace and reconciliation among the

nations, and standing with the poor and powerless, and committing itself to their needs.

**(e).** Nurture its members in the Word of God so as to grow in faith and hope and love, to see

daily life as the primary setting for the exercise of their Christian calling, and to use the gifts

of the Spirit for their life together and for their calling in the world. We believe the loudest message you’ll ever preach is the way you live your life

**(f).** Manifest the unity given to the people of God by living together in the love of Christ and by

joining with other Christians in prayer and action to express and preserve the unity which the

Spirit gives.

**(g).** To lift up those who fall in holiness being careful not to fall into temptation are selves and to seek to restore them rather then to persecute and or excommunicate.

**\*C4.03.** To fulfill these purposes, this organization shall:

**(a).** Provide services of worship at which the Word of God is preached, and the communion is

administered.

**(b).** Provide pastoral care and assist all members to participate in this ministry.

**(c).** Challenge, equip, and support all members in carrying out their calling in their daily lives

and in their organization.

**(d).** Teach the Word of God.

**(e).** Witness to the reconciling Word of God in Christ, reaching out to all people.

**(f).** Respond to human need, work for justice and peace, care for the sick and the suffering, and

participate responsibly in society.

**(g).** Motivate its members to provide financial support for the organization's ministry in the way of paying a Tithe as set forth in Malachi, and the ministry of other parts of the The Local Church First(Ten percent holy unto the Lord) and Jeffery Morse Ministries and other missionary efforts second. (The Lord wants to create the heart of a giver in His people).

h. Foster and participate in interdependent relationships with other organizations, recognizing Jesus’ church is not localized into one denomination or community..

**(i).** Foster and participate in ecumenical relationships consistent with organization wide policy.

**\*C4.04.** This organization shall develop an organizational structure to be described in the bylaws. The

Organization Council shall prepare descriptions of the responsibilities of each committee, task

force, or other organizational group and shall review their actions. Such descriptions may be

contained in the bylaws or in the continuing resolutions in the section on the Organization

Council.

**(j).** Promote an intimate one on one relationship with God, while promoting a heart of worship both singularly and communicably.

**\*C4.05.** This organization shall, from time to time, adopt a mission statement which will provide

specific direction for its programs.

**Chapter 5.**

**POWERS OF THE ORGANIZATION**

**\*C5.01.** The powers of this organization are those necessary to fulfill its purpose.

**\*C5.02.** The powers of this organization are vested in the Organization Meeting called and conducted

as provided in this constitution and bylaws.

**\*C5.03.** Only such authority as is delegated to the Organization Council or other organizational units in

this organization's governing documents is recognized. All remaining authority is retained by

the organization. The organization is authorized to:

**(a).** call a pastor as provided in Chapter 9;

**(b).** terminate the call of a pastor as provided in Chapter 9;

**(c).** call or terminate the call of associates in ministry, deaconesses, and diaconal ministers in

conformity with the applicable policy of Jeffery Morse Ministries;

**(d).** approve the annual budget;

**(e).** acquire real and personal property by gift, devise, purchase, or other lawful means;

**(f).** hold title to and use its property for any and all activities consistent with its purpose;

**(g).** sell, mortgage, lease, transfer, or otherwise dispose of its property by any lawful means;

i. This organization will not mortgage or otherwise barrow against any property in which it has lawful title of as we believe we should owe no man.

**(h).** elect its Organization Council, boards, and committees, and require them to carry out their

duties in accordance with the constitution, bylaws, and continuing resolutions

**(i).** This organization will allow licensing to ministers who are in fellowship of other organizations, fellowships, or denominations so long as those entities do not subjugate the true gospel of Jesus Christ.

**\*C5.04.** This organization shall choose from among its voting members laypersons to serve as voting

members as well as persons to represent it at meetings of any conference, cluster, coalition, or other area subdivision of which it is a member

**Chapter 6.**

**CHURCH AFFILIATION**

**\*C6.01.** This organization shall be an interdependent.

**\*C6.02.** This organization accepts the Confession of Faith as listed in the Constitution and Bylaws of JMM-LLC.

**\*C6.03.** This organization acknowledges the following:

**(a).** This organization agrees to be responsible for its life as a Christian community.

**(b).** This organization pledges its financial support and participation in the life and mission of

provided in the missions statement.

**(c).** This organization agrees to call pastoral leadership from the clergy roster out of those saved and equipped as a result of ministry efforts of this organization as well as organizations in fellowship with JMM-LLC.

**(d).** This organization agrees to consider associates in ministry, deaconesses, and diaconal

ministers for call to other staff positions in the organization according to the procedures listed in JMM-LLC constitution and ByLaws.

**(e).** This organization agrees to file this constitution and any subsequent changes to this

constitution for public review as put forward by the Bylaws.

**\*C6.04.** Affiliation with any Church in may be terminated as follows:

**(a).** This organization takes action to dissolve.

**(b).** This organization ceases to exist.

**(c)**. This organization follows the procedures outlined in \*C6.05.

**\*C6.05.** This organization may terminate its relationship with any other organization:

**(a).** A resolution indicating the desire of this organization to terminate its relationship must be

adopted at a legally called and conducted special meeting of this organization by a two thirds

majority of the voting members present.

**(b).** The secretary of this organization shall submit a copy of the resolution to the organization in question within 10 days after the resolution has been adopted.

**(c).** A pastpr of a church shall consult with this organization during a period of at least 90

days. If a mission church under this organization would like to terminate fellowship.

**(d)**. If this organization, after consultation, still desires to terminate its relationship, such action

may be taken at a legally called and conducted special meeting by a two-thirds majority of

the voting members present, at which meeting the pastor or an authorized

representative shall be present. Notice of the meeting shall be mailed to all voting members

at least 10 days in advance of the meeting.

**(e).** A certified copy of the resolution to terminate its relationship shall be sent to CEO of JMM-LLC, at which time the relationship between this organization and the missions church shall be terminated.

**(f).** Notice of termination shall be forwarded to the secretary of JMM-LLC and the church in question and published in the periodical of this oranization.

**(g).** Since this organization was a member of JMM-I, it shall be

required, in addition to the foregoing provisions in \*C6.05., to receive JMM-LLC approval

before terminating its membership in Jeffery Morse Ministries International.

**\*C6.06.** If this organization considers relocation, it shall confer with JMM-LLC before any steps are taken leading to such action. The approval of the Organization counsel shall be received before any such action is effected.

**Chapter 7.**

**PROPERTY OWNERSHIP -- dissolution**

**\*C7.01.** If this organization ceases to exist, title to undisposed property shall pass to the Jeffery Morse Ministry Foundation or Trust for the purples of Connecting the Gospel to the World, Feeding the Hungry, or Caring for those who are subject to loss due to Natural Events of God. If said foundation is not established the holdings of Jeffery Morse Ministries shall be passed to an acceptable Non-Profit Organization whose vision is in line with mission set fourth in this document selected and approved by Full Quorum.

**\*C7.02.** All mission churches shall be autonomous, independent, and title to properties shall remain with the Missions Church currently doing ministry in that location.

**\*C7.03.** If a two-thirds majority of the voting members of this organization present at a legally called

and conducted special meeting of this organization vote to transfer to another church

body, title to property shall continue to reside in this organization. Before this organization

takes action to transfer any holdings to another church body or organization while it is still operating, it shall consult with representatives of Jeffery Morse Ministries LLC for approval.

**\*C7.04.** If a two-thirds majority of the voting members of this organization present at a legally called

and conducted special meeting of this organization vote to become independent or relate to another

church body, title to property of this organization shall continue to reside in this

organization.

**Chapter 8.**

**MEMBERSHIP**

**\*C8.01.** Members of this organization shall be those baptized persons on the roll of this organization at

the time that this constitution is adopted and those who are admitted thereafter and who have

declared and maintain their membership in accordance with the provisions of this constitution

and its bylaws.

**\*C8.02.** Members shall be classified as follows:

**(a).** ***Baptized*** members are those persons who have been Baptized in the name of Jesus Christ and in the Power of the Father, Son and Holy Ghost, as an out come of ministries of JMM-LLC or, having been previously baptized in the same fashion.

i. This organization believes in the baptism of the Holy Ghost, and feels it is the Will of the Father and His Good pleasure to give this gift. However, it is not mandatory for membership.

**(b).** ***Confirmed*** members are persons who have been confirmed in by this organization.

**(c).** ***Voting*** members are confirmed members. Such confirmed members, during the current or

preceding calendar year, shall have communed in this organization and shall have made a

contribution of record to this organization whether in service or gift.

**(d).** ***Associate*** members are persons holding membership in other Christian organizations who

wish to retain such membership but desire to participate in the life and mission of this

organization, or persons who wish to retain a relationship with this organization while

being members of other organizations. They have all the privileges and duties of regular

membership except voting rights and eligibility(unless approved by a resolution of the counsel) for elected offices or membership on the Organization Council of this organization.

**\*C8.03.** All applications for confirmed membership shall be submitted to and shall require the approval

of the Organization Council.

**\*C8.04.** It shall be the privilege and duty of members of this organization to:

**(a).** make regular use of the means of grace, both Word and Worship;

**(b).** live a Christian life in accordance with the Word of God and the of Jesus Christ, and

**(c).** support the work of this organization, and the church wide organization of the

JMM-I through contributions of their time, abilities, and financial support as biblical stewards.

**\*C8.05.** Membership in this organization shall be terminated by any of the following:

**(a).** death;

**(b).** resignation;

**(c).** transfer or release;

**(d).** disciplinary action by the Organization Council; or

**(e).** removal from the roll due to inactivity as defined in the bylaws.

Such persons who have been removed from the roll of members shall remain persons for whom

the organization has a continuing pastoral concern.

**Chapter 9.**

**THE PASTOR**

**\*C9.01.** Authority to call a pastor shall be in this organization by at least a two-thirds majority ballot

vote of members presents and voting at a meeting legally called for that purpose. Before a call is

issued, the officers, or a committee elected by the Organization Council to recommend the call,

shall seek the advice and help of counsel or CEO of JMM-LLC.

**\*C9.02.** Only a member of the clergy roster JMM-LLC or a candidate for the roster of ordained ministers who has been recommended from the organization by the CEO may be called as a pastor of this organization in a missions church or homeland church.

**\*C9.03.** Consistent with the faith and practice Jeffery Morse Ministries,

**(a).** Every ordained minister shall:

1) preach the Word, Staying with the Gospel of Jesus Christ.

2) administer the communion;

3) conduct public worship and seek after true encounters with God;

4) provide pastoral care; and

5) speak publicly to the world in solidarity with the poor and oppressed, calling for justice

and proclaiming God's love for the world.

6)be filled with the Holy Ghost with the evidence of speaking in tongues.

**(b**). Each ordained minister with a organizational call shall, within the organization:

1) offer instruction, confirm, marry, visit the sick and distressed, and bury the dead;

2) supervise all schools and organizations of this organization;

3) install regularly elected members of the Organization Council; and

4) with the council, administer discipline.

**(c).** Every pastor shall:

1) strive to extend the Kingdom of God in the community, in the nation, and abroad;

2) seek out and encourage qualified persons to prepare for the ministry of the Gospel;

3) impart knowledge of this organization and its wider ministry through distribution of its

mesia and other publications; and

4) endeavor to increase the support given by the organization to the work of Jeffery Morse Ministries International.

**\*C9.04.** The specific duties of the pastor, compensation, and other matters pertaining to the service of

the pastor shall be included in a letter of call, which shall be sent to JMM-I at time of call or election.

**\*C9.05.**

(a). The call of a organization, when accepted by a pastor, shall constitute a continuing mutual

relationship and commitment, which, except in the case of the death of the pastor, shall be

terminated only for the following reasons:

1) mutual agreement to terminate the call or the completion of a call for a specific term;

2) resignation of the pastor, which shall become effective, unless otherwise agreed, 30 days

after the date on which it was submitted;

3) inability to conduct the pastoral office effectively in the organization in view of local

conditions, without reflection on the competence or the moral and spiritual character of

the pastor;

4) the physical or mental incapacity of the pastor;

5) disqualification of the pastor through discipline on grounds of doctrine, morality, or

continued neglect of duty;

6) the dissolution of the organization; or

7) suspension of the organization as a result of discipline proceedings.

**(b).** When allegations of physical or mental incapacity of the pastor or ineffective conduct of the

pastoral office have come to the attention of the organization counsel , the CEO in his or her

sole discretion may, or when such allegations have been brought to the counsels attention by

an official recital of allegations by the Organization Council or by a petition signed by at

least one-third of the voting members of the organization, the CEO shall, investigate such

conditions personally in company with a committee of two ordained ministers and one

layperson.

**(c).** In case of alleged physical or mental incapacity, competent medical testimony shall be

obtained. When such disability is evident, the CEO of JMM-LLC with the advice of the

committee shall declare the pastorate vacant. Upon the restoration of a disabled pastor to

health, the CEO of JMM-LLC or other qualified person shall take steps to enable the pastor to resume the ministry, either in the organization last served or in another field of labor.

**(d).** In the case of alleged local difficulties that imperil the effective functioning of the

organization, all concerned persons shall be heard, after which the CEO of JMM-LLC

together with the committee described in \*C9.05.b. shall decide on the course of action to be

recommended to the pastor and the organization. If they agree to carry out such

recommendations, no further action shall be taken by the counsel. If either party fails to

assent, the organization may dismiss the pastor at a legally called meeting after consultation

with the CEO upon their approval, either (a) by a two-thirds majority vote of the voting members present and voting where the bishop and the committee did not recommend termination of the call, or (b)

by a simple majority vote of the voting members present and voting where the bishop and

the committee recommended termination of the call.

**(e).** If, in the course of proceedings described in \*C9.05.d., the committee concludes that there

may be grounds for disciplinary action, the committee shall make recommendations

concerning disciplinary action to the CEO of JMM-LLC who may bring charges, in accordance

with the provisions of the constitution and bylaws of Jeffery Morse Ministries.

**(f).** If, following the appointment of the committee described in \*C9.05.b. or d., it should

become apparent that the pastoral office cannot be conducted effectively in the

organization(s) being served by the ordained minister due to local conditions, the CEO of JMM-LLC may temporarily suspend the pastor from service in the organization(s) without

prejudice and with pay provided for in the letter of Call the missions church provided at time of Call.

**\*C9.06.** At a time of pastoral vacancy, an interim pastor shall be appointed by the CEO of JMM-LLC or Local missions church with the consent of this organization or the Organization Council.

**\*C9.07.** During the period of service, an interim pastor shall have the rights and duties in the

organization of a regularly called pastor and may delegate the same in part to a supply pastor

with the consent of this organization or Organization Council. The interim pastor and any ordained pastor providing assistance shall refrain from exerting influence in the selection of a pastor.

**\*C9.08.** All satisfactory settlement of all financial obligations to a former

Pastor shall be done before calling a successor. A pastor shall make satisfactory settlement of all financial

obligations though this organization if nessesary.

**\*C9.09.** When a pastor is called to serve in company with another pastor or pastors, the privileges and

responsibilities of each pastor shall be specified in documents to accompany the call and to be

drafted in consultation involving the pastors, the Organization Council, and the CEO of JMM-LLC. As occasion requires, the documents may be revised through a similar consultation.

**\*C9.11.** With the approval of the CEO of JMM-LLC, the organization may depart from \*C9.05.a. and

call a pastor for a specific term. Details of such calls shall be in writing setting forth the purpose

and conditions involved. Prior to the completion of a term, the CEO or a designated

representative of the CEO shall meet with the pastor and representatives of the organization

for a review of the call. Such a call may also be terminated before its expiration in accordance

with the provisions of \*C9.05.a.

**\*C9.12.** The pastor of this organization or missions church:

**(a).** shall keep accurate parochial records of all baptisms, confirmations, marriages, burials,

communicants, members received, members dismissed, or members excluded from the

organization;

**(b)**. shall submit a summary of such statistics annually to JMM-I; and

**(c).** shall become a member of this organization upon receipt and acceptance of the letter of call.

In a church of multiple organizations, the pastor shall hold membership in all of the

organizations.

**\*C9.13.** The pastor(s) shall submit a report of his or her ministry to the CEO of JMM-LLC or representative at least 30

days prior to each regular meeting of the organization bi annual council meeting.

**C9.14-20 space for amendments…**

**C9.21.** Under special circumstances, subject to the approval of the CEO of JMM-LLC and the

concurrence of this organization, an ordained minister of a church body with which JMM-I officially has established a relationship of full communion may serve temporarily under contract as pastor of this organization.

**Chapter 10.**

**ORGANIZATION MEETING**

**C10.01.** The semi-annual meeting of this organization shall be held at a time specified in the bylaws.

**C10.02.** A special Organization Meeting may be called by the pastor, the Organization Council, or the

president of this organization, and shall be called by the president of the organization upon the

written request of ten percent (10%) of the voting members. The call for each special meeting

shall specify the purpose for which it is to be held and no other business shall be transacted.

**C10.03.** Notice of all meetings of this organization shall be given at the services of worship on the

preceding two consecutive meetings and by mail or otherwise to all voting members at least 10 days in

advance of the date of the meeting. The posting of such notice in the regular mail, with the

regular postage affixed or paid, sent to the last known address of such members shall be

sufficient.

**C10.04.** Ten percent (70%) voting members shall constitute a quorum.

1. Either the CEO and a quorum of counsel, or the CEO and quorum of voting members shall constitute a Full Quorum.

**C10.05.** Voting by proxy or by absentee ballot shall not be permitted unless approved by counsel resolution. The CEO Voting cannot be done by proxy at any time.

**C10.06.** All actions by the organization shall be by majority vote except as otherwise provided in this

Constitution or Bylaws of JMM-LLC.

**C10.07.** Robert's Rules of Order, latest edition, shall be the recommended guidelines that shall govern parliamentary procedure of all meetings of this organization.

**Chapter 11.**

**OFFICERS**

**C11.01.** The officers of this organization shall be a president(CEO), vice president, secretary, and treasurer.

**(a).** Duties of the officers shall be specified in the bylaws.

**(b).** The officers shall be voting members of the organization.

**(c**). Officers of this organization may serve similar offices of the Organization Council and

shall be voting members of the Organization Council.

**(d).** If the Organization Council elects its officers, the president, vice president, and secretary

shall be selected from the elected membership of the Organization Council.

**(e)** with the approval of a full quorum the CEO may appoint officers.

**C11.02.** The Organization Council shall elect its officers and they shall be the officers of the

organization. The officers shall be elected by written ballot and shall serve for one year or until

their successors are elected. Their terms shall begin at the close of the meeting at which

they are elected or appointed.

**C11.03.** No officer shall hold more than one office at a time with the exception of the CEO who may according to the guideline in the Bylaws of JMM-LLC. No elected officer shall be eligible to serve more than the terms set in the Bylaws of JMM-LLC or the term agreed upon in the letter of Call.

**Chapter 12.**

**ORGANIZATION COUNCIL**

**C12.01.** The voting membership of the **Organization Council** shall consist of the pastor(s), the officers

of the organization, and not more than 12 members of the organization. Any voting member of

the organization may be elected, subject only to the limitation on the length of continuous

service permitted in that office. A member's place on the Organization Council shall be

declared vacant if the member a) ceases to be a voting member of this organization in three consecutive meetings or b) is absent from four successive regular meetings of the Organization Council without cause.

Consistent with the laws of the state in which this organization is incorporated, the

organization may adopt procedures for the removal of a member of the Organization Council

in other circumstances.

**C12.02.** The members of the Organization Council except the pastor(s) shall be elected by written ballot

to serve for three (3) years or until their successors are elected. Such members shall be eligible

to serve the term agreed upon in the letter of call submitted to JMM-I. Their terms shall begin at the close of the

annual meeting at which they are elected.

**C12.03.** Should a member's place on the Organization Council be declared vacant, the Organization

Council shall elect, by majority vote, a successor until the next annual meeting. Individuals

who have served less than one-half of a regular term shall be eligible for nomination and

possible election to a full term.

**C12.04.** The Organization Council shall have general oversight of the life and activities of this

organization, and in particular its worship life, to the end that everything be done in accordance

with the Word of God and the faith and practice of the teachings of Jesus Christ as interpreted by JMM-LLC Constitution and bylaws. The duties of the Organization Council shall include the following:

**(a).** To lead this Missions Church or organization in stating its mission, to do long-range planning, to set goals and priorities, and to evaluate its activities in light of its mission and goals.

**(b).** To seek to involve all members of this organization in worship, learning, witness, service,

and support.

**(c).** To oversee and provide for the administration of this organization to enable it to fulfill its

functions and perform its mission.

**(d).** To maintain supportive relationships with the pastor(s) and staff and help them annually to

evaluate the fulfillment of their calling or employment.

**(e).** To be examples individually and corporately of the style of life and ministry expected of all

Christians.

**(f).** To promote a organizational climate of peace and goodwill, and, as differences and conflicts

arise, to endeavor to foster mutual understanding.

**(g).** To arrange for pastoral service during the sickness or absence of the pastor.

**(h).** To emphasize partnership with JMM-LLC and JMM-I, and to the Saving Grace of Jesus Christ as being the way, the truth and the light. And the only way to the Father.

**(i).** To recommend and encourage the use of program resources produced or approved by the

JMM-LLC or JMM-I.

**(j).** To seek out and encourage qualified persons to prepare for the ministry of the Gospel.

**C12.05.** The Organization Council of (OC)shall not be responsible for the financial and property matters of this

Organization unless by resolution of the full quorum of the JMM-LLC counsel.

**(a).** The Organization Council shall hold on the board of directors of this organization at least on office, and as such shall be responsible for maintaining and protecting its property and the management of its

business and fiscal affairs. It shall have the powers and be subject to the obligations that

pertain to such boards under the laws of the Land, except as otherwise provided

herein.

**(b).** The Organization Council shall not have the authority to buy, sell, or encumber real

property unless specifically authorized to do so by a meeting of the organization.

**(c).** The Organization Council may enter into contracts of up to Two Thousand Dollars ($ 2,000)

for items not included in the budget only on approval of the JMM-LLC full quorum resolution.

**(d).** The Organization Council shall prepare an annual budget for adoption by this organization if so desired, the (OC) shall supervise the expenditure of funds in accordance therewith following its adoption, and may incur obligations of more than Two Thousand Dollars ($ 2,000) in excess of the

anticipated receipts only after approval by a Organization Meeting and passed resolution of a Full Quorum. The budget shall include this organization's full indicated share in support of the wider ministry being carried on in partnership with JMM-LLC and JMM-I organizations.

**(e).** The Organization Council shall ascertain that the financial affairs of this organization are

being conducted efficiently, giving particular attention to the prompt payment of all

obligations and to the regular forwarding of benevolence monies (if applicable) to the (OC) treasurer.

**(f)**. The Organization Council shall not be responsible for this organization's investments and its

insurance program.

**C12.06.** The Organization Council shall see that the provisions of this constitution, its bylaws, and the

continuing resolutions are carried out.

**C12.07.** The Organization Council shall provide for an annual review of the membership roster.

**C12.08.** The Organization Council shall be responsible for the employment and supervision of the

salaried lay workers of those agreed upon in (OC) Full Quorum passed resolution.

**C12.09.** The Organization Council shall submit a comprehensive report to its subordinate organizations at the

during or at the end of annual meeting.

**C12.11.** The Organization Council shall normally meet once every six months. Special meetings may be called

by the pastor or the president, and shall be called by the president or at the request of at least one half

of its members. Notice of each special meeting shall be given to all who are entitled to be

present.

**C12.12.** A quorum for the transaction of business shall consist of a majority of the members of the

Organization Council, including the pastor or interim pastor, except when the pastor or interim

pastor requests or consents to be absent and has given prior approval to the agenda for a

particular regular or special meeting, which shall be the only business considered at that

meeting. Chronic or repeated absence of the pastor or interim pastor who has refused approval

of the agenda of a subsequent regular or special meeting shall not preclude action by the

Organization Council, following consultation with the CEO of JMM-LLC. No actionable item shall be set in motion without the full approval of the Current CEO or Pastor of said organization.

**Chapter 13.**

**ORGANIZATION COMMITTEES**

**C13.01.** The President and Vice President of this organization and the pastor shall constitute the

***Executive Committee***, if any is formed.

**C13.02.** A ***Nominating Committee*** of three voting members of this organization, one of whom, if

possible, shall be the President of the Organization Council, shall be elected by the

Organization Council for a term of one year.

**C13.03.** An ***Audit Committee*** of three voting members shall be elected by the Organization Council.

Audit Committee members shall not be members of the Organization Council. Term of office

shall be three years, with one member elected each year. Members shall be eligible for

reelection.

**C13.04.** A ***Staff Support Committee*** shall be appointed jointly by the president and the pastor. Term of

office shall be two years, with three members to be appointed each successive year.

**C13.05.** When a pastoral vacancy occurs, a ***Call Committee*** of not more than twelve (12) voting

members shall be elected by the Organization in question with the approval of the (OC). Term of office will terminate upon installation of the newly called pastor.

**C13.06.** Other committees of this organization may be formed, as the need arises, by decision of the

Organization Council.

**C13.07.** Duties of committees of this organization shall be specified in the bylaws.

**Chapter 14.**

**ORGANIZATIONS WITHIN THE ORGANIZATION**

**C14.01.** All organizations within this organization shall exist to aid it in ministering to the members of

this organization and to all persons who can be reached with the Gospel of Christ. As

out growths and expressions of this organization's life, the organizations are subject to its

oversight and direction. This organization at its meeting shall determine their policies, guide

their activities, and receive reports concerning their membership, work, and finances.

**C14.02.** Special interest groups, other than those of the official organizations of JMM-LLC or JMM-LLC

, may be organized only after authorization has been given by the Organization Council.

**Chapter 15.**

**DISCIPLINE OF MEMBERS AND ADJUDICATION**

**\*C15.01.** Denial of the Christian faith as described in this constitution, conduct grossly unbecoming a

member of the Church of Christ, or persistent trouble-making in this organization are sufficient

cause for discipline of a member. Prior to disciplinary action, reconciliation will be attempted

following Matthew 18:15-17, proceeding through these successive steps: a) private admonition

by the pastor, b) admonition by the pastor in the presence of two or three witnesses, and c)

citation to appear before the Organization Council. If for any reason, the pastor is unable to

administer the admonitions required by a. and b. hereof, the president (if not the pastor) or vice

president shall administer such admonitions.

**\*C15.02.** The process for discipline of a member of the organization shall be governed as prescribed by

the chapter on discipline in the *Constitution, Bylaws, and Continuing reolutions of JMM-LLC (OC)*. A member charged with the offense shall appear before the Organization Council after having received a written notice, at least ten days prior to the meeting, specifying the exact charges that have been made against the member. If the

member charged with the offense fails to appear at the scheduled hearing, the Organization

Council may proceed with the hearing and may pass judgment in the members absence.

**\*C15.03.** Members of the Organization Council who participate in the preparation of the written charges

or who present evidence or testimony in the hearing before the Organization Council are

disqualified from voting upon the question of the guilt of the accused member. Should the

allegations be sustained by a two-thirds majority vote of the members of the Organization

Council who are not disqualified but who are present and voting, and renewed admonition prove

ineffectual, the council shall impose one of the following disciplinary actions:

**(a).** censure before the council or organization, this will include a plan of restoration.

**(b).** suspension from membership for a definite period of time; or

**(c).** exclusion from membership in this organization.

Disciplinary actions b. and c. shall be delivered to the member in writing.

**\*C15.04.** The member against whom disciplinary action has been taken by the Organization Council shall

have the right to appeal the decision to the CEO of JMM-LLC. Such right may not be abridged and

the decision of the CEO JMM-LLC shall be final.

**\*C15.05.** Disciplinary actions may be reconsidered and revoked by the Organization Council upon

receipt of a) evidence that injustice has been done or b) evidence of repentance and amendment.

**\*C15.06.** For disciplinary actions in this organization, "due process" shall be observed as specified in the *Constitution, and Bylaws of JMM-LLC.*

**\*C15.07.** No member of a organization shall be subject to discipline for offenses that the Organization

Council has previously heard and decided, unless so ordered by the CEO of JMM-LLC after an

appeal.

\***C15.10**. Adjudication

\***C15.11**. When there is disagreement among factions within this organization on a substantive issue that

cannot be resolved by the parties, members of this organization shall have access to the

CEO of JMM-LLC for consultation after informing the chair of the Organization Council of their

intent. If the consultation fails to resolve the issue(s), the Consultation Committee of the (OC)

shall consider the matter. If the Consultation Committee of the (OC) shall fail to resolve the

issue(s), the matter shall be referred to the JMM-LLC full quorum Council which shall use due process according to the Default i, Default ii processes outlined in the Bylaws of JMM-LLC.

**Chapter 16.**

**BYLAWS**

**\*C16.01.** This organization may adopt bylaws. Preeminence is to be between bylaws and constitution when seen to be in conflict shall be interpreted by the Original CEO if living. Otherwise Default processes (i) and (ii) listed in the Bylaws of JMM-LLC, and will be used to determine preeminence between constitution and bylaws, after which the counsel shall go into meeting within 30 days to formally amend the constitution and or bylaws.

**\*C16.02.** Bylaws may be adopted or amended at any legally called meeting of this organization with a

full quorum present by a majority vote of those voting members present and voting, and pending CEO approval.

**\*C16.03.** Otherwise changes to the bylaws may be proposed by any voting member provided, however, that such

additions or amendments be submitted in writing to the Organization Council at least 60 days

before a regular or special Organization Meeting called for that purpose and that the

Organization Council notify the members of the proposal with its recommendations at least 30

days in advance of the Organization Meeting.

**\*C16.04.** Approved changes to the bylaws shall be sent by the secretary of this organization to the (OC).

**Chapter 17.**

**AMENDMENTS**

**\*C17.01.** Amendments to this constitution may be proposed by at least ten percent (10%) of the voting

members or by the Organization Council in conjuction with ‘full quorum’ standards. Proposals must be filed in writing with the Organization Council 60 days before formal consideration by this organization at its regular or

special meeting called for that purpose. The Organization Council shall notify the members of

the proposal with the council's recommendations at least 30 days in advance of the meeting.

**\*C17.02.** A proposed amendment to this constitution shall:

**(a).** be approved at a legally called meeting according to this constitution by a majority vote of

those present and voting;

**(b).** be ratified without change at the next annual meeting by a two-thirds majority vote of those

present and voting; and

**(c).** have the effective date included in the resolution4 and noted in the constitution.

**(d).** all amendments to this constitution must have CEO approval. Further, CEO of JMM-LLC has the right to veto any resolution passed.

**\*C17.03.** Any amendments to this constitution shall be sent by the secretary of this organization to the

Secretary of the (OC). The amendment shall become effective within 120 days from the date of the receipt of

the notice by the (OC) unless the (OC) informs this organization that the amendment is in

conflict with the constitution and bylaws of JMM-LLC.

**\*C17.04.** Whenever the *Model Constitution for Organizations* is amended by the JMM-I or Missions church Assembly,this constitution may be amended to reflect any such amendment by a simple majority vote at

any subsequent meeting of the organization without presentation at a prior meeting of the

organization, provided that the Organization Council has submitted by mail notice to the

organization of such an amendment or amendments at least 30 days prior to the meeting. And provided that these amendments do not amend the constitution and bylaws of JMM-LLC.

Following the adoption of an amendment, the secretary of the organization shall submit a copy

thereof to the (OC), consistent with \*C17.03.

**Chapter 18.**

**CONTINUING RESOLUTIONS**

**\*C18.01.** The Organization Council may enact continuing resolutions. Such continuing resolutions may

not conflict with the constitution or bylaws of this organization.

**\*C18.02.** Continuing resolutions shall be enacted or amended by a two-thirds vote of all voting members

of the Organization Council.

**Chapter 19.**

**INDEMNIFICATION**

**\*C19.01.** Consistent with the provisions of the laws under which this organization is functioning, this

organization may adopt provisions providing indemnification for each person who, by reason of

the fact that such person is or was a Organization Council member, officer, employee, agent, or

other member of any committee of this organization, was or is threatened to be made a party to

any threatened, pending, or completed civil, criminal, administrative, arbitration, or

investigative proceeding.

**\*C19.02** In the case of kidnapping of ransom this organization shall not provide fund without proof of life. If proof of life is established, then ransom can be provided if:

**(a).** The outcome is hopeful for recovery of the victim.

**(b.)** The organization has funds enough to meet the ransom**.**

*This item (C19.02) included here because of expectations of ministry in hostel countries. This item may be amended only with approval of the CEO and a full quorum passed resolution.*

Appendix (C): JMM Bylaws.

**BYLAWS**

**OF**

**Jeffery Morse Ministries LLC and Jeffery Morse Ministries International**

A California nonprofit religious LLC

ARTICLE I.

SUBORDINATE ORGANIZATION

Jeffery Morse Ministries is referred to as ‘JMM’.

The Subordinate Organization of Jeffery Morse Ministries International is referred to as ‘JMMI’.

The Subordinate Organization ‘JMMI’ is to follow all Constitutions and Bylaws of ‘JMM’ except where otherwise stated, and or is against the International Laws in the current land where ministry is occurring with the following exceptions: Where United States law over rides International Law. To do so would be deemed of poor ethics, morals, or deemed in opposition to the purpose of Christ.

The ORGANIZATION is a ministry of Jeffery Morse Ministries. The Approved Constitution for organizations of Jeffery Morse Ministries (the "JMM Constitution"), now or hereafter in effect is incorporated by reference in these Bylaws as a basic and essential part hereof. In case of any conflict between the JMM Constitution and any provisions of these Bylaws not contained in said JMM Constitution, the provisions of said JMM Constitution, hereby made part of these Bylaws, shall prevail over such conflicting provisions. The Secretary of the organization shall keep with the original of these Bylaws, available for inspection or examination by any person entitled to examine the Bylaws, a written copy of said JMM Constitution.

ARTICLE II.

OFFICES

Section 1. Principal Office. The organization’s principal office is currently located at 1840 Hammonton Smartsville Rd #B Yuba City California 95901. A secondary office is located anywhere the CEO is residing while office is held. The Council shall be and act as the board of directors of this organization.

ARTICLE III.

MEMBERSHIP

Section 1. As a single member LLC JMM has TWO classes of members (a) CEO,

An influencing Council Board of Directors( Directors or “BOD”), (c) Supportive financial and otherwise in partnership (d) consultants (e) Volunteer. The qualifications, rights and duties of members are those which are prescribed by Article V of the JMM Constitution. Members shall have the right to vote, as set forth in Section 2 of this Article III for the election of directors and on a disposition of substantially all of the assets of the organization and on a merger and on a dissolution. Additionally, members shall have all the rights, including additional voting rights, afforded members under the California Nonprofit Religious LLC law. Nothing in this Section 1 shall be construed as limiting the right of the organization to refer to persons associated with it as "members" even though such persons are not members as defined above, and no such reference shall constitute anyone a member, within the meaning of Section 5056 of the California Nonprofit Corporation Law or the foregoing provisions of this Section 1, unless such person shall have qualified for membership as set forth above. The organization may confer by amendment of these Bylaws some or all of the rights of a member, as set forth in this Article III, upon any person or persons who do not have the right to vote on any of the matters set forth in the first paragraph of this Section 1,- 2 – Bylaws of JMM but no such person shall be a member within the meaning of said Section 5056 or this

Section 2. Voting Rights. Each voting member, as defined in Section 2d of Article V of the JMM Constitution shall be entitled to cast one vote on each matter submitted to a vote of the members.

Section 3. Transfer of Membership. No member may sell a membership or any right arising there from. All rights of membership cease upon a member's termination of membership.

Section 4. Termination of Membership. Membership in the organization shall be terminated by death, resignation, transfer or release, or removal from the roll as set forth in Section 5 of Article V of the JMM Constitution.

Section 5. Place of Meetings. Meetings of members shall be held either at the principal office of the JMM LLC or at any other place designated by the CEO. which may be designated either by the organization directors or by the written consent of all persons entitled to vote thereat, given either before or after the meeting and filed with the Secretary and approved by the CEO. However, in the absence of the CEO no actionable items shall be enforced without the direct review and approval of the CEO of said actionable items.

Section 6. Regular Meetings. A regular meeting of members shall be held semiannually in the first week of January and the first week of June, or such other date or such other time as may be fixed by the Council and approved by the CEO. However, if the CEO is not available no to approve the meeting must be rescheduled for such time that the CEO is available. The only time that the meetings cannot be held without the approval of the CEO is if (a) the CEO is not living as proof of non life is established by identification of a length of more than 6 months missing without contact and thought to be not living. (b) is being held hostage by an entity or government without hope of release. In any year in which organization members are elected, the election shall be held at the regular meeting in June; any other proper business may be transacted at the meeting.

Section 7. Special Meetings. Special meetings of members may be called by the Directors, the CEO, or not less than 10 percent of the voting members. Upon request in writing to the CEO or ‘President’, the Vice President, or the Secretary by any person entitled to call a special meeting of members, the organization Council shall expeditiously set a reasonable time and place for the meeting and the officer forthwith shall cause notice to be given to the members entitled to vote on the time and place for the meeting. If the notice is not given within 20 days after receipt of the request, the persons entitled to call the meeting may give the notice and may specify the place (which shall be the principal office of the corporation), the date (which shall be at least 10 days after the date the notice is given), the time and the purpose or purposes of the meeting.

Section 8. Notice of Regular or Special Meetings. Reasonable notice of each semi-annual regular or special meeting shall be given to members. Such notice shall include (and be sufficient if it includes) at least one public announcement of the time and place thereof at each regular service held by the organization on the preceding two consecutive meetings within the two months preceding the date of such meeting, or by mail, text, email, over the internet Skype or other such type of video, or phone call to all voting members at least 10 days in advance of the date of the meeting. Nothing herein shall prohibit the giving of longer notice or notice by additional means than the oral announcement- 3 – Bylaws of JMM above mentioned. The notice of any special meeting of members shall, in addition to stating the place and date and time thereof, state the purpose or purposes thereof. The general nature of any proposal requiring member approval under any of the provisions of the California Corporations Code specified in subdivision (e) of the Section 9411 of that code shall be stated in the notice of any meeting, regular or special, where such a proposal is to be considered.

Section 9. Full Quorum. Seventy percent of the voting members represented in person shall constitute a quorum at any meeting of voting members. The combination of the CEO and one other group either quorum of voting members, or the BOD. If a full quorum is present, the affirmative vote of the majority of the voting power represented at the meeting, entitled to vote, and voting on any matter shall be the act of the members. The members present at a duly called or held meeting at which a quorum is present may continue to do business until adjournment, notwithstanding the withdrawal of enough members to leave less than a quorum, if any action taken (other than adjournment) is approved by at least a majority of the members required to constitute a quorum however is not actionable unless the Quorum, then BOD and CEO are all in full agreement. In the case of full agreement all actionable items may proceed as long as said items are within current laws. In the case of one or more of the parties being out of agreement no actionable item can proceed and the follow will proceed in the Default( I )procedure outlined below. In the case of one or more of the parties being out of agreement and Default I procedure has failed to resolve conflicts either (a) the item must dissipate, and no action will be taken an no change will occur or, (b) Default (II) will occur Outlined Below.

Default( I) Procedures

In the case that there is not full conscientious or agreement the agreeing parties will schedule two further meeting to be held in the following thirty days the topic of which are the items at hand that were not agreed upon in the former vote. In these meeting it is the responsibility of the agreeing parties to present evidence to the non agreeing party in attempt to sway or re-educate. Meetings will be held by Robert’s rules of order. If after further meeting all parties are still not in agreement either to dismiss or proceed then Default (I) shall occur.

Default(I I) Procedures

In the case that there is not full conscientious or agreement after Default (I) all decisions will default after 10 day to a two out of three majority consisting of, CEO and voting members, or CEO and BOD. At no time will the two out of three majorities consist of just the voting members and the BOD. The CEO or none agreeing party is hereby required to Seek instruction from the LORD JESUS or HOLY SPIRIT through fasting and prayer about the item in questioned. If the CEO is not present due to Death or Kidnapping or otherwise held against their will Special addendum in the Constitution of JMM “Due to Death or Kidnapping” will be enacted and finalized before any further actionable item will proceed.

Section 10. Adjourned Meetings and Notice Thereof. Any members' meeting, whether or not a quorum is present, may be adjourned from time to time by the vote of a majority of the voting members represented in person, but in the absence of a quorum (except as provided in Section 9 of this Article III) no other business may be transacted at such meeting. It shall not be necessary to give any notice of the time and place of the adjourned meeting or of the business to be transacted thereat, other than by announcement at the meeting at which such adjournment is taken; provided, however, when any members' meeting is adjourned for more than 45 days or, if after adjournment a new record date is fixed for the adjourned meeting, notice of the adjourned meeting shall be given as in the case of the meeting as originally called, whether regular or special. Section ll. Voting. Voting members, as defined in Section 2d of Article V of the JMM Constitution, shall be entitled to notice of and to vote at any meeting of members. Elections need not be by ballot; provided, however, that all elections for Council must be by ballot upon demand made by a member at the meeting and before the voting begins. In any election of Council members, the candidates receiving the highest number of votes are appointed with the addition of CEO approval. No member of the BOD or council member is placed in office without the approval of the CEO. A member may not cumulate votes for the election of Council members.

Section 12. Record Date. The BOD also referred to as Council may fix, in advance, a record date for the determination of the members entitled to notice of any meeting of members, if any notice other than public announcement is given, or entitled to exercise any rights in respect of any lawful action. The record date so fixed shall be not more than 60 days prior to the date of the meeting, nor more than 60 days prior to any other action. When a record date is- 4 – Bylaws of JMM or JMMI so fixed, only voting members of record on that date are entitled to notice, to vote, or to exercise of the rights for which the record date was fixed. A determination of members of record entitled to notice of a meeting of members shall apply to any adjournment of the meeting unless the Council fixes a new record date for the adjourned meeting. The Council shall fix a new record date if the meeting is adjourned for more than 45 days. If no record date is fixed by the Board, the record date for determining members entitled to notice of a meeting of members shall be at the close of business on the business day next preceding the day on which notice is given or, if notice is waived, at the close of business on the business day next preceding the day on which the meeting is held. If no record date is fixed by the Board, members on the date of the meeting who are otherwise eligible to vote are entitled to vote at the meeting of members or, in the case of an adjourned meeting, members on the day of the adjourned meeting who are otherwise eligible to vote are entitled to vote at the adjourned meeting of members.

Section 13. Consent of Absentees. The transactions of any meeting of members, however called and noticed, and wherever held, are as valid as though had at a meeting duly held after regular call and notice, if a quorum is present in person, and if, either before or after the meeting, each of the persons entitled to vote, not present in person, signs a written waiver of notice or a consent to the holding of the meeting or an approval of the minutes thereof. All such waivers, consents, and approvals shall be filed with the corporate records or made a part of the minutes of the meeting. Attendance of a person at a meeting shall constitute a waiver of notice of and presence at such meeting, except when the person objects, at the beginning of the meeting, to the transaction of any business because the meeting is not lawfully called or convened and except that attendance at a meeting is not a waiver of any right to object to the consideration of matters required by the California Nonprofit Religious Law to be included in the notice but not so included, if such objection is expressly made at the meeting. Neither the business to be transacted at nor the purpose of any regular or special meeting of members need be specified in any written waiver of notice, consent to the holding of the meeting, or approval of the minutes thereof, except as provided in Section 9411(e) of the California Nonprofit Religious Corporation Law.

Section 14. Action Without Meeting. Any action which may be taken at any regular or special meeting of members may be taken without a meeting if the written ballot of every member is solicited by the organization by ballots, or if Full Quorum is establish according to section 9, and agreement is accomplished setting forth the action to be taken, if the number of votes cast by ballot on or before the time the ballots must be returned to be counted equals or exceeds the full quorum required to be present at a meeting authorizing the action, and the number of approvals equal or exceeds the number of votes that would be required to approve the action at a meeting at which the total number of votes cast was the same as the number of votes cast by ballot. Alternatively, any action required or permitted to be taken by the members may be taken without a meeting, if all members individually or collectively consent in writing and the CEO has reviewed and is in agreement to the action. The written consent or consents shall be filed with the minutes of the proceedings of the members.- 5 – Bylaws of JMM.

Section 15. No Proxies. Members may vote only in person. Voting rights may not be exercised by proxies.

Section 16. Inspectors of Election. In advance of any meeting of members, the Council may appoint inspectors of election to act at such meeting and any adjournment thereof. If inspectors of election be not so appointed, or if any persons so appointed fail to appear or refuse to act, the chairman if any such meeting may, and on the request of any member shall, make such appointment at the meeting. The number of inspectors shall be either one or three. If appointed at a meeting on the request of one or more members, the majority of members represented in person shall determine whether one or three inspectors are to be appointed. The duties of such inspectors shall be as prescribed by Section 5615(b) of the California Nonprofit Public Corporation Law and shall include: determining the number of voting members, determining the voting members represented at the meeting; determining the existence of a quorum and full quorum as described by section 9; receiving votes, ballots, or consents, hearing and determining all challenges and questions in any way arising in connection with the right to vote; counting and tabulating all votes or consents; determining when the polls shall close; determining the result; and doing such acts as may be proper to conduct the election or vote with fairness to all members. If there are three inspectors of election, the decision, act, or certificate of a majority is effective in all respects as the decision, act, or certificate of all unless in conflict with any other portion of the Bylaw of JMM or Constitution of JMM.

Section 17. Conduct of Meeting. The President(CEO) shall preside as chairman at all meetings of the members. The chairman shall conduct each such meeting in a businesslike and fair manner. The general guild for all board meetings shall be Roberts Rules of Order, but shall not be obligated to follow any technical, formal, or parliamentary rules or principles of procedure. The chairman's rulings on procedural matters shall be conclusive and binding on all members, unless at the time of a ruling a request for a vote is made to the members entitled to vote and which are represented in person at the meeting, in which case the decision of a majority of such members shall be conclusive and binding on all members with chairman approval. Without limiting the generality of the foregoing, the chairman shall have all of the powers usually vested in the chairman of a meeting of members.

ARTICLE IV.

DIRECTORS

Section 1. Powers. Subject to limitations of the JMM Constitution, of these Bylaws, and of the California Nonprofit Religious LLC Law relating to action required to be approved by the members or by a majority of members, and to the ecclesiastical rights of the , the temporal activities and affairs of the organization shall be conducted and all corporate powers shall be exercised by or under the direction of the Council. The Council may delegate the management of the activities of the organization to any person or persons, or committees however composed, provided that the temporal activities and affairs of the organization shall be managed and all corporate powers shall be exercised under the ultimate direction of the CEO. Without prejudice to such general powers, but subject to the same limitations, it is hereby expressly declared that- 6 – Bylaws of JMM the Council shall have the following powers in addition to the other powers enumerated in these Bylaws and in Article IX of the JMM Constitution: (a) To select and remove all the other officers, agents, and employees of the organization, prescribe powers and duties for them as may not be inconsistent with law, the JMM Constitution, or these Bylaws, fix their compensation, and require from them security for faithful service approvable by the CEO. (b) To conduct, manage, and control the temporal affairs and activities of the organization and to make such rules and regulations there for not inconsistent with law, the JMM Constitution, or these Bylaws, as they may deem best. (c) To adopt, make, and use a corporate seal and to alter the form of such seal from time to time as they may deem best. (d) To borrow money and incur indebtedness for the purposes of the organization, and to cause to be executed and delivered here for, in the organization name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecations, or other evidences of debt and securities therefor. However, concerning (d) it is our belief and practice that it is God’s will for JMM to be financially free and not incur indebtedness. The Bible Clearly states we are to owe no man and in such manner we are to conduct business. For this reason, Directors do not have the authority to incur indebtedness without the passing of a resolution containing a Full Quorum as outlined in section 9 with the approval of the CEO.

Section 2. Number of Directors. The authorized number of influencing Council members shall consist of the CEO or pastor and 4 elected or appointed members, until changed by amendment of the JMM Constitution or by a Bylaw duly adopted by the members amending this Section 2.

Section 3. Election and Term of Office. The members of the Council shall be elected or appointed at a regular meeting of the members, but if any such regular meeting is not held or the members of the Council are not elected thereat, the members of the Council may be elected at any special meeting of members where a full quorum is present and held for that purpose. In any election of members of the Council, the candidates receiving the highest number of votes are elected pending CEO approval. Elections need not be by ballot unless a member demands election by ballot at the meeting and before the voting begins. Each Council member shall hold office for three (3) years and until a successor has been elected and qualified. No director other than the CEO shall serve more than two consecutive terms unless other elected representatives are not available. If the CEO is other than the original CEO of the Organization, they shall serve no more than (5) consecutive terms. If the CEO is the original CEO with whom shares the same name as the organization ‘Jeffery Morse’ and is born on 10-30-1964, and is person of public record filling the first application for 501c3 they may serve in this office indefinitely.

Section 4. Vacancies. Except as provided in Section 9226 of the California Nonprofit Religious Organization Law, any Council member may resign effective upon giving written notice to the Pastor, the President, the Secretary, or the Council, unless the notice specifies a later time for the effectiveness of such resignation. If the resignation is effective at a future time, a successor may be elected before such time, to take office when the resignation becomes effective. Vacancies in the Council, except those existing as a result of a removal of a Council member by the members, may be filled by a majority of the remaining Council members, although less than a full quorum, or by a sole remaining Council member, and- 7 – Bylaws of JMM each Council member so elected shall hold office until the expiration of the term of the replaced Council member and until a successor has been elected and qualified. A vacancy or vacancies in the Council shall be deemed to exist in case of the death, resignation, or removal of any Council member, or if the authorized number of Council members be increased, or if the members fail, at any regular or special meeting of members at which any Council member or members are elected, to elect the full authorized number of directors to be voted for at that meeting. Council may declare vacant the office of a Council member who has been declared of unsound mind by a final order of court or who has been convicted of a felony or who has failed to attend three (3) consecutive meetings of the Council. The members may elect a Council member or members at any time to fill any vacancy or vacancies not filled by the Council. No reduction of the authorized number of Council members shall have the effect of removing any Council member prior to the expiration of the Council member's term of office.

Section 4.5. Vacancies of CEO. The Original CEO will serve indefinitely and cannot be removed from office by the council, or by full quorum. If the CEO chooses to surrender their office and resign they must submit in writing and in a meeting with full quorum their resignation. Upon submitting resignation the council can elect a new CEO with only a full quorum consisting of voting members, council, and CEO agreement. The Original CEO may return at any time if voted back into office and will then be subject to any rules of office they were under when forming the organization. If the CEO is not the original CEO of the organization the CEO is subject to the (5) consecutive term rule.

Section 5. Place of Meeting. Regular or special meetings of the Council shall be held at any place which has been designated by the Council. In the absence of such designation, regular meetings shall be held at the principal office of the organization at 1840 Hammonton Smartsville rd #B Marysville Ca.

Section 6. Regular Meetings. Regular meetings of the Council shall be held without call or notice on the via email, video conference, etc, however, no actionable items can begin until a regular full quorum meeting

Section 7. Special Meetings. Special meetings of the Council for any purpose or purposes may be called at any time by the Pastor, the President(CEO), the Vice President, the Secretary, or by at least half of its members. Special meetings of the Council shall be held upon 10 days' notice by first-class mail or 48 hours' notice given personally or by telephone, telegraph, telex, or other similar means of communication. Any such notice shall be addressed or delivered to each Council member at such person's address as it is shown upon the records of the organization or as may have been given to the organization by the Council member for purposes of notice, or if such address is not shown on such records or is not readily ascertainable, at the place in which the meetings of the Council are regularly held. Notice by mail shall be deemed to have been given at the time a written notice is deposited in the United States mails, postage prepaid. Any other written notice shall be deemed to have been given at the time it is personally delivered to the recipient or is- 8 – Bylaws of JMM delivered to a common carrier for transmission, or actually transmitted by the person giving the notice by electronic means, to the recipient. Oral notice shall be deemed to have been given at the time it is communicated, in person or by telephone or wireless, to the recipient or to a person at the office of the recipient who the person giving the notice has reason to believe will promptly communicate it to the recipient.

Section 8. Quorum. A majority of the authorized number of Council members constitutes a quorum of the Council for the transaction of business, except to adjourn as provided in Section 11 of this Article IV. Every act or decision done or made by a majority of the Council members present at a meeting duly held at which a quorum is present shall be regarded as the act of the Council, unless a greater number be required by law or by the JMM Constitution, except as provided in the next sentence. A meeting at which a quorum is initially present may continue to transact business notwithstanding the withdrawal of Council members, if any action taken is approved by at least a majority of the required quorum for such meeting, however, before any said action is taken to be acted upon there must be a Full Quorum agreement as outlined by article III section 9.

Section 9. Participation in Meetings by Conference Telephone. Members of the Council may participate in a meeting through use of conference telephone or similar communications equipment, so long as all members participating in such meeting can hear one another.

Section 10. Waiver of Notice. Notice of a meeting need not be given to any Council member who signs a waiver of notice or a written consent to holding the meeting or an approval of the minutes thereof, whether before or after the meeting, or who attends the meeting without protesting, prior thereto or at its commencement, the lack of notice to such director. All such waivers, consents, and approvals shall be filed with the corporate records or made a part of the minutes of the meetings.

Section 11. Adjournment. A majority of the members present, whether or not a quorum is present, may adjourn any Council meeting to another time and place. Notice of the time and place of holding an adjourned meeting need not be given to absent members if the time and place be fixed at the meeting adjourned.

Section 12. Action Without Meeting. Any action required or permitted to be taken by the Council may be taken without a meeting if all members of the Council shall individually or collectively consent in writing to such action. Such written consent or consents shall have the same effect as a unanimous vote of the Council and shall be filed with the minutes of the proceedings of the Council.

Section 13. Rights of Inspection. Every Council member shall have the right at any reasonable time to inspect all books, records, and documents of every kind and to inspect the physical properties of the organization for a purpose reasonably related to such person's interests as a Council member.- 9 - Bylaws\_of\_JMM

Section 14. Committees. The Council may appoint one or more committees, each consisting of one or more Council members, and delegate to such committees any of the authority of the Council except with respect to: (a) The approval of any action for which the California Nonprofit Religious Organization Law also requires approval of the members or approval of a majority of all members; (b) The filling of vacancies on the Council or in any committee; (c) The amendment or repeal of Bylaws or the adoption of new Bylaws; (d) The amendment or repeal of any resolution of the Council which by its express terms is not so amendable or repealable; or (e) The appointment of other committees of the Council or the members thereof. (f) The action is in direct conflict with other preceding Bylaws. The Council shall establish Six standing committees for Worship, Education, Evangelism, Humanitarian Efforts, Service and Support (which shall consist of the Property, Stewardship, Finance and Mutual Ministry subcommittees) for the purpose of implementing and carrying out the organizational Function as set forth in Article III of the JMM Constitution. Any such committee must be created, and the members thereof appointed, by resolution adopted by a majority of the authorized number of Council members then in office, provided a quorum is present, and any such committee may be designated an Executive Committee or by such other name as the Council shall specify. The Council may appoint, in the same manner, alternate members of any committee who may replace any absent member at any meeting of the committee. The Council shall have the power to prescribe the manner in which proceedings of any such committee shall be conducted. In the absence of any such prescription, such committee shall have the power to prescribe the manner in which its proceedings shall be conducted. Unless the Council or such committee shall otherwise provide, the regular and special meetings and other actions of any such committee shall be governed by the provisions of this Article IV applicable to meetings and actions of the Council. Minutes shall be kept of each meeting of each committee.

Section 15. Fees and Compensation. Council members, other than the original CEO, and members of committees shall not receive any compensation for their services as Council members or committee members unless provision “I” is established, but may receive such reimbursement for authorized expenses as may be fixed or determined by the Council.- 10 - Bylaws of JMM.

1. If the organization grows to the point that full time officers are needed, and funds are in abundance the positions who are needed full time may receive pay if over 50% of a quorum and CEO approval is established.
2. Compensation will be set by looking taking the national average (if at least 10 like positions) for that position in Religious organizations of like vision and calling. At no time is there to be a compensation scale over 100k a year with-out 80% approval by quorum and the approval of the CEO.
3. The CEO will at no time be compensated more than 250k a year with-out 90% approval by quorum

ARTICLE V.

OFFICERS

Section 1. Officers. The officers of the organization shall be a President(CEO), a Secretary, Financial Secretary and a Treasurer. The organization may also have, at the discretion of the Council, one or more Vice Presidents, one or more Assistant Secretaries, one or more Assistant Treasurers, and such other officers as may be elected or appointed in accordance with the provisions of Section 3 of this Article V. Any number of offices may be held by the same person unless the JMM Constitution or these Bylaws provide otherwise, except that neither the Secretary, the Financial Secretary, nor the Treasurer may serve concurrently as the President unless the following is true. (a) the office is vacant. (b)The President (CEO) is the original(First) CEO of the organization. If the both (a) and (b) are not true then the council must have full quorum and the entire council acts in place of the missing officer on all decisions, in which case an officer must be elected in a reasonable time period in congruence with the rules and guidelines set forth in other areas of this document.

Section 2. Election. The officers of the organization, except such officers as may be elected or appointed in accordance with the provisions of Section 3 or Section 5 of this Article V, shall be chosen annually by, and shall serve at the pleasure of, the Council and CEO, and shall hold their respective offices until their resignation, removal, or other disqualification from service, or until their respective successors shall be elected.

Section 3. Subordinate Officers. The Council may elect such other officers as the business of the organization may require, each of whom shall hold office for such period, have such authority, and perform such duties as are provided in these Bylaws or as the Council may from time to time determine.

Section 4. Removal and Resignation. Any non elected officer may be removed other than the original CEO, either with or without cause, by the Council at any time. Any officer may resign at any time by giving written notice to the organization. Any such resignation shall take effect at the date of the receipt of such notice or at any later time specified therein, and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make if effective.

Section 5. Vacancies. A vacancy in any office because of death, resignation, removal, disqualification, or any other cause shall be filled in the manner prescribed in these Bylaws for regular election or appointment to such office, provided that such vacancies shall be filled as they occur and not on an annual basis.

Section 6. Pastor. The pastor of a congregation shall have such rights, privileges and duties as are set forth in Article VI of the JMM Constitution.

Section 7. Original President as determined in Article IV section 3. The President is the general manager and chief executive officer of the organization, and has supervision, direction, and has autonomy in the control of the organization, business and officers of the organization. The President shall preside at all meetings of the members and at all meetings of the Council. The President has the general powers and duties of management usually vested in- 11 – Bylaws of JMM the office of president and general manager of a organization and such other powers and duties as may be prescribed by the (a) the Bylaws. (b) the Council.

Section 7.5. President other than the original as determined in Article IV section 3. The President is the general manager and chief executive officer of the organization, subject to the control of the Council, and has general supervision, direction, and control of the business and officers of the organization. The President shall preside at all meetings of the members and at all meetings of the Council. The President has the general powers and duties of management usually vested in- 11 – Bylaws of JMM the office of president and general manager of a organization and such other powers and duties as may be prescribed by the Council.

Section 8. Vice Presidents. In the absence or disability of the President, the Vice Presidents in order of their rank as fixed by the Council or, if not ranked, the Vice President designated by the Council, shall perform all the duties of the President and, when so acting, shall have all the powers of, and be subject to all the restrictions upon, the President referred to in Article V Section 7.5 . The Vice Presidents shall have such other powers and perform such other duties as from time to time may be prescribed for them respectively by the Council.

Section 9. Secretary. The Secretary shall keep or cause to be kept, at the principal office and such other place as the Council may order, a book of minutes of all meetings of members, the Council and its committees, with the time and place of holding, whether general or special, and if special, how authorized, the notice thereof given, the names of those present at Council and committee meetings, the number of members present or represented at members' meetings, and the proceedings thereof. The Secretary shall keep, or cause to be kept, at the principal office in the State of California the original or a copy of the organization's Articles of In-organization, the JMM Constitution and Bylaws, as amended to date. The Secretary shall give, or cause to be given, notice of all meetings of the members and of the Council and any committees thereof required by these Bylaws or by law to be given, shall keep the seal of the organization in safe custody, and shall have such other powers and perform such other duties as may be prescribed by the Council.

Section 10. Treasurer and Financial Secretary. The Treasurer is the chief financial officer of the organization and shall keep and maintain, or cause to be kept and maintained, adequate and correct accounts of the properties and business transactions of the organization. The books of account shall at all times be open to inspection by any Council member. The Financial Secretary shall be responsible for the receipt of all moneys received by the organization and shall deposit all moneys and other valuables in the name and to the credit of the organization with such depositaries as may be designated by the board. The Treasurer shall disburse the funds of the organization as may be ordered by the Council, shall render to the President and the Council members, whenever they request it, an account of all transactions as Treasurer and of the financial condition of the organization. The original CEO will hold the office of Treasurer performing the powers and duties there in, Following CEO’s cannot hold the office of CEO and CFO or Treasurer congruently and the Treasurer shall have such powers and perform such duties as may be prescribed by the Council, but may not at any time disperse payment or moneys without the permission of the counsel after full quorum vote on such payment has been and payment approved.

ARTICLE VI.

OTHER PROVISIONS

Section 1. Inspection of Membership Records. Records of the members' names, addresses, and voting rights may be inspected only by a Council member or an- 12 - Bylaws\_of\_JMM officer of the organization for a purpose reasonably related to such person's interests as a Council member or officer.

Section 2. Inspection of Corporate Records. Subject to the provisions of Section 9230 of the California Nonprofit Religious Organization Law, the accounting books and minutes of proceedings of the members and the Council and committees of the Council shall be open to inspection only by a Council member or officer of the organization at any reasonable time for a purpose reasonably related to such person's interests as a Council member or officer.

Section 3. Inspection of Articles and Bylaws. The organization shall keep in its principal office in the State of California the original or a copy of its Articles of Inorganization, the JMM Constitution and of these Bylaws as amended to date, which shall be open to inspection by members at all reasonable times during office hours.

Section 4. Endorsement of Documents; Contracts. Subject to the provisions of applicable law, any note, mortgage, evidence of indebtedness, contract, conveyance, or other instrument in writing and any assignment or endorsement thereof executed or entered into between the organization and any other person, when signed by the President and one of the following ; the Pastor, the Vice President, or the Secretary, or the Treasurer of the organization shall be valid and binding on the organization in the absence of actual knowledge on the part of the other person that the signing officers had no authority to execute the same. Any such instruments may not be signed by any other person or persons and in such manner as from time to time shall be determined by the Council, and, unless so authorized by the Council, no officer, agent, or employee shall have any power or authority to bind the organization by any contract or engagement or to pledge its credit or to render it liable for any purpose or amount.

Section 5. Representation of Shares of Other Organizations. The President or any other officer or officers authorized by the Council are each authorized to vote, represent, and exercise on behalf of the organization all rights incident to any and all shares of any other organization or organizations standing in the name of the organization. The authority herein granted may be exercised either by any such officer in person or by any other person authorized so to do by proxy or power of attorney duly executed by said officer.

Section 6. Construction and Definitions. Unless the context otherwise requires, the general provisions, rules of construction, and definitions contained in the General Provisions of the California Nonprofit Organization Law and in the California Nonprofit Religious Organization Law shall govern the construction of these Bylaws.

Section 7. Amendments. These Bylaws may be amended or repealed either by approval of the voting members or by the approval of the Council; provided, however, that a Bylaw specifying or changing the authorized number of Council members may only be adopted by approval of the members.- 13 - Bylaws\_of\_JMM, and provided that by doing so will change or modify the rules that govern the office of the ‘Original CEO’ as set forth in this document.

ARTICLE VII.

INDEMNIFICATION

Section 1. Definitions. For the purposes of this article, "agent" means any person who is or was a director, officer, employee, or other agent of the organization, or is or was serving at the request of the organization as a director, officer, employee, or agent of another foreign or domestic organization, partnership, joint venture, trust, or other enterprise, or was a director, officer, employee, or agent of a foreign or domestic organization which was a predecessor organization of the organization or of another enterprise at the request of such predecessor organization; "proceeding" means any threatened, pending, or completed action or proceeding, whether civil, criminal, administrative, or investigative; and "expenses" includes without limitation attorneys' fees and any expenses of establishing a right to indemnification under Section 4 or 5(c) of this Article VII.

Section 2. Indemnification in Actions by Third Parties. The organization shall have power to indemnify any person who was or is a party or is threatened to be made a party to any proceeding (other than an action by or in the right of the organization to procure a judgment in its favor, an action brought under Section 9243 of the California Nonprofit Religious Organization Law, or an action brought by the Attorney General pursuant to Section 9230 of the California Nonprofit Religious Organization Law) by reason of the fact that such person is or was an agent of the organization, against expenses, judgments, fines settlements, and other amounts actually and reasonably incurred in connection with such proceeding if such person acted in good faith and in a manner such persons believed criminal proceeding, had no reasonable cause to believe the conduct of such person is unlawful. The termination of any proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent shall not, of itself, create a presumption that the person did not act in good faith and in a manner which the person believed to be in the best interests of the organization or that the person had reasonable cause to believe that the person's conduct was unlawful.

Section 3. Indemnification in Actions by or in the Right of the Organization. The organization shall have power to indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action by or in the right of the organization, or brought under Section 9243 of the California Nonprofit Religious Organization law, or brought by the Attorney General pursuant to Section 9230 of the California Nonprofit Religious Organization Law, to procure a judgment in its favor by reason of the fact that such person is or was an agent of the organization, against expenses actually and reasonably incurred by such person in connection with the defense or settlement of such action if such person acted in good faith, in a manner such person believed to be in the best interests of the organization and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances. No indemnification shall be made under this Section 3:

(a) In respect of any claim, issue, or matter as to which such person shall have been adjudged to be liable to the organization in the performance of such person's duty to the- 14 - Bylaws\_of\_JMM organization, unless and only to the extent that the court in which such proceeding is or was pending shall determine upon application that, in view of all the circumstances of the case, such person is fairly and reasonably entitled to indemnity for the expenses which such court shall determine;

(b) Of amount paid in settling or otherwise disposing of a threatened or pending action, with or without court approval; or

(c) Of expenses incurred in defending a threatened or pending action which is settled or otherwise disposed of without court approval unless it is settled with the approval of the Attorney General.

Section 4. Indemnification Against Expenses. To the extent that an agent of the organization has been successful on the merits in defense of any proceeding referred to in Section 2 or 3 of this Article VII or in defense of any claim, issue, or matter therein, the agent shall be indemnified against expenses actually and reasonably incurred by the agent in connection therewith.

Section 5. Required Determination. Except as provided in Section 4 of this Article VII, any indemnification under this Article VII shall be made by the organization only authorized in the specific case, upon a determination that indemnification of the agent is proper in the circumstances because the agent has met the applicable standard of conduct set forth in Section 2 or 3 of this Article VII, by:

(a) A majority vote of a full quorum consisting of Council members who are not parties to such proceeding;

(b) Approval of the members with the persons to be indemnified not being entitled to vote thereon; or

(c) The court in which such proceeding is or was pending upon application made by the organization or the agent or the attorney or other person rendering services in connection with the defense, whether or not such application by the agent, attorney or other person is opposed by the organization.

Section 6. Advance of Expenses. Expenses incurred in defending any proceeding may be advanced by the organization prior to the final disposition of such proceeding upon receipt of an undertaking by or on behalf of the agent to repay such amount unless it shall be determined ultimately that the agent is entitled to be indemnified as authorized in this Article VII.

Section 7. Other Indemnification. No provision made by a organization to indemnify its Council members or officers for the defense of any proceeding, whether contained in the JMM Constitution, Articles of In-organization, Bylaws, a resolution of members- 15 - Bylaws\_of\_JMM or Council members, an agreement, or otherwise, shall be valid unless consistent with this Article VII. Nothing contained in this Article VII shall affect any right to indemnification to which persons other than such Council members and officers may be entitled by contract or otherwise.

Section 8. Forms of Indemnification Not Permitted. No indemnification or advance shall be made under this Article VII, except as provided in Section 4 or 5(c), in any circumstance where it appears that:

(a) It would be inconsistent with a provision of the JMM Constitution, Articles of In-organization, Bylaws, a resolution of the members, or an agreement in effect at the time of the accrual of the alleged cause of action asserted in the proceeding in which the expenses were incurred or other amounts were paid, which prohibits or otherwise limits indemnification; or

(b) It would be inconsistent with any condition expressly imposed by a court in approving a settlement.

Section 9. Insurance. The organization shall have power to purchase and maintain insurance on behalf of any agent of the organization against any liability asserted against or incurred by the agent in such capacity or arising out of the agent's status as such whether or not the organization would have the power to indemnify the agent against such liability under the provisions of this Article VII; provided, however, that a organization shall have no power to purchase and maintain such insurance to indemnify any agent of the organization for a violation of Section 9243 of the California Nonprofit Religious Organization Law.

Section 10. Non-applicability to Fiduciaries of Employee Benefit Plans. This Article VII does not apply to any proceeding against any trustee, investment manager, or other fiduciary of an employee benefit plan in such person's capacity as such, even though such person may also be an agent as defined in section 1 of this Article VII of the employer organization. A organization shall have power to indemnify such trustee, investment manager, or other fiduciary to the extent permitted by subdivision (f) of Section 207 of the California General Organization Law.- 16 - Bylaws\_of\_JMM

CERTIFICATE OF SECRETARY OF

JEFFERY MORSE MINISTRIES LLC & JEFFERY MORSE MINISTRIES INTERNATIONAL

A California Nonprofit Domestic LLC Organization #20191931025 Ca. Tax. 45-4943162

I hereby certify that I am the duly elected and acting Secretary of said organization and that

the foregoing Bylaws, comprising 18 pages, constitute the Bylaws of said organization as duly

adopted at a meeting of the Council thereof held on\_\_\_\_\_\_\_\_\_\_\_, and by the

members of the Organization in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Secretary:

President: