



The Strategic Plan for
UrbanPromise Honduras
2012-2017

Forward

On the following pages you will find *The Strategic Plan for UrbanPromise Honduras 2012 – 2017*. We have created this *strategic plan* to provide a framework that better enables us to support, encourage and empower the children and youth participating in our programs.

This plan was developed by the UrbanPromise Honduras (UPH) Advisory Council over a 12-month period, and represents a great amount of engagement and commitment by the entire UPH community. The plan puts forward an aggressive strategic vision and ensures that our mission is appropriately centered.

The vision and goals embedded in this plan are worthy of our attention. To achieve them will require involvement of all components of our organization. The plan builds on our strengths. It is not simply a list of things “to do” over the next 5 years. Rather, it is an integrated strategy for moving forward, providing a well-thought-out plan for positioning UrbanPromise Honduras for its future.

As with any good plan, this is not “etched in stone.” Rather, it is a framework that we can begin to use as the basis for action planning. As we act, we will learn. Mechanisms like annual assessments and review will enable us to measure progress, adapt to changes in our environment and recalibrate as needed. Working together, we will find ways to continuously make the plan stronger over time.

The members of the Advisory Council thank everyone who contributed his or her time and opinion to this process. It is this kind of commitment to UrbanPromise Honduras that enables us not only to develop a strong plan for our future, but also to do the work required, over the next five years, to make this plan a success.

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Definitions

A **strategic plan** is a framework for ongoing planning and action over the next five years. As a framework, the plan articulates the overarching vision, and it sets a broad direction and strategies to support that direction.

In UrbanPromise Honduras' strategic plan:

- The **overarching vision** sets a broad and aggressive goal for the organization and in doing so sets the 5-year trajectory.
- The **strategic direction** conveys the plan's primary focus – becoming an integral part of the local community. This direction provides the backdrop and motivation behind our three areas for action over the next five years. It is the foundation upon which we will be creating goals and developing all aspects of UrbanPromise Honduras.
- The three **areas for action** and their outcomes indicate a significant amount of work to be carried out in the interest of the plan's strategic direction – becoming an integral part of the local community. These **areas for action** are essential to enabling forward movement on the strategic direction and are aimed at laying the groundwork for achieving the overarching vision within the next five years.

UrbanPromise Honduras Program definitions:

We define **under-resourced community** to mean communities with limited access to education, employment opportunities, health care services, and limited support within the family structure.

- **After-school Program** - Provided Monday-Friday for children ages 6-12. The focus is on building relationships with children with the aim of equipping them with the tools necessary for social and academic success. Working with teachers and community leaders, this program is committed to providing opportunities for children to learn through homework assistance, arts & crafts, life skill experiences, Bible teaching and recreational activities, as well as providing healthy snacks.
- **Summer Camp** - Children are given the opportunity to enjoy high energy fun through summer day camps! Camps run from 8:00am - 12:00pm during the months of July and August for private schools and during the month of January for public schools. Children experience caring relationships while learning valuable social skills, life skills, Biblical truths and developing friendships. They attend classes such as art, cooking, and discovery

while making friends and being surrounded by positive role models during their months of summer vacation.

- **Youth Leadership Development** - Our youth program focuses on the development of youth ages 13-20 with the belief that positive care and guidance during these years will enable youth to make healthy life choices as they continue to grow and mature. Studies show that the pre-adolescent years are critical as youth are beginning to develop a sense of self and become more aware of their peers and social surroundings. UPH is a safe place where young teens learn that they can make a difference in their homes, schools, and communities while making friends and having fun. Youth are employed as leaders in our after-school programs and summer camps while they learn the responsibility involved in taking care of others while teaching and organizing a program. In addition to assisting the running of our other two programs, the youth are also offered leadership classes, group events, and fun times to hang out and build relationships.

In order to remain a relevant and viable framework for decision-making over a period of many years, a strategic plan must be viewed as a living document. It is important that the institution commit to an **assessment process**, for the purpose of measuring progress and evolving the plan as external and internal conditions change, and as new information presents itself. UrbanPromise Honduras is committed to assessing progress on a yearly basis. In the fifth year of the plan, there will be a mid-decade review and appropriate changes made.

Strategic Planning Process

Year 2011:

- *Jan-June* - Researching outside *strategic plans*, seeking advice, understanding the model of the UrbanPromise International strategic plan
- *July-September* - Brainstorming with Advisory Council and mentors on the structure, timeline and process needed to develop the strategic plan
- *October* - Advisory Council agreed to move forward with the strategic plan development process with the completion goal of May 2012
- *November-February* - 360' Interviews conducted among a broad range of UPH constituents

Year 2012:

- March - all 360 Degree Interview responses compiled into a readable format
- April - Strategic plan developed based upon the feedback from the interviews
- May - UPH strategic plan finalized, presented to the Advisory Council and larger UPH community

The following document is the result of that work. The UPH Advisory Council is pleased to submit this plan to the Honduran and UrbanPromise community.

Strategic Plan contributors

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Rosa Amalia Cruz, <i>parent of UPH participant</i>	<i>All the children and their daily unrequested honest feedback</i>

Purpose, Mission, Vision, and Commitments

Purpose

UrbanPromise Honduras seeks to inspire the children and youth of Honduras to fulfill their dreams by equipping them with the skills necessary for life management, academic achievement, spiritual growth, and leadership rooted in the Christian faith

Mission statement

To inspire and equip children and youth to live boldly motivated by the love of God

Vision statement

To be a community from which servant leaders step forth

Our Commitments to...

- *Life Management:* To equip children and youth with life skills and contribute to the development of their character
- *Academic Achievement:* To instill an appreciation for the value of learning and help enable their success
- *Spiritual Growth:* To encourage, enable and provide a safe place for children and youth to develop a relationship with God
- *Leadership Development:* To raise up, develop and empower all children and youth of Copan Ruinas to be servant leaders within their families, communities and country.

History

UrbanPromise had its official start in 1988 as a spin-off of the Evangelical Association for the Promotion of Education (EAPE). EAPE was founded by Dr. Tony Campolo, a sociologist and well-known Christian speaker and author widely known for his passionate call for Christians to take seriously Christ's demand that we seek justice for the poor and liberation for the oppressed. Tony recruited Bruce Main to launch an outreach to children and teens in the city of Camden. Starting with one summer camp run out of a struggling Baptist Church, the outreach quickly grew to include multiple summer camps and afterschool programs.

The mission of UrbanPromise is to equip children and teens with the skills necessary for academic achievement, life management, spiritual growth and leadership rooted in the principles of Christian faith. As a non-denominational organization, the UrbanPromise community seeks to fulfill this mission through after school programs, summer camps, alternative schools, job training initiatives and a host of other programs that challenge youth to develop their academic, social, creative, spiritual and leadership potential. Unique to the vision of UrbanPromise is a commitment to involving local teenagers (YouthLeaders) in the tutoring, mentoring, and coaching of younger children in the community. By involving teens in the leadership process, UrbanPromise is creating a new generation of young, visionary leaders who embody a commitment to change their own community.

In 1997, UrbanPromise in Camden helped to launch UrbanPromise programs in Wilmington (Delaware), Toronto (Ontario), and Vancouver (British Columbia). Each of these cities is governed by an independent board of directors and is financially self-sufficient. UrbanPromise Wilmington, Camden, Toronto, and Vancouver are legally connected through the UrbanPromise International Board of Directors. The UrbanPromise International Board meets annually for the purpose of mutual accountability to the implementation of the mission and fiduciary integrity.

In 2003, the UrbanPromise model was replicated in Malawi, Africa when William Nyasulu established YouthCare. UrbanPromise International has been established to formalize this process and provide the support necessary for the model to be used in other communities.

In 2008, RiseMalawi Ministries, ProjectTEACH, and ChristCares Ministries were established by interns from Malawi. UrbanPromise Honduras launched full time programs in June 2009 and Rays of Hope established in Blantyre, Malawi in the fall of 2009. Camp Courage was a pilot program launched in Miami, Florida in the summer of 2010, and in July of 2011 Trenton, New Jersey became home to the newest UrbanPromise site.

History of UrbanPromise Honduras

UrbanPromise Honduras was founded in 2009 under the leadership of Blair Quinius and co-founders Matt Wall and Rachel Nelson. The organization and work is based on the model of children and youth ministry founded by Tony Campolo and Bruce Main through UrbanPromise Camden in 1988. Over the last two decades the UrbanPromise model has spread to various countries across the United States, Canada, Africa, and now Central America.

UrbanPromise Honduras strives to do more than offer fun activities to children and youth. We work to break cycles of poverty by instilling life-changing truth and hope into each person. To accomplish this, three different programs; After-school programs, summer camps, and youth leadership development, work together to consistently pour into the lives of community and develop solid leaders who are guided by the principles of Christian faith.

All of our programs provide tutoring, recreation, nutritional food, life skill development and teaching on Christian values and issues applicable to the community. In a community that lacks opportunities and resources, each of our programs have a unique focus that addresses multiple age groups and or social strata.

UrbanPromise Honduras began in 2009 with a summer camp, Camp Joy, at the local Mayatan Bilingual School. With a team of three staff, they served 30 children and had not yet developed a youth program. Throughout their first three years, UrbanPromise Honduras saw tremendous growth in both the quality and quantity of their programs. As of 2012, UrbanPromise supervises 6 different program sites throughout the year; Camp Joy, Camp Peace, Camp Alabanza, Camp Libertad, Camp Hope, and Camp Agape. We serve more than 300 children and employ more than 50 youth in these different programs. It is our vision that all vulnerable children and youth in the under-resourced neighborhoods of Copan Ruinas have access to a support network through after-school programs, summer camps and leadership development.

Executive Summary

Overarching vision

UrbanPromise believes the best way to break the cycle of poverty—bringing lasting change to individuals and poor, under-resourced, urban communities—is to develop academically trained, visionary leaders who are guided by the principles of Christian faith.

Strategic Direction: *Becoming an integral part of the community*

Becoming an integral part of the community - It is our hope and remains our vision that UrbanPromise Honduras is not a short-term program but is a sustainable organization that continues to provide long-lasting impact in the lives of both the individuals and the community of Copan Ruinas at large. As an organization it is our priority to involve the local community in all aspects of our work.

Area of Focus #1: Organizational Structure

Long-Term Impact: For the UPH organizational structure to shift from a north-American dominated Board and leadership to a local/national (Honduran) representation among the organizational leadership and Board members.

Area of Focus #2: Financial Development

Long-Term Impact: For UPH to establish a sustainable long term fundraising plan and consistent strategies; while increasing Honduran donors, the overall budget, and developing activities based on donor income.

Area of Focus #3: Program Quality and Performance

Long-Term Impact: For UPH to strengthen the viability and long-term sustainability of programs that benefit the community of Copan and engage best practices for establishing additional program sites in Copan Ruinas.

Overarching vision

UrbanPromise believes the best way to break the cycle of poverty—bringing lasting change to individuals and poor, under-resourced, urban communities—is to develop academically trained, visionary and entrepreneurial leaders who are guided by the principles of Christian faith.

By creating a series of continuous programs that respond to each developmental stage of a child's and teen's life, UrbanPromise creates a type of pipeline through which children enter at an early age and stay through adolescence. At each stage young people are equipped with the skills necessary for academic achievement, life management, spiritual growth, and Christian leadership.

UrbanPromise Honduras strives to do more than offer fun activities to children and youth. We work to break cycles of poverty by instilling life-changing truth and hope into each person. To accomplish this, three different programs work together to consistently pour into the lives of community and develop solid leaders who are guided by the principles of Christian faith.

All of our programs provide tutoring, recreation, nutritional food, life skill development and teaching on Christian values and issues applicable to the community. In a community that lacks opportunities and resources, each of our programs have a unique focus that addresses multiple age groups and social status.

UrbanPromise is committed to under-resourced neighborhoods where quality, creative, dynamic, faith-based programs are often absent. Out of a commitment to God's justice and love for the world's most vulnerable citizens, UrbanPromise provides the support, resources, and encouragement needed for each child to fulfill their God-given potential.

Strategic Direction: *Becoming an integral part of the community*

Becoming an integral part of the community - It is our hope and remains our vision that UrbanPromise Honduras is not a short-term program but is a sustainable organization that continues to provide long-lasting impact in the lives of both the individuals and the community of Copan Ruinas at large. As an organization it is our priority to involve the local community in all aspects of our work. Community involvement takes many forms and can be seen in areas such as program volunteers, staff make-up, local donors, and community members governing the organization. We aim to consistently move closer to becoming an organization whose constituents are completely comprised of those who have Honduras at the core of their heart.

Because the UrbanPromise model comes from a North American context, we understand that there may be some differences as the model is implemented in the Honduran culture. Although the founding team of UrbanPromise Honduras did originate from outside the country, it is not our intention or hope to lead in a way that claims "our way" is the best and only way. UrbanPromise Honduras was founded as a response to the great needs facing vulnerable children in an under-resourced community. It has always and continues to be the vision of the organization that we are locally led and locally governed; not remaining a program in Honduras led by North Americans but rather a program in Honduras led by locals. We believe this to be the best way to ensure longevity and the highest impact through our programs for the children and youth of Copan Ruinas.

Our strategic direction over the next five years attempts to highlight our priority of community involvement on all levels. It is not just our hope that our numbers increase or that parents think highly of our programs. It is our hope that UrbanPromise Honduras is locally owned and locally operated. That we have a high percentage of local children and youth attending our programs. That parents are highly involved in helping to further the quality of our camps. That locals contribute financially to ensure that our programs continue. That local volunteers give of their time and talents. That local leaders step up to govern UrbanPromise Honduras with great stewardship. It is our hope that the community of Copan Ruinas takes ownership of UPH and that they are empowered to carry the vision forward.

Guided by this broader strategic direction we have highlighted three specific areas where we want to see significant increase in UrbanPromise Honduras *becoming an integral part of the community*. Within these three areas of action we have defined our desired outcomes and activities to reach those goals over the next five years.

Area of Focus #1: Organizational Structure

Long-term impact *Shift the UPH organizational structure from a north-American dominated Board and staff leadership to a majority local representation among all levels of organizational leadership*

Action steps

- **Establish a fully functioning Honduran Board**
UrbanPromise Honduras wants to see the churches of Copan Ruinas come together in partnership and collaboration in order to further the Kingdom of God on earth as it is in heaven. We want the Christian church to be an example of unity and hope to see all denominations united by a common heart to serve their community. Our Honduran Board will be a diverse representation of the Christian churches present in Copan Ruinas and it will serve as a microcosm of what we hope to see happening among the Church in general. The Board will also be diverse in all other aspects, including but not limited to gender, race, profession, and socio-economic background. This collective group of voices will represent perspectives and opinions from all areas of life in Copan Ruinas.

- **Employ skilled staff who have a long term desire to serve the local community and who have the potential to advance through a leadership pipeline while providing continuity to UPH programs**

We believe that our children and youth have the best chance for success when they receive consistent care from staff who are committed to Copan Ruinas long-term. UrbanPromise Honduras began with a team of three foreign staff and our vision has always been to incorporate more and more Honduran staff. The vision has been redefined in recent years as we see a combination of Honduran staff but also non-Honduran staff who really do have a “local” and long-term heart for Copan. We now define local as someone who is committed to the community indefinitely and for the long-haul but not necessarily born and raised in Copan Ruinas. While our staff team might always include Honduran and non-Honduran employees we do have the goal of maintaining majority Honduran staff.

Although our instincts tell us to seek long-term job security we actually want to create a culture of empowerment and “working ourselves out of a job” whenever possible. As we hold to this value of a leadership pipeline we believe that it fosters growth and opportunities to expand the UrbanPromise model into new neighborhoods, communities and cities across Latin America.

- **To be a fully-functioning legal entity in Honduras**
UrbanPromise Honduras will be operating under all rules and regulations according to Honduran law. We will find a trusted lawyer to continue helping us with this process until we have received legal status in Honduras. From that point on our leadership and Board will ensure that programs continue to meet the highest expectations of child and youth care in the country and we will continue working with our lawyer to modify existing policies as needed.

Area of Focus #2: Financial Development

Long-term impact *UPH will establish a sustainable long term fundraising plan and consistent strategies; while increasing Honduran donors, the overall budget, and developing activities based on donor income.*

Action Steps

- **Implement a clear annual fundraising strategy and structure**

As we grow in staff size and in program expenses we will also expand our fundraising team. While previously most fundraising responsibilities were carried out by the Executive Director, we will move into a distribution of responsibility among a team of program staff who can help expand our network and build capacity. The fundraising team will create an annual revenue plan and build in regular fundraising activities to build consistency among donors.

- **Increase funding from Honduran sources**

We understand that most donor dollars for non-profits around the world do not come from the community in which they are actually working. However, we want to be proactive in seeking creative opportunities for local individuals, businesses and churches to partner financially with our programs. We will be creative in finding solutions and maintain our goal that the local community plays a large role in making UrbanPromise Honduras a reality. By strengthening relationships with the local business community we are increasing the stability and capacity of the organization. We hope that UrbanPromise Honduras becomes the most trusted brand of child and youth care that Copan Ruinas has to offer.

- **Develop and implement consistent financial strategies for spending and stewardship**

The general Honduran public has minimal trust in most things when it comes to money and financial management. This mistrust is a result of many unfortunate policies and leadership decisions throughout the past centuries which have not benefited the large majority of Hondurans. UrbanPromise Honduras hopes to reverse this stereotype and serve as an example of excellent financial management and stewardship. We will continue refining our methods of expense reporting and spending in the ways that best meet local needs while stewarding donor dollars. We will submit all financial records to informal and formal audits and make them available for transparency as needed.

Area of Focus #3: Program Quality and Performance

Long-term impact *UPH will strengthen the viability and long-term sustainability of programs that benefit the community of Copan and engage best practices for establishing additional program sites in Copan Ruinas and Latin America*

Action Steps

- **Employ clear administrative policies, processes and guidelines in regards to all UPH programs**
UrbanPromise leadership will transfer all program knowledge to paper in the form of manuals which will help guide our work. Manuals will provide a basic structure and will hold us to certain expectations while still leaving creative flexibility for directors to shape a program according to their unique leadership style. These manuals will help keep all programs operating under a basic structure, maintaining what is unique and essential about the UrbanPromise model. Manuals, policies and procedures will also be beneficial if the UrbanPromise model expands throughout Honduras or Central America.

As a staff team and Board we will agree on the values which have guided our work over the first years and will make them official for future training of all UPH employees. These values will serve as a reference point for decision making in all areas of UPH.

- **Consistently evaluate and achieve program goals and outcomes**
UrbanPromise Honduras will create a culture where feedback is sought and where feedback is welcomed. Program evaluation will not just happen at mid-year or year-end but will be a consistent part of the way we do business. Along with unplanned informal evaluation we will also create space for formal program evaluations. Staff will be intentional about following through on action points to improve program quality as we move forward. Our methods of program evaluation will be detailed in all program manuals.

We understand that relational programs such as UrbanPromise Honduras are difficult to evaluate quantitatively. We will do our best to build in quantitative measures but will not sacrifice the relational quality of our programs in order to produce better numbers. UPH leadership will build upon a culture that values the qualitative stories of success and God's working in our programs. By focusing and centering ourselves on these positive success stories we are orienting ourselves and molding programs around the best and most successful practices.

- **Increase Honduran volunteer participation**
The community of Copan Ruinas, just like any community, has so much to offer. It is comprised of countless individuals and professionals who have a heart to see their town prosper. We will brainstorm the best ways to leverage these great resources of Copan in a way that benefits the next generation. As participation increases from the general public we will see a strong reciprocal relationship; an organization that cannot survive without the community; and a community that cannot survive without UrbanPromise Honduras.

Moving Forward

While recognizing the challenges inherent in formulating ambitious plans in a difficult economic environment, UrbanPromise Honduras, nevertheless, will continue to place the highest priority on several key quality indicators that characterize most community service organizations. Specifically, UrbanPromise Honduras will focus on the following areas:

- Supporting students academically
- Life management
- Spiritual growth
- Servant Leadership rooted in the Christian faith

Through sustained focus and dedicated effort on these strategies, UrbanPromise Honduras will become an integral part of the Copan community, whose participants are ready and willing to contribute to the well-being of humanity.