THIS STRATEGIC PLAN DOCUMENT WAS A JOINT EFFORT BETWEEN BOARD AND STAFF MEMBERS OF POMONA HOPE AND THE SOURCE TEAM. IF YOU HAVE ANY QUESTIONS FOR SOURCE, PLEASE CONTACT US AT SOURCE@CMC.EDU.
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MISSION

POMONA HOPE IS A COMMUNITY-DRIVEN, FAITH-BASED NON-PROFIT WHOSE LOCAL PARTNERSHIPS AND HOLISTIC PROGRAMS CULTIVATE MEANINGFUL RELATIONSHIPS AND EMPOWER PEOPLE OF ALL BACKGROUNDS, PARTICULARLY AT-RISK YOUTH AND THEIR FAMILIES, TO WORK TOGETHER TOWARD PERSONAL AND COMMUNITY TRANSFORMATION.

VALUES

POMONA HOPE WORKS TOWARD A TRANSFORMED CITY WHERE ALL PEOPLE FIND HOPE AND A FUTURE.
Pomona Hope’s primary strength is its intimate community that cultivates authentic and genuine connections. Trusting relationships have been fostered between students, volunteers, staff members, and board members. In addition, this environment is not only limited to those involved in programs. Parenting classes offer parents the opportunity to better themselves as individuals, and outside organizations partner with Pomona Hope to access and spread resources. Overall, this holistic approach enables Pomona Hope to truly fulfill its mission of partnering with and for the Pomona community.

In fact, in these past few years, Pomona Hope has seen tremendous success. It has been able to help children develop intellectually and morally, provide parents with new opportunities, and create a unique and friendly community through various programs and devoted care from all members of Pomona Hope. Thus, now is an opportunity for Pomona Hope to capitalize on this success and expand its influence to the greater Pomona area.
Through the creation of a parent council and mentorship program, Pomona Hope aims to continue strengthening its connections and partnerships with the community. Its hope is that these developments will enable it to increase the number of beneficiaries while retaining the collaborative and communal feel of the organization. In addition, in order to sustain these developments, it is simultaneously necessary to bolster aspects of its internal structure. By expanding the number of avenues through which it raises money, Pomona Hope will open up its future capacity to grow and flourish.

In conclusion, this strategic plan will be pursued while retaining the familial essence and directed mission of the organization. Pomona Hope’s authentic relationships will continue to guide its uniquely supportive culture. By building upon the pre-existing strengths of the organization, Pomona Hope will be better prepared to fulfill its mission and vision. All expansion that occurs will remain aligned with the core qualities of Pomona Hope, all of which are essential to the quality and character of the organization.
METHODOLOGY

The SOURCE team worked with members of Pomona Hope in a committee to create this Strategic Plan. The committee first collected information from Pomona Hope constituents including donors, board members, students, and parents through a tailored survey and interviews. The SOURCE team then compiled and synthesized this information, presenting it at multiple working meetings with the rest of the committee in order to decide on three main goals for Pomona Hope to focus on in the coming years. Lastly, these ideas were presented to the rest of the Board to receive edits for final approval.
STRATEGIC INITIATIVES

**GOAL 1**
INCREASE AND CLARIFY PARENT INVOLVEMENT

**GOAL 2**
GROW AND UTILIZE PARTNERSHIPS

**GOAL 3**
INCREASE FUNDING
GOAL 1
INCREASE AND CLARIFY PARENT INVOLVEMENT

Method 1: Creation of a Parent Council

Method 2: Improved Parent Communication, Engagement, and Involvement
### STRATEGIC INITIATIVES

**Goal 1: Increase and Clarify Parent Involvement**

**Method 1: Creation of a Parent Council**

**Vision:** A community of parents who can take ownership of Pomona Hope and are involved in it on an ongoing basis

**Metric of Success:** Creation of the Council

<table>
<thead>
<tr>
<th>Action</th>
<th>Party</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Ask parents what they think of a council</td>
<td>Parent group facilitators</td>
<td>February 2018 @ Parent Meeting</td>
</tr>
<tr>
<td>Develop a list of requirements/ expectations for parents in the council</td>
<td>ED and Board (especially ED)</td>
<td>Spring 2019</td>
</tr>
<tr>
<td>Recruit parents</td>
<td>Outreach Director</td>
<td>Fall 2018</td>
</tr>
<tr>
<td>Begin parent council</td>
<td>Outreach Director</td>
<td>Fall 2018</td>
</tr>
</tbody>
</table>

**Method 2: Improved Parent Communication, Engagement, and Involvement**

**Vision:** Parents feel they understand the work and opportunities available at Pomona Hope and show increased participation in such opportunities

**Metric of Success:** Determined by parent council

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<tr>
<th>Action</th>
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<th>Timeline</th>
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<tr>
<td>Understand parent needs</td>
<td>Parent Council</td>
<td>Fall 2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• What content they want communicated</td>
<td>Parent Council</td>
<td>Fall 2018</td>
</tr>
<tr>
<td>• What methods of communication</td>
<td>Parent Council</td>
<td>Fall 2018</td>
</tr>
<tr>
<td>Begin acting on parent needs</td>
<td>Parent Council</td>
<td>Fall 2018</td>
</tr>
<tr>
<td>Identify Pomona Hope needs that parents can volunteer for</td>
<td>Parent Council</td>
<td>Fall 2018</td>
</tr>
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GOAL 2

GROW AND UTILIZE PARTNERSHIPS

Method 1: Develop a Mentorship Program

Method 2: Develop Program Alumni Relations

Method 3: Increase Community Awareness
Method 1: Develop a Mentorship Program

**Vision:** 1 adult for every 2 kids relationship that captures the intimate feeling of Pomona Hope and helps further spiritual growth

**Metric of Success:** Every junior high and high school student who wants a mentor is matched with one

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<tr>
<th>Action</th>
<th>Party</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Research how other mentor programs work and determine what mentorship program should look like</td>
<td>ED and Program Lead</td>
<td>Spring 2018</td>
</tr>
<tr>
<td>Determine who should be leading program</td>
<td>ED and Program Lead</td>
<td>By Fall 2018</td>
</tr>
<tr>
<td>Train 3-4 mentors for the test period</td>
<td>Program Lead</td>
<td>One month before trial period</td>
</tr>
<tr>
<td>Trial period of 3-4 mentors</td>
<td>Program Lead</td>
<td>Fall 2018</td>
</tr>
<tr>
<td>Revise training</td>
<td>Program Lead and Mentors</td>
<td>Fall 2019</td>
</tr>
<tr>
<td>Determine mentor selection criteria</td>
<td>Program Lead</td>
<td>Fall 2019</td>
</tr>
<tr>
<td>Recruit large number of mentors</td>
<td>Program Lead</td>
<td>Winter 2020</td>
</tr>
<tr>
<td>Train mentors</td>
<td>Program Lead</td>
<td>One month before full program</td>
</tr>
<tr>
<td>Begin full program for all junior high and high school students who want a mentor</td>
<td>Program Lead</td>
<td>Fall 2020</td>
</tr>
</tbody>
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Method 2: Develop Program Alumni Relations

**Vision:** Increase involvement of Pomona Hope student alumni in volunteering and ensure they have a system for support

**Metric of Success:** Creation of Pomona Hope student alumni relationship system

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<tr>
<th>Action</th>
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<th>Timeline</th>
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<tr>
<td>Determine how to track alumni</td>
<td>Program Lead and ED</td>
<td>Spring 2018</td>
</tr>
<tr>
<td>Identify how to engage alumni</td>
<td>Program Lead and ED</td>
<td>May 2018</td>
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Method 3: Increase Community Awareness

**Vision:** Spread the name “Pomona Hope” in the surrounding community so that people are familiar with what it offers

**Metric of Success:** Improvement of social media efforts and public event turnout

<table>
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<tr>
<th>Action</th>
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<th>Timeline</th>
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<tbody>
<tr>
<td>Utilize the opportunities from Pomona Chamber of Commerce</td>
<td>ED</td>
<td>Spring 2018</td>
</tr>
<tr>
<td>Utilize social media to promote public events</td>
<td>ED</td>
<td>Spring 2018</td>
</tr>
<tr>
<td>Increase number of tours</td>
<td>ED and Board</td>
<td>Spring 2018</td>
</tr>
</tbody>
</table>
GOAL 3: INCREASE FUNDING

Method 1: Create Mechanisms for Institutional Advancement

Method 2: Increase Donation Amounts
Method 1: Create Mechanisms for Institutional Advancement

Vision: These mechanisms will enable future fundraising efforts

Metric of Success: Creation of the mechanisms

<table>
<thead>
<tr>
<th>Action</th>
<th>Party</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Conversation with Board on currently unfulfilled need</td>
<td>ED and Board Chair</td>
<td>January 2018</td>
</tr>
<tr>
<td>Sit down with people experienced in institutional advancement</td>
<td>ED</td>
<td>Spring 2018</td>
</tr>
<tr>
<td>Identify potential connections</td>
<td>ED and Board</td>
<td>February 2018</td>
</tr>
<tr>
<td>Recruit a member onto the Board experienced in institutional advancement</td>
<td>Board</td>
<td>February 2018</td>
</tr>
<tr>
<td>Create a task force/committee specifically for advancement opportunities</td>
<td>ED and Board Chair</td>
<td>April 2018 @ Board Retreat</td>
</tr>
<tr>
<td>Research what funding sources other nonprofits and churches have</td>
<td>Task Force</td>
<td>May 2018</td>
</tr>
<tr>
<td>Research best practices and receive training on institutional advancement</td>
<td>Task Force</td>
<td>May 2018</td>
</tr>
<tr>
<td>If need for corporate sponsorships, tailor pitch toward companies</td>
<td>Task Force</td>
<td>June 2018</td>
</tr>
</tbody>
</table>
Method 2: Increase Donation Amounts

**Vision:** Expand the depth and breadth of individual donations by finding new donors and capitalizing on existing relationships

**Metric of Success:** 10% annual increase for the next 3 years. Use of extra funds is to be determined by the fund development plan.

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<tr>
<th>Action</th>
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<th>Timeline</th>
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<tbody>
<tr>
<td>Have regular sit downs with top donors</td>
<td>ED</td>
<td>Start by April 2018</td>
</tr>
<tr>
<td>Research untargeted donor demographics</td>
<td>Task Force</td>
<td>June 2018</td>
</tr>
<tr>
<td>Reach out to untargeted donor demographics</td>
<td>Task Force</td>
<td>July 2018</td>
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</table>
Initiative leaders will be the individuals in charge of carrying out each method (e.g. the person in charge of the mentorship program or a key person facilitating the parent council). Oftentimes these roles will fall onto the people delegated by the ED.

<table>
<thead>
<tr>
<th>Action:</th>
<th>Party:</th>
<th>Frequency</th>
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<tbody>
<tr>
<td>Check in with initiative leaders*</td>
<td>ED</td>
<td>Biennial</td>
</tr>
<tr>
<td>Evaluate the progress of each initiative</td>
<td>Board</td>
<td>Annual</td>
</tr>
<tr>
<td>Biennially: Develop a report to send to ED</td>
<td>Initiative Leaders</td>
<td>Biennial</td>
</tr>
<tr>
<td>Annually: Evaluate initiatives and develop steps to address areas of improvement</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Initiative leaders will be the individuals in charge of carrying out each method (e.g. the person in charge of the mentorship program or a key person facilitating the parent council). Oftentimes these roles will fall onto the people delegated by the ED.
Pomona Hope