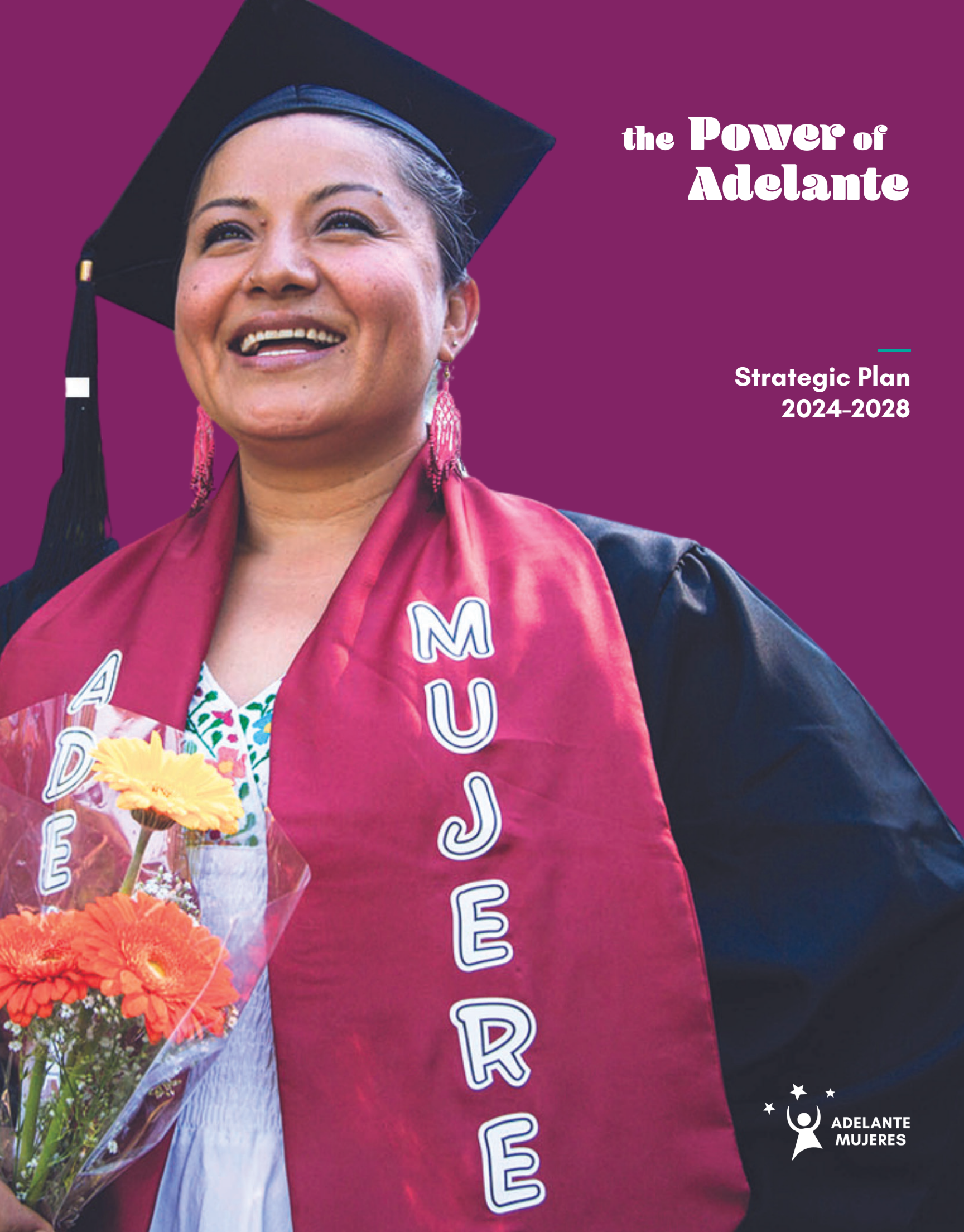


# the **Power** of **Adelante**

Strategic Plan  
2024-2028







## MISSION

**Adelante Mujeres provides holistic education and empowerment opportunities to low income Latina women and their families to ensure full participation and active leadership in the community.**

Born from the hopes of a small group of immigrant women and allies, Adelante Mujeres resolutely pursues justice and inclusion through education, empowerment and enterprise. Our name represents the desire of Latina women to thrive. Adelante Mujeres translates to “Women Rise Up.” Since our founding in 2002, Adelante has been building leaders in the community.

At Adelante Mujeres, we believe that all people have the innate capacity for growth and transformation. We serve families through Education, Entrepreneurship, Leadership, Advocacy, and Health Programs. Our programs are designed to engage both youth and adults, to strengthen Latine families and build a thriving community.

Our 2024-2028 Strategic Plan will strengthen and grow “The Power of Adelante.” The Power of Adelante is felt in our commitment to justice, inclusion through advocacy, education, enterprise, leadership, and health for the Latine community. This five-year strategic plan outlines how we will Strengthen and Sustain the work we have already begun and how we will intentionally Rise and Respond to the needs and opportunities that forward and empower Latine women, youth, family and community.

We are committed to the inclusion of everyone. We are stronger when we depend on others, learn from others, and are stretched and informed by others. Together, we are more resilient, and together we amplify the rich potential of the community.



## Our Process

We integrated our values of inclusivity, community engagement and leadership in our Strategic Planning process. The Process involved three phases - Community Listening, Plan Design, and Plan Development.

**The Community Listening Phase** included internal and external stakeholders. These consisted of more than 100 program impact interviews with our participants, and over 30 stakeholder and partner surveys. Their input helped us assess both organizational and community needs and priorities.

**The Plan Design Phase** brought together all Adelante staff and Board members to create a vision that would both integrate the findings from the Community Listening Phase and strengthen the organization's ability to deliver for the future. The Plan is structured around eight organizational Objectives, each supported by an Opportunity statement - or why this objective at this time- and Primary Activities that will guide implementation.

**Plan Development** was led by our Adelante Senior Management Team with support from a core team of Board members. Working within the Plan Design, senior leaders engaged their teams in developing specific programmatic and infrastructure goals to advance Adelante's mission. The 2024-2028 Strategic Plan is also supported by implementation timelines and measurements.



## Accomplishments from Previous Strategic Plan

**OUR 2019-2023 STRATEGIC PLAN** evolved out of the two consistent messages from the community, the board, and staff: expand services and growth, but first strengthen sustainability and infrastructure to support the growth. This work around sustainability and infrastructure prepared the foundation for growth and set the priorities for this Plan.

We are pleased to share with you a few of the successes achieved in partnership with participants, donors and collaborators:

- We opened the doors of Esperanza, our new social and emotional wellness clinic. With Esperanza, Adelante is addressing the chronic, heartbreaking shortage of linguistically and culturally appropriate behavioral health services.
- We launched our Chicas in College program, offering holistic support for Latine students enrolled in college.
- Our Empresas Team opened Casa Qui, a storefront which serves as a Retail Business Incubator Program for graduates of our Empresas Small Business Program.
- We launched a Leadership & Advocacy Department. This new pillar was built on Adelante's 20+ years of work creating justice through grassroots leadership.
- We completed our Capital Campaign raising \$3.25 million for our very first Adelante Mujeres home in downtown Forest Grove!





## Our Objectives

Our 2024-2028 strategic plan provides the foundation for The Power of Adelante in action with two primary areas of focus:

Strengthen and Sustain, and Rise and Respond.

The Power of Adelante will be felt as we strengthen and sustain our existing work, and as we rise and respond to new challenges and opportunities to ensure that every human being is honored as a precious gift to a world yearning for justice, peace and hope.

# el Poder de Adelante





# STRENGTHEN & SUSTAIN

We will Strengthen and Sustain our current programs, enhancing our internal infrastructure and operations, as well as increasing support for staff well-being.



## OBJECTIVE 1

**We will enhance program structures and guidelines, and complete program manuals and curricula in line with top quality standards, requirements and best practices for culturally specific services.**

### The Opportunity

Our culturally responsive programs respond to the diverse realities of our participants. We commit to rigorous, ongoing improvement of our programs to adapt to the aspirations, potential and needs of our Latine community. Our current programs' structures and processes are at varying stages of development depending on program longevity and available funding. Having clear processes and guidelines will support our staff in ensuring high-quality services. When state and federal standards are lacking or insufficient, we will create our own standards based on the uniqueness of each program and in partnership with other leading organizations when possible.

### Primary Activities

- Assess the current structure of each of our programs, curricula, and guidelines to make improvements as needed
- Evaluate the local, state, and national standards of quality available for each of our programs
- Collaborate with culturally responsive leading organizations that are providing similar services to develop standards of quality
- Enhance our program structures based on quality standards and requirements
- Operationalize our Evaluation Charter for Learning & Impact for consistent, quality program evaluation
- Finalize our bilingual Spanish/English program manuals







## **OBJECTIVE 2**

**We will prioritize internal and external intentional collaborations to expand the impact of our programs.**

### **The Opportunity**

Our Latine community continues to face historical racism, sexism, and classism, hindering individual and collective progress. To better serve our participants, we will increase both internal and external partnerships that complement our program services. With momentous challenges facing our community, mutually beneficial partnerships with clearly defined, shared visions are essential to constructive social transformation. We will deepen staff and partner relationships to further meaningful and effective collaborations across programs and disciplines.

### **Primary Activities**

- Dedicate resources, including staff time, to the creation and conservation of quality partnerships and collaborations including aligned visions and clear expectations
- Assess current partnerships and develop joint strategies for improvement
- Assess needs for new partnerships to enhance services, support advocacy and build capacity
- Develop an effective partnerships template and train staff on its implementation
- Provide the time and resources for cross-organizational learning and collaborative outreach to expand our influence and increase program funding



## OBJECTIVE 3

We will support staff through increased implementation of JEDI principles (justice, equity, diversity, and inclusion), prioritizing equitable salaries, staff wellbeing, and purposeful professional development opportunities.

### The Opportunity

Our work is both demanding and vital to the community. By prioritizing JEDI principles and practices internally throughout our organization, we will further the cultivation of a supportive, holistic work environment. We understand the importance of representation and will continue to ensure that our staff reflects the participants we serve. We are committed to hiring, developing, and retaining Latine professionals, including the prioritization of participants as future employees, by providing workforce pathways and training, and ensuring equitable remuneration.

### Primary Activities

- Conduct JEDI evaluation of internal procedures, practices, and policies to implement needed changes
- Complete and implement compensation plan and procedures
- Increase funding to sustain equitable salaries
- Complete design and implementation of succession planning and workforce pathways across the organization
- Enhance our digital library of training and professional development opportunities
- Provide coaching and workshops to support work-life balance and staff wellbeing, such as time management, vicarious trauma and compassion fatigue
- Engage culturally-specific equity specialists to support addressing structural issues to improve staff wellness







## **OBJECTIVE 4**

**We will support staff by enhancing our Development, Marketing, and Administrative functions.**

### **The Opportunity**

By improving internal and external communication, increasing efficiencies, and adding technological tools, we will support organizational sustainability and increase our program capacity. By further engaging our partners in our work, we will deepen their connection to the values and issues that matter to our community. This, in turn, will spur increased and long-term financial giving.

### **Primary Activities**

- Streamline processes, improve administrative functions, target training, and ensure processes are user-friendly and staff-centered
- Invest in new software and other tech tools to increase efficiencies and help sustain our planned growth
- Increase cross-training to support staff growth, transitions and succession planning
- Develop high-level communication structure and systems, including staff training and capacity building
- Assess and implement new team structures, as needed, to support staff capacity
- Provide meaningful opportunities for investors to increase their commitment and engagement in our work through a major gifts program and additional community-centered events
- Create strong brand identity processes that use consistent and unified communications, and harness the power of storytelling to raise national awareness of Adelante's impact to grow and retain community supporters





# RISE & RESPOND

We will Rise and Respond to the challenges and opportunities that lie ahead in support of the aspirations and evolving needs of Latine women and their families.



## OBJECTIVE 1

**We will augment our leadership development and expand our advocacy efforts at the local, state, and national levels to advance intersectional justice.**

### The Opportunity

We envision a community where every voice is heard and every human being is seen as an asset to society, especially those from historically underserved communities. There is much work ahead to build community power for the common good. Gender expectations and discrimination limit opportunities and further violence for women, BIPOC and LGBTQ+ communities. At Adelante, we are called to increase our community's leadership and agency. Our voice, power, skills, and recognition position us at the forefront of leadership development and advocacy.

### Primary Activities

- Develop a shared understanding of core concepts, such as leadership and advocacy
- Create a plan to support cross-organizational collaboration and alignment for leadership and advocacy
- Complete process for determining advocacy priorities aligned with our mission and organizational goals
- Determine priority training topics such as democracy, advocacy, and public testimonies
- Increase funding to support organization-wide engagement in leadership and advocacy







**RISE & RESPOND**

## OBJECTIVE 2

**We will ensure that program expansion is intentional and sustainable.**

### The Opportunity

As the Latine population continues to grow, so does the need for our culturally responsive services. Our programs are highly valued at the local and state levels because of their impact. The number of second-generation Latine immigrants is increasing along with newly arriving immigrants fleeing violence and climate induced devastation. These and numerous other challenges impact family stability. Rapid technological innovations call for new educational preparedness. As new difficulties and opportunities arise, we will stay grounded in our mission and values as we evaluate our capacity to expand our services throughout Oregon and beyond. Through strategic and targeted planning, our innovative models will reach more participants and communities, supporting the creation of a more just society.

### Primary Activities

- Complete the design and roll out of our Esperanza Clinic and Legal Services
- Evaluate the need and feasibility for targeted expansion of services throughout Oregon and beyond, prioritizing Chicas and Adult Education
- Launch program expansion of Chicas and Adult Education
- Design and implement replication and expansion plans including priority goals, budgets, funding models and staffing needs
- Create training modules for program replication to foster quality control
- Assess and restructure program teams, as needed, in support of expansion
- Identify and develop partners for expansion and replication



## OBJECTIVE 3

We will support the growth of regenerative farmers and increase access to healthy, locally grown produce for our Latine community by acquiring land for our regenerative agriculture program.

### The Opportunity

Access to land is one of the most significant barriers for small, immigrant and BIPOC farmers. By purchasing and developing our own land, we will ensure that our participants have mid- to long-term access to high quality soil. We will model regenerative farming practices that promote environmental justice, offer an inspiring venue for learning, and provide a source for locally grown produce.

### Primary Activities

- Assess land and infrastructure needs
- Develop farm management and business plans
- Develop key partnerships for land purchase and management
- Identify potential purchases and funding to buy land for our regenerative agriculture program that is accessible to our participants to grow local, healthy, organic produce
- Purchase land and implement program services

the **Power of Adelante**

RISE & RESPOND







**RISE & RESPOND**

## **OBJECTIVE 4**

**We will deepen our relationships with investors to develop meaningful partnerships, ensure the successful launch of a new Capital Campaign to fund the acquisition of a second Adelante Mujeres building to support planned program expansion, and maintain funding for current operations.**

### **The Opportunity**

As we've outgrown our current site in Forest Grove, we've recently leased additional space to meet our program needs such as our newly launched Esperanza Clinic providing social and emotional wellness services. In addition, Oregon is classified as a childcare desert with an unacceptable lack of early childhood classrooms. With the potential passing of the Washington County-wide measure for Preschool for All, we will prepare to receive and serve more children.

### **Primary Activities**

- Complete needs assessment for additional space, determine location, and identify partners for potential co-location of services
- Develop and implement Capital Campaign goal and strategies using a community-centered approach
- Assess Campaign needs, such as staffing, committees and budget
- Engage current investors to clarify the need for additional space, seek their input and involve them as partners in the Capital Campaign
- Research and cultivate new investors for the Campaign and to support long-term sustainability
- Acquire new building or land on which to build and celebrate in community





We invite you to join us in making our Strategic Plan 2024 – 2028 a reality. Let’s continue building a more just, equitable and caring society where Latine women and their families are thriving.

You can join us as a volunteer, a donor, an advocate, or a partner. However you choose to engage, we look forward to continuing this journey together!

**¡Muchas Gracias!**





# Our Programs

## Education

**Early Childhood Education.** Prepares young children for life-long learning and school success through full-day, bilingual education.

**Chicas Youth Development.** A year-round, culturally specific program providing Latina/e youth- 3rd grade through college- with the tools to believe in their academic and social-emotional potential.

**Adult Education.** Empowers Latine women to lead through GED classes, English language development, trauma healing, health education, and leadership courses.

**Family Engagement.** Builds parents' capacity to cultivate nurturing family relationships through tailored workshops.

## Health Equity

**Health & Wellness.** Promotes healthy lifestyles and provides a community-based solution to accessing fresh produce and navigating healthcare resources.

**Beyond Trauma.** Helps families and individuals manage conflict with compassion, overcome past trauma, and build healthy relationships.

**Esperanza Mental Health Clinic.** Holistic, culturally, and linguistically responsive mental health services for Latine families and children.

## Leadership & Advocacy

**Immigrant Solidarity Project.** Provides Latino immigrants with educational workshops and opportunities to advocate for immigrant rights.

**Washington County Civic Leaders.** Participants from under-represented communities are equipped for civic engagement through hands-on leadership training.

**Environmental Justice.** Participants from communities of color gain knowledge and skills to support environmental justice, civic engagement, and climate advocacy.

**Legal Services.** Provides crucial immigration legal services to the low-income Spanish-speaking community.

## Microenterprise

**Empresas Small Business.** Through training and access to capital, Empresas helps Latine entrepreneurs launch successful and sustainable small businesses.

**Farmers Market.** Our inclusive gathering spaces serve as incubator markets for beginning Latine farmers, food businesses, and artisans.

**Regenerative Agriculture.** Latine farmers learn how to care for the earth, farm sustainably and successfully market their products.







[www.adelantemujeres.org](http://www.adelantemujeres.org)

@adelantemujeres

**Forest Grove:**  
2030 Main St Suite A, Forest Grove, OR 97116

**Hillsboro:**  
265 SE Oak St, Suite B, Hillsboro, OR 97123