ADELANTE MUJERES

Strategic Plan

2019-2023
We are creating this Plan at a time of social and political upheaval in the United States. The challenges we face have sharpened our vision and affirmed our core values. When hatred threatens to break the bonds of community, we open our doors wider to welcome everyone in. When prejudice seeks to exclude, we stand firmly for the rights and dignity of all. When fear leads to despair, we share hope through increased opportunities. The strategies in this Plan are designed to positively impact this context and respond to both local and global challenges.

At Adelante Mujeres, we believe that all people have the innate capacity for growth and transformation. We serve families through Education and Microenterprise Programs. Our Education Programs are Adult and Early Childhood Education, Chicas Youth Development, ESPERE Violence Reduction, and Leadership Development. Our Microenterprise Programs are Empresas Small Business Development, Sustainable Agriculture, Nourish the Community, and the Forest Grove Farmers Market. These programs support both youth and adults. They prepare the young for life-long learning and social and academic success, and build thriving families and a healthy community.

Latina women and indigenous voices are far too often excluded from the arenas of traditional power. Yet, years of speaking out from the margins is paying off. Across the globe, the world is waking up to the injustice of silencing and erasure. Latinas and Latinos are claiming their ancestors’ legacy, including their indigenous roots and heritage.

We believe that a thriving community requires 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 community. Together we are building the just, caring society we all desire.
OUR STRATEGIC PLANNING PROCESS

We designed our Strategic Planning process to reflect our values of inclusion, community engagement and leadership. Our process design involved three major focus areas: Exploration, Strategic Plan Design, and Development. Throughout the process design, we involved key stakeholders - both external and internal.

EXPLORATION

The Exploration phase was designed to inform our future vision and strategy. It included stakeholder interviews, staff and board conversations and listening sessions. We engaged the voices of key stakeholders, knowing that the communities we serve offer wisdom and perspective from their lived experiences.

The first step in our Exploration process was to hold interviews with more than 90 external stakeholders, including donors, volunteers, elected officials, partnering agency representatives and many of our program participants. These interviews provided consistent feedback:

• Stakeholders are happy with the work Adelante is leading; Adelante’s services respond to real needs and get results.
• Stakeholders would like to see us reach more families, significantly expand geographically, broaden our services, and provide further leadership to the region.
• Stakeholders want to know that we will further stabilize existing programs to assure long-term impact.

In summary, stakeholders are asking for “more of Adelante” (más de Adelante), while at the same time, looking for assurance that we have the infrastructure and systems in place to sustain our services and growth.

The second step in the Exploration process was to engage internal stakeholders in both visioning and assessing our current needs. We launched the Strategic Planning with a board work session during which board members shared their dreams and desires for Adelante, as well as assessed the current strengths and challenges of the organization. Just as we heard from the external stakeholder interviews, the board unanimously envisioned a future with “more of Adelante” (más de Adelante).
We continued the Exploration process with a full-day staff retreat focused on visioning and assessing the current organization. Staff and management echoed the dream of expanding services and broadening our leadership, combined with an emphasis on sustainability. As the providers of the services, staff and management highlighted the immediate work of completing our capital campaign, moving into our new building, as well as growing into the programs and services that the new building will provide for Adelante Mujeres.

Throughout the Exploration process, management and staff continued to discuss the ideas of growth (more of Adelante) and sustainability (infrastructure to support growth). Each program held two facilitated meetings to identify specific infrastructure needed to support program growth.

Specific programmatic infrastructure goals were identified, as well as general organizational infrastructure needs and goals. This work around sustainability and infrastructure will prepare the foundation for growth and set the priorities for the first two to three years of this Plan.

**STRATEGIC PLAN DESIGN**

The design for the Strategic Plan evolved out of the two consistent messages that we heard from external stakeholders, the board, management and staff: expand services and growth, but first strengthen sustainability and infrastructure to support the growth.

We worked with board and staff during an all-day Strategic Planning Retreat to identify the appropriate elements to include in the plan design, as well as the appropriate questions to explore and answer. Some of these included identifying criteria for growth and criteria for new partnerships (see appendix).

In response to the key messages of growth and sustainability, we have developed a two-part, symbiotic strategic plan that is guided by the overarching vision to prepare and implement More of Adelante – Más de Adelante.

**DEVELOPMENT**

The Development phase of the strategic planning process involved all staff at Adelante Mujeres. During this phase, program teams worked together to give substance to and to create measurements for each program and infrastructure goals. Work plans were created for each program with objectives, strategies, timelines, outcomes and benchmarks to track progress.

*This Strategic Planning process was facilitated by Adele Hughes Hromco, of Bridge Connections Consulting. We are exceedingly grateful to Adele for her inspired, astute and gracious leadership throughout the process.*
Our 2013-2018 Five-Year Strategic Plan grew out of our continued commitment to the community and set the stage for many new possibilities for Adelante Mujeres. The work we began and accomplished through the implementation of the 2013-2018 plan informs the design and development of the 2019-2023 plan.

The 2013-2018 plan fostered a deep culture of learning and strategic thinking that not only ensured the implementation of the plan, but also nurtured visionary thinking throughout Adelante Mujeres. We are pleased to share with you a few of the successes achieved in partnership with participants, donors and collaborators:

- We doubled the number of Latina girls in our comprehensive Chicas Youth Development Program that empowers Latina girls to achieve academic success, develop their leadership potential, build strong identities, and adapt healthy lifestyles. We are now serving 600 girls with a 100% high school graduation and college enrollment rate for participating seniors.

- Farmers in our Sustainable Agriculture Program achieved a 300% increase in produce sales.

- We increased the number of infants, toddlers and preschoolers served in our Early Childhood Education Program from 22 to 104, assuring that more low-income children are prepared for school success.

- We raised two-thirds of our $3 million Capital Campaign goal. We have settled into our new building, giving the Latino community a solid, permanent presence in downtown Forest Grove. Remodeling efforts of unfinished space are currently underway for a Shared-use Commercial Kitchen, Adult and Early Childhood Classrooms and a Chicas Makerspace. (see Critical Success Indicators in Appendices for additional outcomes)

Why Microenterprise Development?
Because microbusiness formation is highly local, owners rely heavily on local financial and network resources. Poor communities often lack these critical local resources, preventing promising micro-entrepreneurs from succeeding, and depriving communities of the benefits of the ideas and efforts of thousands of promising entrepreneurs.

OUR COMMITMENT

With these and other successes to build on, our promise to the community during the next few years is embodied by three commitments: 1) Deepen our roots, services and leadership in the Washington County community; 2) Continue to fortify our current foundation; and 3) Prepare to offer more of the leadership and services that Adelante already brings to the community.
1. Deepen our roots, services and leadership in the Washington County community. Washington County has the fastest growing Latino population in the State. To support this growing potential, we will deepen our roots, expand our services and increase our leadership in the County. Since 2002, we have grown into a multi-faceted organization that increases opportunities for family and community self-determination through holistic education, leadership development and entrepreneurial training. We encourage all our participants to become civically engaged and actively contribute to the well-being of the region. Thanks to the generosity of so many supporters, we have purchased a permanent home in Forest Grove. With this new anchor we will enhance current services to better meet the aspirations of participants. Our commitment to the residents of Washington County corresponds to the innumerable contributions Latinos have made to the area over the past decades, initially through agricultural labor and currently in all sectors of the economy and culture.

2. Continue to fortify our current foundation. Adelante never shrinks before a challenge, but we also pride ourselves in taking risks when prudent. While we are propelled to radical action, we also know we need a healthy footing to support the work. Paying attention to Adelante’s infrastructure is part of our promise to the community to be present for the long haul. During the first phase of our 2019–2023 Strategic Plan we will include intensive capacity building. This is exciting work because it assures relevant enduring engagement.

3. Prepare to offer more of the leadership and services that Adelante already brings to the community. The idea of “more of Adelante” or “más de Adelante” is not new to our organization as organic growth has shaped Adelante Mujeres from the beginning. Our growth through the years has been in response to both community need and the opportunities and resources that present themselves. Today, with more than 16 years of experience and leadership in the community and with the opening of our new building in Forest Grove, we are preparing for the next, natural phase of growth for Adelante. It is our commitment to thoughtfully and intentionally research and plan for growth that reflects the values and criteria that will define our work during the second phase of our 2019–2023 Strategic Plan. The opportunity to purposefully prepare for new growth reflects the maturity of our organization. We are excited to build on the foundation of our work to reach more families, provide further leadership to the region and expand geographically.

What’s Unique About Our Adult Education Program?
Adelante Mujeres provides unique holistic learning opportunities for the entire family. Our Adult Education program focuses on women’s empowerment by using Popular Education and a holistic model to ensure that parents can both accomplish their own educational goals and become their children’s primary teacher. The skills learned in Adult Education classes and Parent and Child Together time increase their understanding of the importance of education and their ability to effectively advocate for their child’s education. They learn to be strong leaders in their families and in our community. We offer a unique blend of group and individualized classroom support, parent and child together time, and family engagement.
OUR OBJECTIVES

We will focus the first two to three years of this Strategic Plan on strengthening our current programs and preparing to offer more of Adelante to the wider community through purposeful growth. During the third year, we will begin a dedicated focus on implementing targeted expansion of Adelante’s programs to communities with identified interests, needs and potential.

PHASE I - STRENGTHEN SERVICES FOR PURPOSEFUL GROWTH & OPTIMAL IMPACT (JULY 2019 - JUNE 2021)

Objective 1: We will fund & develop a Human Relations management position to provide supportive, clear and integrated HR services to Adelante’s growing staff.
Objective 2: We will assess and update all program models, curricula, recruitment and evaluation tools consistent with best practices and the values of Adelante Mujeres.
Objective 3: We will enhance our work to foster leadership of communities of color in the region.
Objective 4: We will assure core partnerships are clearly defined, mutually beneficial and stable.
Objective 5: We will deepen our relationships with investors to develop meaningful partnerships, ensure completion of our Capital Campaign and maintain funding for operations.
Objective 6: We will augment current services to the community by opening a Shared-use Commercial Kitchen, Adult and Early Childhood Classrooms, and a Chicas Makerspace.

PHASE II – PROVIDE MORE OF ADELANTE MUJERES TO THE COMMUNITY (JUNE 2020 - JULY 2023)*

Objective 1: We will develop criteria for strategic, sustainable growth.
Objective 2: We will prioritize Adelante Mujeres programs for expansion, develop feasibility analyses that include financial needs and resources, and create expansion models for each program.
Objective 3: We will select partners and communities for expansion based on criteria developed for new partnerships and new communities to be served.
Objective 4: We will further develop and implement fundraising strategies for sustainable expansion.
Objective 5: We will implement expansion and assess the growth process.

*Activities for these objectives will not be included in this document; but will be developed during Phase I.
PHASE I - OBJECTIVE 1
We will fund & develop a Human Resources management position to provide supportive, clear and integrated HR services to Adelante’s growing staff.

THE OPPORTUNITY

Our employees are the engine that propels the work of Adelante Mujeres. We value their opinions and welcome their feedback on all aspects of the organization. Adelante depends on their emotional, social and physical well-being to carry our shared mission to the community. In this spirit, we renew our commitment to holistic, whole person support. We will continue to model grounded, creative leadership by supporting a culturally competent, compassionate and highly effective staff.

PRIMARY ACTIVITIES

• Recruit and hire a qualified, culturally responsive HR Director who shares a passion for Adelante’s mission
• HR Director to assess current state, define future state & build out a support model for each area of HR:
  o Training & Development
  o Employee relations/Culture
  o Recruiting / Workforce Planning / Succession Planning
  o Compensation & Benefits
  o Health and Wellness
  o Management Practices including Performance Management

PHASE I - OBJECTIVE 2
We will assess and update all program models, curricula, recruitment and evaluation tools consistent with best practices and the values of Adelante Mujeres.

THE OPPORTUNITY

Adelante Mujeres is committed to providing the highest quality services possible in an ever-changing and challenging environment. Our Latino community faces historical racism, sexism and classism, making progress difficult and often slow. Individual advancement must go hand in hand with structural change for greater equity and justice. In addition, the population of second generation immigrants is growing rapidly, technological innovations change job requirements daily and climate change is ever more perilous. As new challenges and possibilities arise we will stay grounded in our mission and values as we enhance our services and pursue new strategies to foster a thriving community.
THE OPPORTUNITY

The Latino community plays an increasingly vital role in our region’s economic, social, and cultural life. The current political climate has further isolated immigrants and people of color, significantly increasing the financial and social stress they experience. The socio-economic impact of this isolation poses potential long-term negative impact on families and the community at large. Through thoughtful and courageous leadership, immigrants and communities of color are increasing peer-to-peer support and family and community resilience. Adelante Mujeres will build the capacity of those most affected so that they are prepared to take collective action for a stronger local community, supporting an organized movement for long-term systematic change.

PRIMARY ACTIVITIES

- Lead the implementation of the Immigrant Solidarity Project
- Further leadership opportunities for Adelante Mujeres participants by implementing the promotores initiative, a proven peer-to-peer support model
- Continue to partner with Washington County to grow the Civic Leaders Project
- Develop an Adelante Mujeres Advocacy and Policy Plan

ACCESS TO FRESH FOOD

In Washington County, 40% of the Latino population has low to no access to healthy food. Efforts to develop culturally grounded, common sense health and nutrition habits within the low-income Latino immigrant community are hindered by the inaccessibility of resources needed for a healthy lifestyle. The Nourish the Community program was designed to remedy unjust structures that limit the food security of the Latino community in Washington County.

PHASE I - OBJECTIVE 3

We will enhance our work to foster leadership of communities of color in the region.
THE OPPORTUNITY

With momentous challenges facing our community, we believe that partnerships with a clearly defined, shared vision are essential to constructive social transformation. To best serve our community, we also need partnerships that complement our services. We will further enhance such relationships through mutually beneficial collaborative efforts in service to the common good.

PRIMARY ACTIVITIES

• Assess current partnerships and develop joint strategies for improvement
• Dedicate resources, including staff time, to the creation and conservation of quality partnerships and collaborations including aligned visions and clear expectations
• Assess needs for new partnerships to enhance services, support advocacy and build capacity

THE OPPORTUNITY

In order to educate and empower Latinas and their families, Adelante Mujeres needs to further reinforce partnerships with our investors. Strengthening our relationships with investors includes involving investors in our work and giving them a seat at the table. We see our investors as true partners in this work – we can only accomplish our goals by working together, communicating with one another and listening to each other.

PRIMARY ACTIVITIES

• Research best practices for building a strong investor partnership program
• Provide meaningful opportunities for investors – including individuals, corporations, government entities and foundations – to increase knowledge of what we do and give input on our work
• Invite key investors to sit on our board and serve on board committees

PHASE I - OBJECTIVE 4

We will assure core partnerships are clearly defined, mutually beneficial and stable.

PHASE I - OBJECTIVE 5

We will deepen our relationships with investors to develop meaningful partnerships, ensure completion of our Capital Campaign and maintain funding for operations.
• Invite investors to our events including graduations, class celebrations, Farmers Market, and other program activities open to visitors, so they become part of the family.
• Consistently provide heartfelt appreciation and gratitude to investors by following the Acknowledgement Matrix
• Develop an individualized partnership cultivation plan for major investors
• Create visually impactful marketing materials and high-quality events to inspire and motivate investors
• Meet Capital Campaign goals through grants funding, business partnerships and individual investments
• Meet annual operations funding goals through grants funding, business partnerships and individual investments

**PHASE I - OBJECTIVE 6**

We will augment services to the community by opening a Shared-use Commercial Kitchen, Adult and Early Childhood Classrooms, and a Chicas Makerspace.

THE OPPORTUNITY

Access to appropriate, licensed physical spaces that support economic stability and foster quality learning are in short supply for the Latino immigrant community. In our new, permanent home we will provide welcoming, well-designed and accessible environments to help our participants reach their dreams.

PRIMARY ACTIVITIES

• Research best practices for sustainable physical design and space utilization for a Shared-use Commercial Kitchen, Adult and Early Childhood Classrooms, and a Chicas Makerspace
• Complete the remodel of the unfinished space in our new building, including seismic upgrades
• Develop Operation Manuals and train all users in building safety, building stewardship, efficiencies and ecological sustainability

“Having a building for Adelante means having a place for us to come and do homework, get support, and feel at home”

-Chicas Participant

Having our own home also means being around for the duration. Women in our Adult Education program will pursue their dream of formal education in an empowering and safe environment, confident their young children are prepared for life-long learning, getting the best support possible in a high-quality classroom in the same building.
APPENDIX A

Accomplishments Fiscal Years 16-17, 17-18

<table>
<thead>
<tr>
<th>Metric</th>
<th>2016-17</th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of children meeting Teaching Standards GOLD benchmarks</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>% of adults meeting CASAS English Language benchmarks</td>
<td>82%</td>
<td>82%</td>
</tr>
<tr>
<td>% of Chicas participating seniors graduating from high school</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>% of Chicas seniors enrolled in college</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>% of ESPERE participants reporting positive changes in behavior</td>
<td>100%</td>
<td>94%</td>
</tr>
<tr>
<td># of members in Empresas Small Business Network</td>
<td>53</td>
<td>55</td>
</tr>
<tr>
<td>Graduates in our business courses</td>
<td>66</td>
<td>100</td>
</tr>
<tr>
<td>Dollars accessed through IDA Savings Plans and Kiva Zip loans for education and small business development</td>
<td>60,000</td>
<td>65,000</td>
</tr>
<tr>
<td># of participating Farmers, Community Gardeners, and home gardeners and other Farmers</td>
<td>55</td>
<td>45</td>
</tr>
<tr>
<td># of CSA members (% of members who have SNAP shares)</td>
<td>200</td>
<td>150</td>
</tr>
<tr>
<td>Farmers Market Vendors Accepted</td>
<td>65</td>
<td>65</td>
</tr>
<tr>
<td># of people served annually</td>
<td>5,500</td>
<td>8,000</td>
</tr>
</tbody>
</table>
APPENDIX B
Who We Are statement

Adelante Mujeres
“Who We Are”

Our ultimate aims (Box A)
These ideas are about our conscience and our resolve, about how we want to be present and engage in the communities we serve. In all things,

We will model hope and justice in everything we do, acting courageously.

Premises that guide us (Box B)
We hold fast to a set of fundamental ideas as the underlying rationale for our work. These ideas are our conceptual foundation, our starting point, our guideposts. These are the ideas to which we are dedicated:

We believe that a healthy, vibrant Latino community strengthens our society.
The influence of the Latino community on our whole society is immeasurably significant. When there is strength and vitality throughout the Latino community, the perspectives, values, culture, and commitments of Latinos improve the experience of everyone, regardless of race, ethnicity or social status.

We believe that the empowerment of women is essential for a thriving community.
The influence of women on our communities is inestimable. Women provide strength, resolve, nurture, leadership, guidance, presence, structure, and nourishment to all of us in countless ways. For a community to thrive, women must be empowered to fulfill their potential.

We believe that all people have an innate capacity for growth and transformation.
Possibility is within everyone. All people can develop themselves. Everyone can improve. Transformation is not just the privilege of a few, but the capability and right of all people. Even when people have experienced significant obstacles the potential for growth is still within them.

We believe that learning leads to a flourishing life.
Learning, in all of its forms, unlocks a future worth living. Whether through formal education or informal mentoring, the experience of discovery and the commitment to acquiring and applying knowledge is a catalyst for a better life. Learning is critical for all of us to flourish, but is especially important during the years of childhood and youth.

We believe that a strong community requires the inclusion of everyone.
We are stronger when we can depend on others, learn from others, and be stretched and informed by others, particularly when the perspectives of others include those unlike ourselves. A rich human ecosystem strengthens the resilience and amplifies the potential of a community.

We believe everyone has a responsibility to cultivate a peaceful community and a healthy planet.
The responsibility for seeing a quality of people, place, and planet belongs to everyone. Our world depends on the care and intention of all people.
The impact we intend (Box C)
Our ideas about intended impact are the areas of the change we would like to effect and of how our children, families, and communities will be different because of Adelante Mujeres. We will design and implement strategies in service to:

1. Latino women are empowered to lead.
2. Latino children are equipped with the tools for social, emotional, and academic success.
3. Latino families live with compassion toward one another and the earth.
4. Latino families have a strong economic foundation.
5. Latinos mobilize positive change in the community.

The ways we engage others (Box D)
We believe that every organization is guided by a set of commitments not just about the “why” and the “what,” but also the “how,” the ways we are committed to engaging those we serve. All that we do will be characterized by these ideas of “how”:

A holistic approach to the individual, family, and community
We interact with people and their experience not in parts, but as a whole. We value all the facets of the human experience. We see individuals in the context of their family, friends, and colleagues. We recognize that true human progress results when the whole person is engaged.

Engaging the strengths of people
We work with what is strong within people and their situations. This strength-based approach allows us to respect people, their stories, and their progress. It helps us maximize the potential of each person we work with.

Meeting people where they are, then taking steps forward together
We connect with people at their point of current need and present opportunity. We don’t expect people to be perfectly put together. We join them in identifying a vision for their lives, and then support and guide their way forward.

Deep cultural understanding and solidarity
Our approach is informed by the riches of cultural awareness, appreciation, and sensitivity. This allows us to engage our people, families, and communities appropriately and with nuance and verve. We also work from a position of identification, and approach our mission from a posture of oneness with those we serve.

Seeking participation and collaboration with others
Our vision for impact is significant and ambitious. We cannot accomplish it alone. We must work closely with others and seek partnerships with people and agencies dedicated, as we are, to accomplishing our vision for community impact.
APPENDIX C
Adelante Program Overview

ADELANTE MUJERES means Women Rise Up.

WE ARE BUILDING A MORE JUST SOCIETY
BY EMPOWERING LATINAS TO LEAD.

WE SERVE
8,000
PEOPLE
EVERY YEAR.

What We Do

ADULT & EARLY CHILDHOOD EDUCATION
Mothers and children learn together in integrative classrooms. Adult classes include ESL, GED preparation and more.

CIVIC LEADERS PROJECT
Participants from communities of color complete a hands-on leadership training, equipping them with civic leadership skills.

SUSTAINABLE AGRICULTURE
Farmers learn sustainable farming methods and how to successfully market their products. They can then sell in through our Distributor and CSA program.

IMMIGRANT SOLIDARITY PROJECT
In response to the fear and trauma facing the Spanish speaking community, this project works to provide support and resources for immigrants.

NOURISH THE COMMUNITY
Through nutrition classes and access to local produce, Latina women and their families are adopting healthier lifestyles.

CHICAS YOUTH DEVELOPMENT
Girls in 3rd to 12th grade participate in weekly after-school sessions. 100% of high school seniors in the program graduate high school and enroll in college.

EMPRESAS SMALL BUSINESS
Through training and access to capital, Empresas helps Latino entrepreneurs launch successful and sustainable small businesses.

FOREST GROVE FARMERS MARKET
Located in downtown Forest Grove, our market provides an outlet for small farmers to make their locally grown produce accessible to the community.

ESPERE
ESPERE trains families to manage conflict with compassion, helps individuals overcome past emotional trauma, and leads to healthy, violent-free relationships.

WWW.ADELANTEMUJERES.ORG
2030 MAIN ST. SUITE A, FOREST GROVE, OR, 97116
**APPENDIX D**

Criteria for growth

**Expanding or Adopting Programs or Projects**
Prepared by Program or Project Lead(s)
Reviewed by a committee consisting of Manager, Director, Exec. Dir, Senior Management Team (SMT) or Board of Directors’ Executive Committee

**Complete all sections in green**

<table>
<thead>
<tr>
<th>Program/Project name:</th>
<th>Date:</th>
<th>Presented By:</th>
</tr>
</thead>
</table>

**Overview (brief description of program)**

Program/Project Description:

<table>
<thead>
<tr>
<th>Primary Goal:</th>
<th>Primary Strategies:</th>
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</thead>
</table>

**Projected Program/Project Expenses for FY 20__:**

<table>
<thead>
<tr>
<th>Program/Project Lead:</th>
<th>If current staff member, percent of FTE that will be dedicated to this project:  .___FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tasks will they be relieved of to take on this new work:</td>
</tr>
</tbody>
</table>

**Recent History (for program expansion only)**

<table>
<thead>
<tr>
<th>Prior two years</th>
<th>Success Indicators</th>
<th>Results on Success Indicators</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>20__</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20__</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Strategic Alignment (Staff complete this section prior to presentation. Review committee completes during or/and after the presentation.)**

**Adelante Mujeres Mission, Values and Who We Are**

*Consistent with the mission of Adelante Mujeres:* 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.

Consistent with core values of Adelante Mujeres:

- Believe in yourself and others and commit to personal growth
- Be in solidarity with the community
- Love and respect the earth

Consistent with Who We Are Statement:

- We believe that a healthy, vibrant Latino community strengthens our society.
- We believe that the empowerment of women is essential for a thriving community.
- We believe that all people have an innate capacity for growth and transformation.
- We believe that learning leads to a flourishing life.

<table>
<thead>
<tr>
<th>Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>No</td>
</tr>
</tbody>
</table>
- We believe that a strong community requires the inclusion of everyone.  
- We believe everyone has responsibility to cultivate a peaceful community and a healthy planet.

<table>
<thead>
<tr>
<th>Strategic Plan Priorities</th>
<th>Alignment to Strategic Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete this section by writing in the spaces below several goals or strategies from the Strategic Plan that are relevant to your proposed program or project</td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Related Criteria</th>
<th>Alignment to Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responds to high-priority need identified by community (attach back-up and/or needs assessment)</td>
<td>How:</td>
</tr>
<tr>
<td>Anticipated number of participants</td>
<td>Number:</td>
</tr>
<tr>
<td>We can measure impact</td>
<td>Mode of measurement:</td>
</tr>
<tr>
<td>We are the best ones to do this work (expertise, history, community trust, location)</td>
<td>Why:</td>
</tr>
<tr>
<td>We have or can build the capacity to deliver</td>
<td>How:</td>
</tr>
<tr>
<td>We have partnerships for collaboration</td>
<td>Who:</td>
</tr>
<tr>
<td>It builds on work we are currently doing</td>
<td>How:</td>
</tr>
<tr>
<td>Utilizes volunteers</td>
<td>How:</td>
</tr>
<tr>
<td>Supports cross-program collaboration</td>
<td>How:</td>
</tr>
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</table>

**Development (Dev) and Marketing (Mkt) Criteria**

<table>
<thead>
<tr>
<th>Development (Dev) and Marketing (Mkt) Criteria</th>
<th>Alignment to Dev and Mkt Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program presents solid opportunities for funding</td>
<td>Attractive to foundations □ Individuals □ Corporations □ Self-funded □ In-kind □ Funding Identified □ Who: Does not meet □</td>
</tr>
<tr>
<td>Percentage (%) using current funding/new funding</td>
<td>Current: □ New:</td>
</tr>
<tr>
<td>Provides development or marketing potential to the organization (builds partnerships, increases visibility)</td>
<td>How:</td>
</tr>
</tbody>
</table>

**Admin Criteria**

<table>
<thead>
<tr>
<th>Admin Criteria</th>
<th>Alignment to Admin Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin needs (include anything needed above normal):</td>
<td>Needs:</td>
</tr>
<tr>
<td>Infrastructure needs:</td>
<td>Details:</td>
</tr>
</tbody>
</table>

---This section to be completed by Review Committee---

**Focus of Committee Review**

- What is the need addressed and what are the risks and opportunities presented by this program/project?
- How does this program further our Mission, Values, Who We Are, and Strategic Plan?
- Within the context of our Mission, Values, Who We Are, Strategic Plan and Funding how should this program/project be adjusted if adopted?

**Committee Recommendation:**
In Adelante Mujeres Who We Are declaration, we affirm our commitment to seek participation and collaboration with others to further our impact in the community.

“Our vision for impact is significant and ambitious. We cannot accomplish our work alone. We must work closely with others and seek partnerships with people and agencies dedicated, as we are, to accomplishing our vision for community impact.

In establishing new partnerships, we will assess the collaboration’s potential alignment with these criteria, listed in order of importance:

- Aligns with our mission and Strategic Plan
- Both organizations have the capacity to complete the work; we understand what required
- Effective and efficient communication with partner
- Clear, written plan for the partnership exists or will exist (MOU, contract, etc.)
- Partner has a solid reputation in the community
- Partnership fills a need in the community
- Increases the quality of services to participants
- Financially beneficial or increases opportunities for funding or brings new funding
- Increases the scope of services to participants providing access to new services
- Mission alignment between organizations
- Partners share understanding and/or respect for Latino culture
- Has potential for future benefit – opens up new networks or larger partnerships
- Leverages organizational capacity
- There is an understanding with the partner that we will jointly evaluate the partnership annually

*These criteria were generated at the Board-All Staff 2018 Retreat and later refined by the Board and SMT

** Quienes Somos, page 2 The Way We Engage Others
APPENDIX F
The Imperative of Infrastructure

“When you look at a restaurant on Yelp, do you care how much they spent on rent and electricity, or just how good the food and service are?” And “When firefighters are putting our fires, do you ask them what their hose-to-water ratio is?” (Click here to read full article)

“So the next time you’re looking at a charity, don’t ask about the rate of their overhead. Ask about the scale of their dreams, their Apple-, Google-, Amazon-scale dreams, how they measure their progress toward those dreams, and what resources they need to make them come true, regardless of what the overhead is. Who cares what the overhead is if these problems are actually getting solved?” (Click here to read full article)

APPENDIX G
Organizational Chart

[Organizational chart image]

Rev: September 25, 2018
(T) Temporary/Seasonal