TOGETHER WE ARE MORE

2021-2023
Our Strategic Plan
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Togetherness, we are more

When Corazón was founded in 2016, we could never have predicted the challenges our community would face in such a short time. Working closely with our neighbors through fires, floods and now a pandemic, we have built a foundation of trust. Based on those relationships, we are ready to expand and deepen our impact with an intentional, strategic plan for the future.

An effective organization needs a clear mission statement and a broad understanding of when and how the organization creates value in the community. In October 2020, the staff, board, and community-initiated Corazón Healdsburg’s first strategic plan.

A strong strategic plan is the best way to maximize our resources to have the greatest impact. As we have responded to crisis after crisis, we have not always had the time to address the systemic inequities that exacerbate each emergency for so many in our community. With no sign of these challenges letting up, we must build resilience into our systems. We must make sure that we deeply understand our community’s needs, hopes, and aspirations and that every dollar we spend is an investment in the kind of transformational change that will help our community achieve those dreams.

For us, Participation is key. Not as a regular word of the dictionary, but an intentional and organized community action plan. To define what participation means to Corazón, we use Nabeel Hamdi’s definition:\footnote{Hamdi, Nabeel. The placemakers’ guide to building community: planning, design and placemaking in practice (92)} Participation is about taking responsibility with authority and in partnership with other stakeholders in pursuit of common goals.

Responsibility, because with participation come rights and also obligations. Authority, because without a large measure of control and self-determination, we cannot have ownership and without ownership you undermine commitment over the longer term, at least. Lastly, partnership, because it demands cooperation, not just to deliver on needs but also to forge alliances vertically with other authorities and horizontally with our own, which in time can influence politics or policy and which can both empower and transform.

Community members, partners, the whole board and all staff members participated in the strategic plan process. Together we were able to forge an ambitious, yet realistic plan, where we can only accomplish if we work together. That’s why, Corazón’s shared call to Action is Together, we are more!
**KEY TERMS**

- **Mission**
  
  The mission states why we exist (i.e. what is our raison d'etre?).

- **Value creation & ambition**
  
  Our value creation flags (or ‘pillars’) and our ambitions for these tells us what value (social impact) we want to create in our community to realize our Shared Call to Action (within the scope of our mission).

- **Strategic priorities and objectives / Key Performance Indicators (KPIs)**
  
  The strategic priorities are our main efforts (services, programs, events, etc.), which will help us realize our value creation ambitions to realize our vision. For each priority there will be defined a number of objectives or Key Performance Indicators (KPIs) to track our development.
MISSION STATEMENT

Our mission is to build a compassionate and just community by empowering and dignifying individuals and families, advocating against injustices, and uniting people to celebrate diversity.
MISSION STATEMENT

Corazón Healdsburg is a mission-driven human-rights organization that believes in human dignity and human rights. As Aristotle has been telling us for more than two thousand years, justice is only achieved when we have equality. According to him “There is nothing so unequal as the equal treatment of unequals.” People should be treated equitably and ethically, given their individual needs and circumstances, and the differences between people should be recognized and valued, not diminished. Our community is not demanding too much. We just want a compassionate and just community.

For this reason, through our participatory process, we decided that Our mission is to build a compassionate and just community by empowering and dignifying individuals and families, advocating against injustices, and uniting people to celebrate diversity.
Our mission statement challenges us to do three things to build a compassionate and just community: empower individuals and families with dignity; advocate against injustices, and unite people to celebrate diversity. Our internal cohesiveness as an organization is the foundation for this work and these values.

Given that, Corazón defined its four independent but still harmonious four value creation dimensions, or ways that we create value through our work.

**Individual empowerment**
We create value when we empower vulnerable individuals and families in need to become **self-sustainable and self-reliant**, with initiatives that will improve wellbeing, self-esteem, and dignity.

**Collective empowerment**
We create value when we actively stand up against injustices and advocate for human rights, amplifying the voice of the Latin-American community to **transform unjust systems**.

**Community strengthening**
We create value when we facilitate opportunities to bring individuals and families with different backgrounds together to **cultivate relationships** in order to achieve a shared understanding of the importance of diversity inclusiveness and equality.

**Corazón cohesiveness**
We create value when we have a passionate and competent team, a diverse and engaged board, a clean structure, strong partnerships and when we deliver our services in the most **impactful and resource-conscient manner**.
Once we agreed upon the definition of our value creation dimensions, we determined our priorities. These are the activities we need to implement in order to create these values. We developed 11 strategic priorities in which we define our ambition for the initiative, goals, and the activities to be developed over the next few years.

- Holistic and Family-Centered Case Management
- Academic Development
- Support for Children & Youth
- Holistic Workforce Development Program
- Center for the Latin-American Entrepreneur
- Life-Skills and Wellbeing Training Center
- Multilayered Community Organizing Model
- A Strong and Reliable Voice of the Latin-American Community
- An Organized and Ready-to-Activate Volunteer Network
- Strategic Partnerships and Community Engagement
- Community Building Anchored in Diversity, Equity, and Inclusion
- A Great Place to Work
- Corazón Cohesiveness
STRATEGIC PRIORITIES

Holistic and Family-Centered Case Management

We want to assist our most vulnerable clients and their families with their most immediate needs, but also assist and coach the served individuals and families to be self-sustainable and self-reliant. Instead of serving the client once, we will assess their needs in different dimensions (health, finance, education, housing, etc.), identify the most impactful interventions, make successful internal and external referrals, and, in partnership with the client, develop a long-term or short-term plan of care to overcome the barriers that are putting them into a vulnerable situation. Referrals (Internal and/or External) will be successful if it is relevant and cohesive to the client’s plan of care.

Individual empowerment
We create value when we empower vulnerable individuals and families in need to become self-sustainable and self-reliant with initiatives that will improve wellbeing, self-esteem, and dignity.

Resource demand: In-house, Direct Service, Partnerships for External Referrals.
STRATEGIC PRIORITIES

Academic Development Support for Children & Youth

We want to support every young person in need to build a strong foundation to prepare for and complete the highest level of postsecondary education or training to achieve their career goals. We want to incentive and nurture the college going and/or career development culture in our community by offering to children, youth, and their parents the support they need throughout their whole academic life (from childcare to high-school) for them to be able to make informed decisions and to overcome inequities created by the racial/economic/social divides.

Individual empowerment
We create value when we empower vulnerable individuals and families in need to become self-sustainable and self-reliant with initiatives that will improve wellbeing, self-esteem, and dignity.

Resource demand: Child Care in-house. Partnerships on the other initiatives.
STRATEGIC PRIORITIES

Holistic Workforce Development Program

We want to be a workforce development hub, support system for job creation and key-connector in the region, offering training, coaching, and job bank to connect clients with career opportunities to employers in need of staff. We want to help the unemployed to find a sustainable job in their area of interest and expertise while mutually helping the employer to find the talent they need. We want to assist the employers to retain their employees by offering to their employees’ assistance to develop their careers, and relevant tools (workshops, translation, outreach) to improve the employee/employer relationship and work conditions.

Individual empowerment

We create value when we empower vulnerable individuals and families in need to become self-sustainable and self-reliant, with initiatives that will improve wellbeing, self-esteem, and dignity.

Resource demand: 

- In-house Operations
- Partnerships for the Courses and Workshops.
Center for the Latin-American Entrepreneur

To support and empower the existent entrepreneurship talents in our community and develop new ones by offering and providing relevant and impactful tools to increase the number of successful businesses and tools to grow and scale those businesses.

Individual empowerment
We create value when we empower vulnerable individuals and families in need to become self-sustainable and self-reliant, with initiatives that will improve wellbeing, self-esteem, and dignity.

Resource demand: In-house operations. Partnerships on the other deliverables.
Life-Skills and Wellbeing Training Center

We want to support individuals in the region by offering adults relevant training, courses, and workshops on workforce development (technical skills, professional development), on subjects that are essential to navigate the complicated U.S. bureaucratic system (taxes, immigration, Adult Education, banking, building credit) and also on subjects that are important to improve quality of life (healthy habits, well-being, etc.).

Individual empowerment
We create value when we empower vulnerable individuals and families in need to become self-sustainable and self-reliant with initiatives that will improve wellbeing, self-esteem, and dignity.

Resource demand: In-house operations. Some In-house Trainings. Partnerships on the other deliverables.
STRATEGIC PRIORITIES

Multilayered Community Organizing Model

We want to design a community organizing model capable of building power in the Latin-American Community that empowers groups with converging interests to improve their own livelihood.

Collective empowerment
We create value when we actively stand up against injustices and advocate for human rights, amplifying the voice of the Latin-American community to transform unjust systems.

Resource demand: 🔴

Full in-house operations
STRATEGIC PRIORITIES

A Strong and Reliable Voice of the Latin-American Community

We want to elevate and amplify the voice of the Latin-American Community and transform this voice into actions aimed to change the status quo and promote structural changes in racist customs and adversarial policies in our community. We will equip Corazón to have an active and efficient Activism branch that will focus on a specific agenda for creating advocacy campaigns (eg. with regard to affordable housing and racism/unconscious bias).

Collective empowerment
We create value when we actively stand up against injustices and advocate for human rights, amplifying the voice of the Latin-American community to transform unjust systems.

Resource demand: 📘 📘

Full in-house operations
An Organized and Ready-to-Activate Volunteer Network

We want to build a diverse, organized, and easy-to-activate volunteer base that is proportional to the size, impact, ambition and needs of the organization, representative of the entire community and capable to effectively support the numerous strategic priorities.

Community strengthening

We create value when we facilitate opportunities to bring individuals and families with different backgrounds together to cultivate relationships in order to achieve a shared understanding of the importance of diversity inclusiveness and equality.

Resource demand: Full in-house operations
Strategic Partnerships and Community Engagement

We want to build a central infrastructure of strategic partnerships and alliances to help the organization to achieve goals, improve effectiveness and organizational efficiency, ensure effective use of charitable resources, strengthen community connections with constituents and others, and improve services.

Community strengthening
We create value when we facilitate opportunities to bring individuals and families with different backgrounds together to cultivate relationships in order to achieve a shared understanding of the importance of diversity inclusiveness and equality.

Resource demand: Full in-house operations
Community Building Anchored in Diversity, Equity, and Inclusion

We want to create and promote opportunities to bring the community together by facilitating spaces, events, forums, trainings, and discussions where the importance of diversity, equity and inclusion is celebrated, cross-cultural and cross-racial connections are enabled, and the sharing-bread value is intentionally cultivated to decrease the negative impact of racism, cultural prejudice and misunderstandings. We will implement the “You are my other me” as a guiding principle for this initiative.

Resource demand:
- In-house operations
- Sponsorships for Events
- Partnerships on Executions
STRATEGIC PRIORITIES

A Great Place to Work
We want to implement better practices of Human Resources Development to improve and maintain quality services, to mitigate the day-to-day stress due to the traumatic stories shared by our clients, to increase productivity and retention, and to serve as a role model to other companies and organizations on how to treat the staff.

Corazón cohesiveness
We create value when we have a passionate and competent team, a diverse and engaged board, a clean structure, strong partnerships and when we deliver our services in the most impactful and resource-conscient manner.

Resource demand: 🍃🍃
Full in-house operations
CORAZÓN STRATEGY AND TRANSFORMATION MAP

The strategic priorities will be initiated and implemented over the next 1-2 years.

- Holistic and Family-Centered Case Management
- Academic Development Support for Children & Youth
- Holistic Workforce Development Program
- Center for the Latin-American Entrepreneur
- Life-Skills and Wellbeing Training Center
- Multilayered Community Organizing Model
- A Strong and Reliable Voice of the Latin-American Community
- An Organized and Ready-to-Activate Volunteer Network
- Strategic Partnerships and Community Engagement
- Community Building Anchored in Diversity, Equity, and Inclusion
- A Great Place to Work
CORE VALUES

For us to implement the strategy, we need to have fundamentals of character and ethics. Corazón’s core values are celebrated and lived on a daily basis.
Chicano filmmaker and writer Luis Valdez’s poem ‘Pensamiento Serpantino’ honors the traditional Maya understanding of communal health. Corazón Healdsburg seeks to embody the In Lak’Ech principle in everything we do.

**IN LAK’ECH**
If I love and respect you, I love and respect myself. If I do harm to you, I do harm to myself.

Si te amo y te respeto a ti, me amo y me respeto yo; si te hago daño a ti, me hago daño a mí.
Corazon brings souls together to sing for hope  
And plant seeds into the world  
Creating a community that feels like family

With Radical Love  
Advocating for change  
Creating a world of endless possibilities

Let’s create a movement where we open our hearts to humanity  
Allowing our own imperfections to be a vehicle for compassion,  
And the changes we want to see in the world.