



Strategic Plan 2024-2027



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EXECUTIVE DIRECTOR



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MISSION

Los Cien advances belonging, trust and equity by engaging with our community, facilitating honest dialogue, and elevating Latinx pride and power in Sonoma County.

VISION

Our vision is of orgullo (pride) & equity for Latinos in Sonoma County!

Letter from the Executive Director



Dear Community Partner,

As we embark on a new phase of our journey, I am excited to present Los Cien's Strategic Plan Update – a testament to our commitment to advocate for equitable opportunities and raise awareness about disparities within the Latine community.

At the core of our mission lies a vision of inclusivity, belonging, representation, and empowerment. We understand that achieving this vision requires us to confront uncomfortable truths and facilitate dialogue that bridges the gap between decision-makers and those affected by their policies.

While we have made strides in providing a platform for marginalized voices, we recognize the need for deeper engagement with the communities we serve. Empowerment stems from meaningful and intentional connections and support in educational and socio-political spheres.

Simultaneously, we acknowledge the importance of cultivating relationships with institutional leaders to foster transformative, inclusive change. We can create a more just and equitable society by championing diversity and inclusivity.

We are firmly committed to building capacity, effectively communicating our message, and leading with love and compassion. Our guiding principles of collaboration, accountability, respect, and equity (CARE) will continue to anchor our efforts as we strive to create positive change and access for all in our region.

Together, let us continue building bridges that actively work towards a future where every voice is heard, every individual is valued, and every community thrives.

Respectfully,

A handwritten signature in black ink, appearing to be 'H. Hernandez', written over a light blue circular background.

Herman **G.** Hernandez
Pronouns: he/him/el
Executive Director, Los Cien Sonoma County

Why we do what we do!

MISSION

Los Cien advances belonging, trust and equity by engaging with our community, facilitating honest dialogue, and elevating Latinx pride and power in Sonoma County.



VISION

Our vision is of orgullo (pride) & equity for Latinos in Sonoma County!

Our Work

Over the past 15 years, Los Cien has continued to lead an equity-driven organization that thrives on community engagement. With a membership base spanning diverse sectors, including community leaders, businesses, educational, healthcare, and governmental bodies, Los Cien has spearheaded numerous initiatives and events, making it a focal point for inclusive dialogue and action in Sonoma County and the North Bay. At the heart of its mission is a commitment to fostering belonging through monthly gatherings dedicated to equity and inclusion while amplifying the vibrant Latinx culture through signature events. Having organized over 160 convenings and boasting a membership of 350 individuals, Los Cien embodies the spirit of inclusivity encapsulated by its founder, Dr. Herman J. Hernandez, who famously said, "It is better to be at the table than on the menu."

This progress could not have been accomplished without our passionate and dedicated volunteers, whose countless hours of service have been instrumental in driving its initiatives forward. However, recognizing the need for sustainable growth, Los Cien has recently revamped its operational model, expanding its staff capacity and enhancing its organizational structure. This strategic shift towards greater stability has enabled Los Cien to broaden its impact, evidenced by the increased frequency of program events, higher attendance rates, and a growing membership base. As Los Cien continues to evolve, it remains steadfast in its commitment to driving positive change and advancing equity across Sonoma County and beyond.

15

**Years of
service**

80

**News
Articles**
since 2012

163

Convenings
since 2009

350

**Official
Members**

3,400

**Newsletter
Subscribers**



2

Strategic Planning Process

Los Cien used a mixed methods approach to gather comprehensive data from various sources for its strategic planning process. This approach ensured a deep understanding of the Los Cien members, those who are values-aligned with our mission and the broader community.

Identifying Community Perspectives

A detailed survey collected insights from **268** respondents, providing a rich quantitative dataset. This survey tapped into members' and followers' collective wisdom and experiences, laying the groundwork for developing Los Cien's strategic direction.

Capturing Ideas through Interviews

Complementing the survey, **15** key informant interviews offered qualitative depth and nuance. These individuals, identified for their unique contributions to Los Cien, provided insights beyond the survey's scope, enriching the understanding of the community landscape.

Elevating Voices through Empathy Interviews

Los Cien board members conducted empathy interviews to amplify the voices of community members in the process. These interviews brought authentic experiences to the forefront, ensuring the strategic plan reflects the lived realities and aspirations of those we center in our work.



Community Mapping

In our work to define Los Cien's strategic direction, the Community Mapping process illuminated the multifaceted nature of our mission, reinforcing our dedication to inclusivity and the diverse needs of the Latino community. We embrace the rich tapestry of intersectional identities that define and strengthen our community by placing historically marginalized, socio-economically challenged immigrants and first-generation individuals at the center of our work.

Who stands at the center?

The Latine community, embodying a spectrum of experiences and challenges, remains our focal point. This deliberate centering underscores our commitment to uplifting those most affected by systemic barriers, ensuring their voices and needs guide our mission.

Who is closest to those at the center?

Our work relies on a broad network of communities closest to our centered community, from business and health organizations to community leaders and policymakers. These relationships underscore the interconnectedness of our work and the shared benefits of our mission.

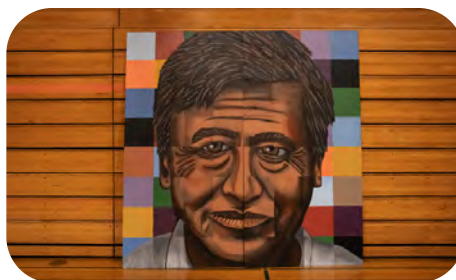
Who shares our values?

Our allies, including activists, educators, tribal leaders, and faith communities, amplify our efforts. Their collaboration and support are crucial in realizing our vision of a more equitable and inclusive Sonoma County.

Who is missing?

Identifying gaps in our engagement strategy, we recognize the imperative to reach out to unengaged sectors of our community, including the Black and African American community, Indigenous population, people with disabilities, and those within the LGBTQIA+ community. Acknowledging these gaps is the first step towards bridging them and enhancing our impact.

This process is not static but a dynamic reflection of our ongoing commitment to evolve, ensuring our strategies and actions remain responsive to the community's needs. By continuously adapting and expanding our understanding, Los Cien is dedicated to creating a more inclusive, equitable future for all community members.



Strategic Goals

Strategic goals are the backbone of an organization's future, providing a clear roadmap for the future. For Los Cien, defining these goals is crucial for steering the organization toward our vision of impactful, community-centered work.

Los Cien's identified goals—stabilizing the organization, refining strategic communications, and fostering engagement and education in leadership, policy, and programming—reflect a comprehensive approach to build on our solid foundation and extend our influence. These goals are designed to ensure that Los Cien remains a vital community resource and amplifies its role in shaping a more informed, engaged, and empowered community.

Goal 1

Investing in stable, sustainable organization

Goal 2

Amplifying Impact through Communications and Community Engagement

Goal 3

Creating the space to engage, educate, and elevate through:

- Leadership
- Policy & Advocacy
- Programming
- Partnership

By achieving these ambitious goals, Los Cien will solidify our capacity to serve while securing our role in shaping a more informed, engaged, and empowered community.



Goal 1 Invest in a Stable, Sustainable Organization

Strategic Goal 1 prioritizes building a stable and sustainable organization by enhancing internal well-being, optimizing resources, and strengthening staff, board, and community engagement. Investing in goal one will solidify Los Cien's foundation, ensuring its long-term resilience and capacity to serve effectively.

1

Governance and Board Development: Our governance and board development strategy reinforces accountability and strategic leadership, ensuring our organizational objectives are met with integrity and foresight.

2

Fiscal Development: We aim to secure our financial health and organizational sustainability by optimizing our fund development capacity.

3

Health and Well-being: By integrating self-care into our culture, we empower staff and volunteers to flourish, fostering well-being that translates to impactful work.



Goal 2 Amplifying Impact through Communications and Community Engagement

By prioritizing the development and continuous refinement of our communications and community engagement efforts, we can enhance the visibility of our initiatives, foster greater community involvement, and build stronger connections within and beyond our membership base. These efforts are crucial for creating a unified voice and amplifying our impact on the issues we care about.

1

Creating a Clear Communications Plan: Our strategy for effective communications centers on developing a dynamic communications plan that is adaptive to our organizational goals while addressing the needs of our community.

2

Commit to Ongoing Iteration: The plan needs to be dynamic and responsive to the changing needs of the organization and the community.

3

Membership and Community Engagement: Our goal is to expand our membership significantly while targeting community engagement and increasing the impact of our advocacy efforts.



Goal 3 Creating the Space to Engage, Educate, and Elevate Through Leadership, Policy, and Programming

Strategic Goal 3 aims to create transformative spaces that foster engagement and education to elevate leadership, policy, and programming. This multifaceted goal seeks to develop and nurture future leaders, advocate for meaningful policy changes, and deliver impactful programming that responds to current issues and builds bridges within the community.

1

Leadership Development: Based on thorough research, we seek to create a comprehensive leadership program supported with adequate funding and dedicated staffing.

2

Policy & Advocacy: We will initiate a proactive stance in our work, ensuring we identify action steps that can contribute meaningfully to the dialogue and development of policies that align with our mission.

3

Impactful Programming: We will strategically streamline our event schedule, allowing for a more agile response to emerging issues and focusing on measurable impact, inclusivity, and bridge-building.

4

Mutually Supportive Partnerships: We will actively engage with various organizations to forge alliances that reflect and support our centered communities.



Conclusion

As Los Cien Sonoma County looks toward the future, our strategic plan encapsulates a commitment to fostering inclusivity, empowerment, and equity within our community. Grounded in the strengths of our past and present—our unique position, engaged community, and dedicated team—we stand ready to tackle the challenges ahead with resilience and focus. By advancing our strategic goals, we reaffirm our dedication to envisioning and actively building a more equitable and vibrant future for our community.

THANK YOU TO OUR INVESTING PARTNERS!



THANK YOU TO OUR AMAZING PARTNERS!

4Cs of Sonoma County
Burbank Housing
Child Parent Institute
City of Cloverdale
City of Santa Rosa
Comcast
Community First Credit Union
County of Sonoma
Exchange Bank
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Building Bridges

since 2009

