



**PUERTAS
ABIERTAS**

NAPA VALLEY  DESDE 2005

STRATEGIC PLAN

2026-2029

***A Future Rooted in Culture,
Strength, and Community Wisdom***



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LETTER FROM THE EXECUTIVE DIRECTOR

Dear Friends,

It is my honor to share Puertas Abiertas Community Resource Center's (Puertas Abiertas) updated Strategic Plan for 2026–2029. This plan reflects both the progress we have made and the realities our community continues to face today. It builds upon the priorities and momentum established in our previous plan while adapting to emerging community needs, organizational growth, and an evolving social and economic landscape.

Today, Latine and immigrant communities continue to face growing fear, uncertainty, targeting, and systemic challenges that impact daily life, stability, and well-being. Families are navigating economic pressures, changing policies, misinformation, and barriers to accessing trusted support. In this environment, Puertas Abiertas is needed now more than ever.

Over the years, we have worked intentionally to build deep trust within the community and establish Puertas Abiertas as a safe home, trusted advocate, and culturally grounded resource for families across Napa County. Those relationships and that trust allow us to continue serving as a beacon of support, connection, healing, and hope during difficult and uncertain times.

Guided by our core values, this Strategic Plan focuses on strengthening direct services, building sustainable funding, investing in organizational infrastructure, advancing leadership development, deepening partnerships, and elevating community voice and visibility.

Together, these priorities position Puertas Abiertas to continue responding to urgent community needs while building long-term strength, stability, and opportunity for future generations.

Thank you for your continued trust, partnership, and belief in our mission. Together, we will continue building a stronger, healthier, and more connected community.

Con cariño,



Esmeralda “Esme” Gil
Executive Director
Puertas Abiertas





MISSION

Puertas Abiertas mission is to be a trusted home and advocate that strengthens the Latine community through culturally grounded programs, services, and support.

VISION

We envision a strong, culturally rooted community flourishing with dignity and stability.

VALUES

- **Abundance:** We believe our community carries deep knowledge, strength, and possibility.
- **Courage:** We advocate boldly for justice, equity, and the well-being of our community.
- **Trust:** We build authentic relationships rooted in respect, consistency, and accountability.
- **Dignity:** Every person deserves to be seen, heard, and supported with compassion.
- **Healing:** We center cultural wellness, emotional expression, and collective care.



OUR TEAM

Puertas Abiertas Team

Esme Gil, Executive Director

Alejandra Quintana, Senior Case Manager

Aurora Guillen, Program Coordinator

Diana Zendejas, Outreach Coordinator

Sol Ibarra, Family Advocate I

Andrea Rodriguez, Family Advocate II

Carlos Madrigal, Administrative Assistant

Puertas Abiertas Board of Directors

Nancy Weiss, Chair

Blanca Wright, Vice Chair

Mario Gutierrez, Treasurer

Daniela Bazán, Secretary

Miriam Puentes, Member

Gina Maldonado, Member

Genesis Monnet, Member

Gustavo Martinez, Member



OUR STORY

Founded in 2005, over 20 years ago, Puertas Abiertas was built by the community, for the community to serve as a trusted home and advocate for Latine families in Napa County. Created in response to gaps in access, language, cultural understanding, and representation, Puertas Abiertas was rooted in the belief that families deserve a place where they are welcomed with dignity, compassion, and respect.

Today, the organization supports through culturally grounded programs focused on wellness, advocacy, education, resource navigation, and community connection.

What began as a grassroots effort has grown into a vital community hub where families can find support, healing, empowerment, and opportunities to thrive.

OUR IMPACT



Primarily serving Latines, immigrants, multi-generational families, farmworkers, and individuals working in essential industries such as agriculture, hospitality, and service sectors.

Together, we open doors to opportunity.

STRATEGIC PRIORITIES



2026-2029

GOAL #1: DIRECT SERVICES & COMMUNITY IMPACT

Strengthen Latine families through culturally grounded programs and support.

Puertas Abiertas will continue to provide high-quality, culturally responsive services that meet the evolving needs of Latine communities. Our work centers dignity, safety, and connection.

Key Strategies

- Grow *La Cultura Cura*, wellness circles, and culturally grounded trauma-informed healing programs.
- Expand citizenship, financial literacy, technology literacy, and labor rights education.
- Enhance case management, resource navigation, and food access programs.
- Deepen Promotoras-led community engagement and culturally rooted outreach.
- Strengthen partnerships with Napa Valley Together, and Indigenous language networks.
- Expand immigration education, Know Your Rights workshops, and Family Preparedness support.

Impact We Aim to Create

- Families feel safer, more informed, and more supported.
- Community members access culturally grounded mental health and wellness resources.
- Indigenous language communities receive equitable access to services.
- More residents achieve stability through education, legal navigation, and resource support.

GOAL #2: SUSTAINABLE FUNDING & FINANCIAL HEALTH

Build a resilient financial foundation for long-term stability.

To serve our community with excellence, Puertas Abiertas must strengthen and diversify its funding model. This includes deepening donor relationships, expanding grants, and building reserves.

Key Strategies

- Implement a donor stewardship and appreciation plan.
- Expand recurring giving and major donor cultivation.
- Strengthen fundraising events and sponsorship partnerships.



- Maintain a grant calendar and pursue collaborative, multi-year grants.
- Build operating and capital reserves for long-term sustainability.
- Strengthen internal financial controls and annual budgeting processes.

Impact We Aim to Create

- A stable, diversified funding base.
- Increased donor retention and recurring giving.
- Stronger grant portfolio and multi-year commitments.
- Financial systems that support growth and accountability.

GOAL #3: ORGANIZATIONAL INFRASTRUCTURE

Build the systems, policies, and physical space needed for growth.

As Puertas Abiertas grows, our internal infrastructure must grow with us. This includes our permanent home, technology systems, HR policies, and operational processes.

Key Strategies

- Complete planning and readiness for a permanent facility that reflects our culture and values.
- Strengthen IT security, data protection, and technology systems.
- Update HR policies, compliance systems, and risk management practices.
- Improve internal workflows, documentation, and communication systems.

Impact We Aim to Create

- A safe, accessible, culturally welcoming permanent home.
- Stronger technology and data systems.
- Clear, compliant HR and operational policies.
- Efficient internal processes that support staff and programs.

GOAL #4: STAFF & BOARD DEVELOPMENT

Invest in the people who carry our mission forward.

Our staff and board are the heart of Puertas Abiertas. Their leadership, cultural knowledge, and commitment make our work possible. Over the next three years, we will invest deeply in their growth.

Key Strategies

- Expand staff training in leadership, case management, immigration law, fundraising, and community engagement.
- Strengthen board governance, recruitment, mentorship, and self-assessment.
- Support Executive Director development and build internal leadership pathways.
- Ensure job descriptions, policies, and training reflect best practices and legal compliance.



Impact We Aim to Create

- A skilled, supported, culturally grounded staff team.
- A strong, diverse, engaged board.
- Clear leadership pathways and succession planning.
- A workplace rooted in dignity, equity, and belonging.

GOAL #5: PARTNERSHIPS & EXTERNAL RELATIONS

Deepen collaboration to amplify community impact.

Puertas Abiertas is strongest when we work in partnership. Over the next three years, we will strengthen relationships with nonprofits, government agencies, funders, and community leaders.

Key Strategies

- Maintain consistent check-ins with key partners.
- Formalize MOUs to strengthen collaboration and shared accountability.
- Engage elected officials and civic leaders to elevate the Latine community needs.
- Invite funders for site visits and program tours.
- Recognize partners through communications and public materials.

Impact We Aim to Create

- Stronger cross-sector collaboration.
- Increased advocacy power and community voice.
- Greater visibility among funders and civic leaders.

GOAL #6: VISIBILITY & STORYTELLING

Share our story with authenticity, dignity, and cultural pride.

Visibility is essential for trust, funding, and community connection. Puertas Abiertas will elevate its public presence through storytelling, media engagement, and consistent messaging.

Key Strategies

- Develop a cohesive marketing and communications strategy.
- Collect and share stories that reflect the Latine community's resilience and impact.
- Strengthen media relationships and public representation.
- Use digital analytics to guide content and engagement.
- Ensure brand consistency across platforms.

Impact We Aim to Create

- A recognizable, trusted public presence.
- Stronger donor and partner engagement.
- Latine stories uplifted with dignity and cultural pride.
- Increased visibility of Latine voices in Napa County.