



El Pueblo, Inc.

STRATEGIC PLAN

2017-2019



www.elpueblo.org



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1. INTRODUCTORY LETTER

October 26, 2016

Dear board members, staff members, allies, donors, and community members:

It is our privilege to present El Pueblo's Strategic Plan for 2017-2019. The plan represents the perspective of our organization's team, community members, board, and strategic allies. Representatives from each of these sectors participated in the extensive eight month planning process. The plan incorporates many of the participants aspirations for the desired future of the organization and the impact that we expect to achieve.

This strategic plan provides a map to guide our organization for the next three years. However, we know that our work often does not take a direct route and we are likely to encounter unforeseen obstacles. For this reason, the plan offers the necessary flexibility to be adapted to the challenges and opportunities of an ever-changing context that is frequently hostile towards our community.

This plan is the result of a collective reflection about organizational goals. The plan will contribute to the continued success of our organization in the near future. We personally support and recommend this strategic plan. We applaud the efforts of all of the participants in this process, who dedicated their limited and precious time to making this plan a reality.

Sincerely,

Strategic Planning Team:

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2. VISION, MISSION and VALUES¹

Vision

El Pueblo envisions a just and equal community where all are respected, valued, and engaged.

Mission

El Pueblo's mission is for Latinos to achieve positive social change by building consciousness, capacity, and community action.

Values

Advocacy by bringing forward the voices of NC Latinos to pursue a collective advancement of social justice and political power through civic engagement, leadership development, community organizing and partnerships with allies and policy-makers.

Leadership development that is inclusive, intergenerational and participatory; El Pueblo values activities that create spaces for mutual education and empowerment by building upon the experiences of both educators and learners and providing leadership opportunities for youth and adults.

Cultural celebration and exchange that promotes pride and appreciation.

Community by recognizing and supporting the rights, strengths, and experiences of the Latino community; seeking appreciation, connection and ownership; and ensuring that our community's voice is respected and represented at all levels.

Service with the Latino community, rather than "for" the Latino community. El Pueblo works through participatory programs, alongside volunteerism, and collaborating with partnership.

Collaboration with community members, other organizations, allies and government leaders across North Carolina, and, collaboration within El Pueblo that reaches across divisions to unify resources with diverse partners.

Social justice that respects the inherent worth, dignity, and rights of all; social justice that addresses the root causes of social problems such as the need for and access to personal and public safety; social justice that gives people access to education at all levels, to quality health services, to economic opportunity and to employment with benefits.

Transparency to community, partners, and funders in all respects through clear communication and fiscal and programmatic accountability.

¹ We did not update the mission, vision, and values statements during this process. Updating is included in goal #15.

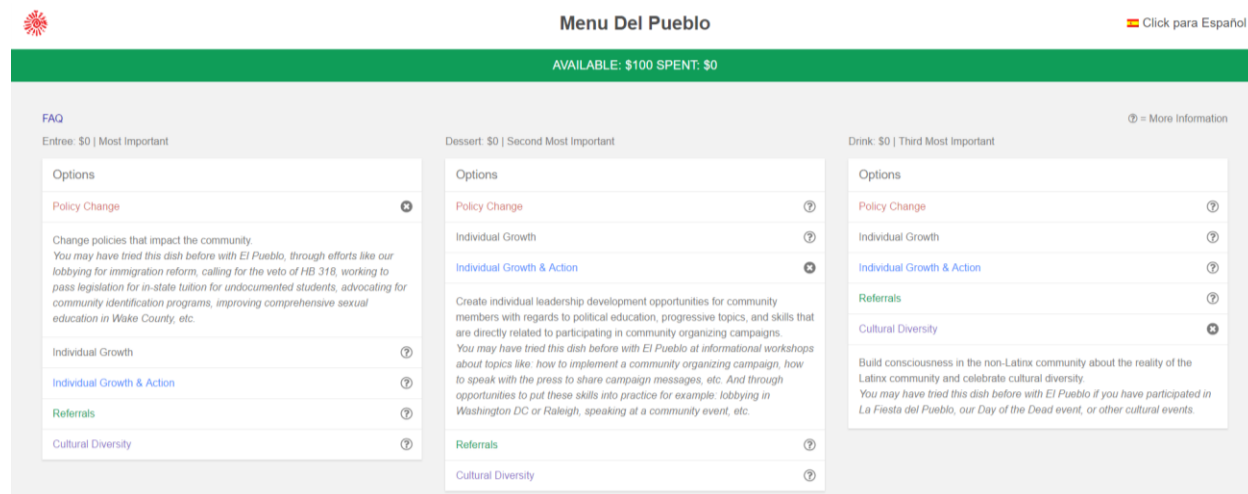


3. OUR PROCESS

To create this plan, we went through a participatory process of reflection. We began with a retreat in which the planning team, staff, board, and Youth Council members all participated. Key questions were identified at the retreat:

1. What are the types of impact that El Pueblo could achieve as an organization?
2. What are the communities that we most want to involve in our work?
3. What types of changes or impacts do our people most want us to achieve?

To answer these questions, we created a bilingual tool (available online at elpueblomenu.org) to request feedback from our community. We reviewed five strategies that El Pueblo has implemented in the past and we decided to ask for help from our community to identify the current priorities. The tool was a “menu” that participants used to buy a “meal” for the whole community. The meal was made up of different strategies that El Pueblo had implemented to achieve positive changes and they had to express their opinions regarding what was the most important priority (the main entrée), the second (the dessert), and the third (the drink).



We decided to limit ourselves to strategies that had previously been implemented by the organization, because we did not think it was the right moment to change to something completely new, rather that it was the moment to set clearer priorities within the strategies with which we already had experience. For example, we considered the possibility of including “direct services” on the menu, as it is a valuable and important strategy that many of our allies implement to achieve positive changes for our community. We decided not to do so because it is not an area where El Pueblo can really add value to the movement.

In addition to asking about preferred strategies, the tool required participants to pick the geographic reach of each strategy. El Pueblo has gone through many changes throughout its more than 20 years of existence—moments in which our focus has been completely statewide and other moments in which our focus has been limited to Wake County. We wanted to know



how our leaders and allies see El Pueblo's role in the movement. Should we focus on the legislature to take advantage of our location in Raleigh? Should we replicate our leadership programs in other areas of the state? To answer these questions, each person had to pick the geographic reach when ordering their meal. Each strategy also had a price to reflect the resources needed to implement it and a geographic reach at the level of the City of Raleigh was the most economical while a geographic reach at the federal level was the most expensive. By limiting the price of the meal to \$100, the participants were forced to make difficult decisions about the focus of our work in the future.

An ally organization, Code the Dream², helped us to create an electronic tool and internally, we created a physical tool to use with our local base of leaders. In all, 225 people filled out the survey. The participants included people who had attended events organized by El Pueblo; members of our leadership programs; current and former board, staff, and Youth Council members; other volunteers and donors; and representative of institutional allies. The consensus that came through in people's answers showed that El Pueblo should put a greater emphasis on pressuring to change state-level policies; continue our leadership development programs at the local level in Wake County; and continue incorporating cultural celebration at the local level in Wake County.

In addition to this tool, we interviewed 17 leaders who had been involved with El Pueblo and had left the organization and 16 representatives of ally organizations for deeper conversations. Among the organizational representatives were our closest allies within the state as well as some organizations from other states who have been successful at achieving state level policy change. We made our best effort to incorporate all of the suggestions and opinions that we received into the plan and we are very grateful to all of the people who dedicated their time to helping us in this process. **Thank you!**

² <http://www.codethedream.org/>



4. STRATEGIC PLAN 2017-2019

Here are the general goals of our plan and examples of the key activities that we will implement.

A. POLICY CHANGE (STATE LEVEL)

GOALS	KEY ACTIVITIES
1.) Lead legislative campaigns on priority issues (examples include: tuition equity, access to drivers' licenses, improve access to reproductive health services).	<ul style="list-style-type: none"> -Use legislative power analysis to develop a strategy for each campaign -Incorporate cultural component into each campaign -Ensure that our grassroots leaders are making campaign decisions
2.) Build Latinx* voter base in key legislative districts.	<ul style="list-style-type: none"> -Analyze power among current legislators -Identify allies in key districts -Directly contact voters in key districts
3.) Develop relationships with key legislators and the Governor's administration.	<ul style="list-style-type: none"> -Analyze power among current legislators -Conduct deeper analysis about key legislators -Identify allies in key districts
4.) Develop online and text message communications infrastructure targeted at the Latinx community across the state.	<ul style="list-style-type: none"> -Identify and obtain resources for the necessary technology -Increase base of El Pueblo digital and text supporters -Increase base of supporters who are taking action digitally, for example through online petitions
5.) Increase our presence in strategic media outlets.	<ul style="list-style-type: none"> -Identify the media outlets that are most followed by elected officials -Establish relationships with those media outlets -Increase coverage in those media outlets
6.) Strengthen our participation in coalitions.	<ul style="list-style-type: none"> -Identify which coalitions are aligned with achieving policy change regarding key issues -Stop participating in coalitions that don't advance our goals -Clarify our participation in the coalitions that we will continue participating in, focusing on policy change

* El Pueblo is incorporating the term Latinx and the letter "x" in our communications to include people who do not identify with the female or male gender. Latinx can be any person of Latino origin who does not identify as a man or a woman and can include people who have transitioned gender throughout their lives. Adding the 'x' does not specify the person's gender.



B. DEVELOP LEADERS TO TAKE ACTION (WAKE COUNTY)

GOALS	KEY ACTIVITIES
7.) Modify each leadership program to increase focus on preparing leaders for statewide policy change.	<ul style="list-style-type: none">–Create criteria for each program related to key topics and skills for building policy change, cultural expression, and other priorities–Apply criteria to existing programs and create plan to modify, grow, or reduce each program with realistic timelines
8.) Develop participatory processes for program leaders to make campaign decisions.	<ul style="list-style-type: none">–Coordinate shared activities that can be implemented individually in each leadership program–Coordinate events to debate priorities and ensure that there is shared understanding across the organization

C. CULTURAL CELEBRATION AND EXPRESSION (WAKE COUNTY)

GOALS	KEY ACTIVITIES
9.) Incorporate cultural expression into campaigns and programs (see goals #1 & 7).	<ul style="list-style-type: none">–Create criteria for each program related to key topics and skills for building policy change, cultural expression, and other priorities–Incorporate a cultural component into each campaign strategy
10.) Organize a high-quality La Fiesta del Pueblo each year, increasing the emphasis on our campaigns and values.	<ul style="list-style-type: none">–Search for other sources of performers who are more aligned with our mission–Take advantage of the event to build relationships with key elected officials–Develop systems to ensure that the money that is invested in Fiesta aligns with our values



D. INTERNAL CAPACITY

GOALS	KEY ACTIVITIES
11.) Develop existing staff capacity for policy change.	<ul style="list-style-type: none">-Analyze existing capacities-Coordinate relevant training to cover the gaps that are identified
12.) Modify staff configuration to put more emphasis on policy change.	<ul style="list-style-type: none">-Incorporate needs analysis of current staff in the modification-Evaluate and adjust current structure and modify as needed to be consistent with strategic plan-Continue and expand appreciation and retention practices with existing staff to help with transition-Budget for new positions as needed as possible
13.) Ensure office space that is effective and aligned with our mission.	<ul style="list-style-type: none">-Ensure current space is functioning effectively-Create criteria for ideal space-Research options for ideal space and compare with existing space-Coordinate move, if necessary
14.) Ensure that El Pueblo has the resources necessary to implement the strategic plan.	<ul style="list-style-type: none">-Increase recurring donors-Create major donor program-Establish effective fundraising committee-Deepen relationships with donors
15.) Modify communications to reflect current vision and mission.	<ul style="list-style-type: none">-Create team to work on this-Modify mission, vision, values statements as needed-Create new outreach and communications materials to reflect current work