

El Pueblo Organizational and Leadership Profile October 25, 2007

Mission and Programs

El Pueblo, Inc. strengthens the Latino community in North Carolina through advocacy, public policy, leadership development, education, and the promotion of cross-cultural understanding. Since its founding in 1994, El Pueblo has worked collaboratively to lead North Carolina's Latino residents and organizations in becoming fully integrated, informed, and engaged members of the community.

With a budget of \$1.3 million, 15 dynamic and diverse staff members based in our downtown Raleigh office, and a strong and engaged Board of Directors, El Pueblo runs the following core programs and activities:

1. **Advocacy Initiative** – We provide current information about critical policy issues, work with and supporting advocates in the community, and act as an information resource for policy makers to help shape policies that will severely impact the Latino community.
2. **Community Leadership** – Our annual *Latino Issues Forum* brings together leaders and advocates from across the state for a weekend of seminars, workshops, discussions, and networking.
3. **Cultural Understanding – La Fiesta del Pueblo**, which takes place each September, is the largest Latin American celebration in North Carolina focusing on cultural traditions, community outreach, and education.
4. **Education** – We run a family literacy project and college preparation workshops, and participate in coalitions to expand educational opportunities to Latino students.
5. **Health** – We run an innovative lay health advisor program, *Lideres de Salud*, to improve the health and well being of Latino children and families in Wake County, as well as breast cancer education project.
6. **Public Safety** – Through *Nuestra Seguridad*, we work to reduce the disproportionate amount of highway safety fatalities among Hispanic drivers in North Carolina by developing innovative and vibrant messages to prevent drinking and driving and to educate the community on the use of car seats and booster seats.
7. **Youth Leadership** – Our No Fumo program takes a strength-based, holistic approach to tobacco use prevention, helping youth develop leadership and community organizing skills. Our Adolescent Gang Awareness and Prevention Education (AGAPE) Program works with students in Wake County middle and high schools to address gang behaviors with Latino youth and their families.

History of El Pueblo

1994 – In May of 1994, a group of 30 people met informally to plan a local Latin American Festival in Chapel Hill. The first Fiesta del Pueblo was held on September 18, 1994 and was attended by approximately 3,500 people at the Lincoln Center of Chapel Hill. The festival featured 57 food, crafts, and nonprofit vendors, a four-game soccer tournament, music and dancing. The committee's vision was "to hold a festival that was free and open to the public, to provide safe recreation, sharing of information, and increased collaboration among the Latin American community and its supporters." (History of El Pueblo, Inc., 1996)

1995 – On July 21, 1995, John Herrera filed El Pueblo's Articles of Incorporation. The volunteers formed a Board of Directors, with Steve Carbo as President, and adopted the following mission statement: "El Pueblo, Inc. facilitates community and bridge-building within the Hispanic/Latino communities as well as with other communities of North Carolina. This is accomplished through advocacy, education, communication, empowerment, and promoting the interests and meeting the needs of the Hispanic/Latino community."

1996 – After another successful Fiesta, which expanded to two days, El Pueblo hosted its first Leadership Development workshop, funded by the organization's first grant from the Triangle Community Foundation. Sixty-five Latino leaders met in March at Camp New Hope to discuss fundraising, facilitating meetings, working with the media, and strategic planning. The keynote speaker was Arturo Vargas of NALEO in California.

1997 – Katie Pomerans was elected El Pueblo's Board President and was instrumental in developing the organization's fundraising plans through both grant writing and corporate sponsorships. In 1997, La Fiesta moved to Chapel Hill High School, drawing more than 10,000 participants.

1999 – In December 1999, El Pueblo hired its first Executive Director, Andrea Bazán Manson. Originally from Argentina, Andrea was one of the founding members of El Pueblo and served as Vice President of the Board prior to her tenure at El Pueblo's helm. The Board also elected retired police officer Hilton Cancel as the Board President. Hilton and Andrea guided the organization for six years.

2000 – El Pueblo's first fully funded programs were started in 2000. HUD funded a fair housing initiative focusing on landlord/tenant issues, and the new youth program received a grant from the Z. Smith Reynolds Foundation titled "Race Will Not Divide Us."

With its primary focus on advocacy and lobbying, El Pueblo moved to a new office at the Longview Center in Raleigh – just five blocks from the General Assembly. This would be the organization's home for four years.

2001 – With input from more than 300 experts and advocates, El Pueblo developed the first NC Latino Legislative Agenda. Education, Health, and Safety were listed as top priorities for the Latino community. This year the organization also launched its Nuestra Seguridad Highway Safety Campaign and posted a North Carolina Latino Artists Directory on its website.

El Pueblo also honored former President Katie Pomerans by creating the Katie Pomerans Latino Service Award, given annually to a person or organization that demonstrates tireless advocacy on behalf of North Carolina's Latino community.

2003 – Partnering with Student Action with Farmworkers, El Pueblo's first Latino Legislative Day drew more than 2,000 participants to the NC General Assembly to advocate on issues of education, driver's licenses, and farm labor conditions.

El Pueblo's growth started to put a strain on its events and office space. After seven years at Chapel Hill High School, La Fiesta moved to the NC State Fairgrounds in Raleigh.

2004 – As programs such as the Lideres de Salud Lay Health Advisor Initiative, the No Fumo Youth Leadership Project, and the Comunidad Sana Breast Cancer Awareness program continued to add to El Pueblo’s staff, the organization found a new, larger home on the second floor of the American Legion building on Blount St. in Raleigh.

2005 – This year marked El Pueblo’s toughest legislative fight to date. The highly controversial bill HB1183 was introduced into the NC general assembly, with the aim of granting in-state tuition status to undocumented students who had lived in North Carolina for four or more years and had graduated from a North Carolina high school. Although the bill did not pass, El Pueblo welcomed the open, and sometimes brutally honest, dialogue that resulted regarding the larger question of Comprehensive Immigration Reform.

2005 also saw the departure of El Pueblo’s first Executive Director, Andrea Bazán Manson. Andrea accepted a position as President of the Triangle Community Foundation, the foundation which gave El Pueblo its very first grant in 1996.

2006 – In January 2006, M. Zulayka Santiago, previously the Youth Program Director took the reins as El Pueblo’s new Executive Director, with support from El Pueblo’s new Board President, Dr. Peter Morris.

During this time of transition, the organization as a whole also began to undergo significant changes in response to criticisms about its lack of accessibility and presence at the grassroots level. At the same time, there had been an escalation in anti-immigrant policy-making and detentions/deportations at the national, state, and local levels. This crisis in immigration further highlighted the need for El Pueblo to make a major shift towards community organizing, coalition building, and collaborative approaches to movement building.

In response, Executive Director Zulayka Santiago dedicated significant time and effort in traveling across the state to meet with different community leaders and organizers through a “Listening Tour.” This Listening Tour affirmed the organization’s decision to challenge itself to be more collaborative and present within the community. El Pueblo’s staff and Board of Directors also began a series of retreats to question the organization’s principles of advocacy, coalition building, connectedness to the grassroots community, statewide reach, and sustainability.

Opportunities to operationalize these emerging principles presented themselves during the mass actions in the Spring of 2006 when the organization had an opportunity to support a grassroots-led mobilization for immigration reform and an end to anti-immigrant state legislation. Also, in the Fall of 2006, the organization’s Advocacy Initiative designed and implemented a new legislative agenda-building model and held six Legislative Assemblies and met with over 125 community members to identify their priorities for themselves, their families, and their communities. The results of these meetings formed the basis for the 2007-2008 Latino Legislative Agenda.

Overall, the lessons learned over the course of 2006 stressed the need for El Pueblo to strike a more deliberate balance between timely yet inclusive decision-making in the political arena; and proactive and reactive response mechanisms at the local and statewide levels.

2007 – This year saw a continuation of El Pueblo’s internal examination of its values and principles as they are manifested within an increasingly intensifying socio-political environment.

2007 marked a dramatic escalation in the debate around immigration reform that sparked major controversy both within immigrant communities and the public at-large. Ultimately, the U.S. Congress walked away from negotiations leaving immigrant communities more vulnerable to state and local anti-immigrant policy-making and a drastic increase in raids and deportations. This year, there have been

raids in several counties throughout North Carolina (both door-to-door and workplace), an increase in the number of Sheriff's Departments taking on the role of immigration enforcement agents, and an impending 2008 state legislative session that is likely to see a wave of anti-immigrant proposals.

In the Spring of 2007, the organization's Executive Director, Zulayka Santiago, formally announced her resignation and helped launch an organizational and leadership transition process. Her last official day was September 9, 2007 at La Fiesta del Pueblo.

Moving Towards "Responsive Leadership"

Given the very challenging policy and political environment in which it operates, El Pueblo has intentionally focused over the past year-and-a-half on becoming a more collaborative and community connected statewide organization. We operate with three levels of collaboration:

1. **Endorsed in Partnership** – e.g., signing onto an ally's policy position.
2. **Supported in Partnership** – e.g., providing more visible support of an ally's efforts.
3. **Advocated in Partnership** – e.g., committing staff and/or other resources to pass or defeat legislation at the state or federal level.

We believe that strategically and authentically building our base is crucial for building power as well as for maintaining our integrity as a leadership and advocacy organization. In our next phase of organizational life, we seek to continue building bridges with decision makers (such as legislators, the media, and other lobbyists), grassroots organizations serving Latinos around the state, and other communities of influence (such as faith-based groups), as well as create spaces that connect and enable conversations between these groups.

We see even greater opportunities to be in solidarity with the people and communities we serve – integrating legislative advocacy with grassroots organizing, balancing programs with systems change work, and living our values while also advancing our mission. The next level of "responsive leadership" requires El Pueblo to engage Latino-serving organizations and other allies across the state in the creation and implementation of a Latino Agenda that successfully reflects and shapes public policy and public opinion to advance civil rights as well as quality of life issues for all Latinos in North Carolina.

Core Values and Guiding Principles

El Pueblo is a values-driven organization. We seek an Executive Director who will facilitate conversations among Board and staff to explore how we operationalize our core values and guiding principles.

In 2002, we adopted the following core values:

- We value strengthening the Latino community, above all else.
- We trust the community.
- We value diversity within ourselves and the population we work for, and its advocates and allies.
- We value an informed and knowledgeable community.
- We value unity of the Latino community.
- We value fairness and equal access.
- We value an ethical implementation of our mission.
- We are a strong voice for the Latino community.

The following principles, adopted in 2006, guide our organization and help us truly embody the spirit inherent in our name: **El Pueblo**.

- **Advocacy:** *Above all, we strive to be an organization that acts as a strong advocate for North Carolina's Latino community.*

We advocate to create a healthy environment in which Latinos can thrive, as well as to fight discrimination. We do so on behalf of the full diversity of our Latino community, but ground our efforts in providing a strong voice for those who are most vulnerable. While we act to influence new legislation and the implementation and interpretation of laws already passed, we also integrate advocacy into our other programs by weaving leadership development, education, and capacity building into those activities. We seek to be a reliable source of information about the Latino community in the state.

- **Partnership:** *We strive to be an organization that understands the value of coalition building and draws strength from partnerships with our allies.*

We focus on building bridges within and to the Latino community. We seek to ensure maximum impact by forming coalitions with like-minded organizations seeking change on similar issues, and by forming partnerships with organizations willing to share resources and responsibilities for delivering particular services. We seek first to work *with* those with different perspectives, but understand that at times we must work *against* if their differences remain too fundamental.

- **Grassroots:** *We strive to be an organization guided **by** and responsive **to** the community that we serve.*

We understand that the process by which we design an agenda can be as important as the agenda itself, and we value listening as much as acting. We seek to ensure the full participation of organizations and decision-makers who serve a grassroots constituency as we identify issues of importance to the community and determine strategies to act upon them. We seek to highlight the contributions and strength of our community, from the philanthropy of our low-wage workers to the assets of our small business owners and emerging middle class.

- **Representativeness:** *We strive to be an organization relevant to the Latino community throughout the entire state, encompassing the full breadth of its geography and diversity.*

We strive to leverage our location in the state's center of political power with our reach to the communities in its more remote areas. We seek to ensure that the programs we deliver have statewide implications, either through coverage or modeling, and we seek to ground our work by building a strong network of relationships that stretch from the mountains to the coast.

- **Action:** *We strive to be pro-active, creating thoughtful strategies for the future, balancing this with our capacity to be reactive, acting quickly and effectively when important issues suddenly arise.*

We strive to take the time necessary to plan and reflect on the effectiveness of our programs, making the necessary adjustments. We also seek to ensure maximum impact by acting opportunistically, especially when an issue arises that appears to take precedence. We seek to be agile and fast-acting while at the same time remaining effective.

Collaborative and Sustainable Leadership

In order to create sustainable leadership within and for El Pueblo, embody our guiding principles, and model the journey towards power sharing for our community, we operate with a dispersed leadership structure characterized by trust, transparency, and engaged and empowered participation. We aim to strike a middle path between hierarchy and full consensus – staff members are empowered to respond

quickly when needed in their arenas of expertise; when we have time, we err on the side of participation and consensus.

Currently, three senior managers – the Health Programs Director, Advocacy Director, and Deputy Director – collaborate to fulfill the interim Executive Director role. These three, along with the former Executive Director, worked in an emerging collaborative leadership team for the past four months. They or others would continue to serve as part of a management team that ensures the organization’s effectiveness. Major areas of responsibility for the management team include:

- **External relations**
 - ⇒ Build bridges within and outside of the Latino community. Play a lead role in building collaborations with organizations who share a commitment to social justice. Form partnerships with organizations willing to share resources and responsibilities.
 - ⇒ Serve as the lead spokesperson for the organization and/or designate appropriate person to address media on specific programmatic issues.
 - ⇒ Work with Communications Coordinator to ensure that El Pueblo’s programs are well covered in the media (English and Spanish).
 - ⇒ Conduct trainings and serve as a regular speaker at various settings, in English and Spanish, locally, statewide, and nationally.
 - ⇒ Sustain a positive image for the organization.
- **Advocacy**
 - ⇒ Work with Advocacy Director to develop and implement a legislative agenda at the state and federal levels.
 - ⇒ Ensure that El Pueblo’s public policy standings are in the best interest of the community.
 - ⇒ Serve as a registered lobbyist at the General Assembly.
 - ⇒ Develop cordial relationships with a bipartisan, diverse coalition of groups and policy makers.
 - ⇒ Supervise the Advocacy Initiative staff and contract lobbyists.
- **Program supervision**
 - ⇒ Ensure that all programs are well-staffed and well-run.
 - ⇒ Ensure that all programs meet budget and programmatic expectations.
 - ⇒ Supervise programs as appropriate.
 - ⇒ Work with staff to develop new programs as needed.
- **Fundraising**
 - ⇒ Ensure that the organization has the appropriate resources to implement its work.
 - ⇒ Work with Fundraising Committee and Development Coordinator to develop a sustainable fundraising plan that includes individual, corporate, foundation and government grants.
- **Board relations**
 - ⇒ Develop a productive working relationship with the Board.
 - ⇒ Together with the Board Chair, ensure that the Board meets its responsibilities.
 - ⇒ Plan and implement a yearly retreat for the Board.
 - ⇒ Staff the regular Board meetings.
 - ⇒ Staff or ensure that staff is assigned to each Board Committee, which includes Executive, Nominating, Finance, Strategic Planning and Fundraising.
- **Financial management/compliance**
 - ⇒ Develop and manage annual budgets.
 - ⇒ Ensure compliance with all IRS, relevant state and other finance and accounting laws, rules and procedures.
 - ⇒ Supervise the work of El Pueblo’s bookkeeper.
 - ⇒ Create and maintain sound financial practices.
 - ⇒ Oversee external annual audit.

- **Human resources**

- ⇒ In collaboration with Program Directors, hire, train, support, evaluate and supervise staff & consultants to ensure that El Pueblo functions efficiently and effectively.
- ⇒ Assume responsibility for co-creating a positive work environment for staff and volunteers.
- ⇒ In collaboration with Deputy Director, maintain sound human resources policies and practices.

While we have consensus among board and staff that the current leadership structure needs to be re-envisioned based on collaborative and sustainable leadership, the new Executive Director will be entering into a process of exploration and consensus building regarding our new leadership structure based on these principles. We seek a new Executive Director to be part of the current management team and the collaborative leadership culture of El Pueblo.

As with our internal staff leadership structure, we are committed to the same leadership principles regarding our Board of Directors. The new Executive Director and management team will be working closely with the board to maintain and strengthen board/staff relationships in addition to supporting the development of the Board in the direction of increased community and grassroots participation.

Organizational Culture

We seek to be a learning organization, one in which we can build on the best of our strengths and learn from our mistakes with humility and grace. Considering the political climate in which we operate, we have to build an organizational culture that supports creativity and sustainability in the face of increasing obstacles. During the past year and a half, the staff began an intentional process to explore the ways in which power, privilege, and oppression impact our work, both internally and externally. We invite the new Executive Director into this exploration and good work with us.

Currently, the full staff meets weekly. The staff rotates facilitation of the meetings, as well as presentations from program teams. The meetings are conducted in Spanish and English. Additionally, the staff aims to speak only Spanish to each other every Wednesday. This reflects the organization's commitment to be truly representative of and a safe space for our community.

Attributes Sought from the Next Executive Director

Given what we believe will be required of El Pueblo in the coming years, as well as the values and organizational culture we hold dear, we seek an Executive Director who brings or could develop the following:

- Strong commitment to and passion for the mission of El Pueblo.
- Experience and familiarity with the issues of the Latino community, preferably in North Carolina and/or its surrounding states.
- Must be bi-lingual, able to speak and write fluently in Spanish and English.
- Ability to work as part of a collaborative leadership team, while also helping to facilitate the continuing conversation about what "collaborative leadership" looks like at El Pueblo.
- At least five years of progressively responsible work experience in the Latino community.
- At least five years of progressively responsible work experience with nonprofit organizations, demonstrating a firm grasp of nonprofit governance standards and practice, management, setting goals and measuring progress, and ability to work effectively with a nonprofit board of directors.

- Ability to raise funds and build support for a statewide advocacy organization as well as for specific programs.
- Ability to work inside the political system as well as relate to the experience of Latino immigrants, and to communicate with credibility in both political and community settings.
- Inspiring, nurturing, and empowering leader who can collaborate both internally and externally.
- Ability to manage multiple tasks and work in a fast-paced environment.
- Flexible, creative, and possessing a sense of humor.
- Excellent analytical, writing, and oral communications skills as well as experience with office automation programs.
- College degree or equivalent experience required. Graduate degree preferred.

Compensation for the Next Executive Director

The salary range and benefits package for this leadership position are comparable to other statewide advocacy organizations of our size. Starting salary ranges from \$60,000 to \$75,000, negotiable with experience.

Timeline and Process for the Search

Review of applicants will begin immediately. Position will remain open until November 30, 2007 or when the right candidate is identified.

To apply, please send a cover letter, resume outlining experience and skills, and references via email to the address below. **The cover letter should be in English and Spanish.**

Peter Morris, President, Board of Directors
Email: pmorris@co.wake.nc.us
No phone calls please

El Pueblo has created a **Transition Team** to guide this leadership and organizational transition – before, during, and after the new Executive Director comes on board. The Transition Team, in turn, created a **Search Committee** to oversee the steps to identify, recruit, and hire the new Executive Director. The Search Committee is comprised of:

- Bill Beardall, Board Member
- Hilton Cancel, Board Member
- Irene Godinez, Public Safety Director
- Peter Morris, Board Chair
- Taty Padilla, Board Member
- Gary Phillips, Board Member
- David Reese, Board Member
- Cecilia Saloni, Public Safety Specialist

Timeline	Action Step
September 17 Board Meeting	Constitute the Search Committee to include: <ul style="list-style-type: none"> ▪ 5 Board members plus Board Chair (<i>ex officio</i>) ▪ 2 staff members (one senior management and one other) ▪ At least 2 of the above should also be members of the Transition Team to ensure integration of processes Select Chair for Search Committee; designate any other roles. Determine whether to hire an HR consultant to manage the search process. Set meeting and interview dates. Determine process for finalizing job description.
October 26	Post job description.
Before November 30	Draft interview questions for first and second interviews.
October 30	Closing Date for applications – letter of interest written in English and Spanish, resume, references.
By November 30	Send list of all candidates (name and summary of qualifications) to full Board and staff for input. Establish a process to ensure candidates' confidentiality. Determine who will be interviewed in the first round. Set up interviews.
By December 20	First interviews, in person, with a minimum of three candidates. If the Search Committee feels that the candidate pool lacks depth, it may recommend re-opening the search.
	Send letter to all candidates to let them know the status of their application. Release those who are not under serious consideration.
By January 4	Recommend top one or more candidates to the Board as finalists.
	Pay attention to candidate confidentiality, informing the finalist(s) that they are finalists and that reference checks will be conducted.
By January 20	Arrange second interview for each candidate with the full Board and staff (can be conducted in small groups rather than full group). Having the candidate(s) meet with the staff reflects El Pueblo's commitment to collaborative leadership.
By January 20	Check references provided as well as immediate work history. If possible, speak with staff members as well as Board.
	Conduct criminal background check and, if agreed to by Board, credit history.
By January 31	Board votes to select candidate. If possible, also selects back-up.

	Board Chair and Executive Committee charged with making the offer to the candidate and negotiating terms.
	Search Committee concludes its work once the position is filled. If no candidate is found, the search process will be re-opened and the Search Committee will continue its efforts.
March 2008	Desired start date for new Executive Director.
First 3-6 months	Probationary period for new Executive Director. Transition Team oversees and provides support to help new Executive Director understand and meet expectations. Transition Team also catalyzes team retreats to integrate and continue developing new leadership models for El Pueblo.

Some Key Decisions Thus Far

1. At this time, El Pueblo has decided not to retain an HR consultant to manage the search process – e.g., writing the job description/announcement, posting the job description in appropriate venues, reviewing and vetting applications, coordinating first and second interviews, communicating with applicants not selected for first or second interviews, checking references, conducting background checks, etc. The Search Committee aims to manage these tasks, but will monitor its progress and consider hiring assistance so as not to over-burden the staff during this transition period.
2. The scope of the search will be regional (i.e., NC and the southeastern US).
3. Any internal candidates that emerge will be given equal consideration within the applicant pool.
4. The salary range is appropriate and will be included in the job posting.
5. Staff will draft a press release about the collaborative leadership structure at El Pueblo, as well as the intentionality of the transition and search processes. This press release may precede or coincide with the Executive Director job announcement.