


**U.S. PROGRAMS
Democracy Fund
Summary of Recommended Grants
Docket II - June 19, 2012**

U.S. Programs, Democracy Fund

Organization	Grant Code	Recommended	Term	2012	2013
Idea Generation					
Citizen Engagement Laboratory (New Organizing Institute Education Fund)	T1: 21114	\$300,000	2 years	\$150,000	\$150,000
Faith in Public Life	T1: 21114	\$300,000	2 years	\$150,000	\$150,000
Faithful America (Faith in Public Life)	T1: 21114	\$150,000	2 years	\$75,000	\$75,000
Leadership Conference Education Fund	T1: 21104	\$750,000	1 year	\$750,000	
Maryland Association of Nonprofit Organizations	T1: 21114	\$150,000	2 years	\$75,000	\$75,000
Mexican American Legal Defense and Education Fund ¹	T1: 21117	\$100,000	1 year	\$100,000	
	T1: 24448	\$300,000	2 years	\$150,000	\$150,000
National Priorities Project ²	T1: 21114	\$75,000	1 year	\$75,000	
	T1: 21107	\$75,000	1 year	\$75,000	
North Carolina Justice Center	T1: 21114	\$150,000	2 years	\$75,000	\$75,000
United for a Fair Economy	T1: 21114	\$300,000	2 years	\$150,000	\$150,000
Engagement of Key Constituencies in Open Society Advocacy					
Beloved Community Center of Greensboro, Inc.	T1: 21117	\$75,000	1 year	\$75,000	
Democracy North Carolina	T1: 21117	\$100,000	1 year	\$100,000	
Highlander Research and Education Center	T1: 21113	\$200,000	1 year	\$200,000	
North Carolina Latino Coalition	T1: 21117	\$75,000	1 year	\$75,000	
USAction Education Fund	T1: 21113	\$300,000	1 year	\$300,000	
Total Recommended:		\$3,400,000		\$2,575,000	\$825,000
GRANTMAKING TOTAL THIS DOCKET:		\$3,400,000		\$2,575,000	\$825,000


Approval Signature


Date

¹ This grant of \$400,000 to Mexican American Legal Defense and Education Fund is co-funded by Democracy Fund, T1: 21114 (\$100,000), and Equality and Opportunity Fund, T1: 24448 (\$300,000).

² This grant of \$150,000 to National Priorities Project is co-funded by Democracy Fund, T1: 21114 (\$75,000), and Transparency Fund, T1: 21107 (\$75,000).

MEMORANDUM

TO: Aryeh Neier
FROM: Bill Vandenberg, for the Democracy Fund, via Diana Morris
DATE: June 11, 2012
RE: Democracy Fund June 19, 2012 Docket

We look forward to discussing with you the next Democracy Fund docket on Tuesday, June 19. The grant recommendations and a docket sheet are attached here.

Since this is our final docket meeting with you, I'd like to share a few brief observations. I've now been at OSF for four years and have appreciated each time that I and my team have met with you to discuss (and defend) our recommendations. Initially, I must confess to having been quite intimidated, for I joined OSF after serving for 12 years as the executive director of a state-based, racial and economic justice advocacy membership organization that I founded in Colorado. To put it mildly, OSF – with its intellectual rigor, global focus, and immense reach and resources – was quite unlike any place I'd ever worked.

My colleagues and I have come to greatly enjoy our conversations with you, for you connect us to the much broader universe of OSF and guide us through the institution's and your own storied advocacy history. Your own background as an activist and leader, as one of the world's most noted human rights advocates and someone with a spectacular memory for names, places, writings, treaties, and particular moments, has been more inspiring than you can know. That you still bring a deep commitment to building state-based advocacy capacity, supporting dynamic and diverse – and often messy – membership organizations, and remaining open to our explorations of social media advocacy innovations, has helped us make wiser investments. Through OSF's support, we have invested in many emerging leaders who will make change long into this century. In short, I will greatly miss your precise questions, occasional skepticism, signed docket sheets, and general affirmation of the Democracy Fund's theory of change, to inspire ideas, voting, and engagement from people of color, low- and moderate-income people, and young people who aren't wealthy or well-connected.

I'll close with my fondest recollection from our conversations over the past few years. It is an unexpected email that you sent to me on July 1, 2010 and I keep it above my desk. In it, you note that you wanted to "put in writing" what you'd shared in a docket meeting the day before, affirming my work and my team's work on North Carolina and Texas state-based strategies. You shared that "as you might imagine, reading a lot of dockets is not always scintillating. In this case, however, it was a pleasure because the connection between the strategy and the grant-making was so clear." What was a brief email for you is among my most prized OSF possessions. On behalf of the Democracy Fund's staff, both present and past, I thank you for your guidance, critiques, support, and leadership. We wish you well and hope to see you in the halls, or the lunch line, in the future.

In this docket, we welcome a new colleague, Maggie Corser, a program associate who continues our recent trend of recruiting talented Amnesty International USA staffmembers to OSF. We also bring 14 recommendations to you totaling \$3.4 million. Among the recommendations are 12 renewals and two new efforts, both for efforts to more effectively engage people of faith in open society advocacy. One of our renewal recommendations is for a U.S. Programs anchor grantee, the Leadership Conference Education Fund, and two others, MALDEF and the National Priorities Project, would be co-funded, with the Equality and Opportunity Fund and Transparency Fund, respectively.

Recommendations are spotlighted within their relevant Democracy Fund funding strategy and include several organizations that work on fiscal policy, at a time when battle lines are drawn between austerity proponents and those who seek to raise revenue fairly and make public investments. These recommendations include State Fiscal Analysis Initiative groups in Maryland and North Carolina and federal budget advocates, Faith in Public Life and the National Priorities Project. We also include several idea generation and civic engagement recommendations that aim to inspire the participation of African American, Asian American, Latino, working class white, and youth constituencies in criminal justice reform, economic equity, educational access, and immigrants' rights advocacy.

Our recommendations include:

USP Anchor Grantee

Leadership Conference Education Fund

\$750,000/1 year; renewal, general support

To support the Leadership Conference, a Washington, D.C. based organization that was established in 1969 to provide public education and research for the national civil rights community. An USP anchor grantee, the Leadership Conference promotes policies that strengthen civil rights advocacy and social justice reforms by serving as the 501(c)(3) partner of the Leadership Conference on Civil and Human Rights, a coalition of more than 200 civil and human rights organizations that was founded by A. Philip Randolph in 1950. Current initiatives focus on voting rights enforcement, fair and impartial federal courts, immigrants' rights, racial profiling, and educational equity.

Idea Generation

Democracy North Carolina

\$100,000/1 year; renewal, general support

To support Durham-based Democracy North Carolina, a nonpartisan statewide organization that uses research, organizing, and advocacy to increase voter participation, reduce the influence of money in politics, and achieve representational government. Democracy North Carolina conducts civic engagement, census outreach, and advocacy for publicly financed local and judicial elections and voting rights and reforms, including ex-felon re-enfranchisement, and voter pre-registration for

teenagers. The organization is led by Bob Hall, a former MacArthur Fellow, who has advanced nationally path-breaking efforts to build broad support for publicly financed elections.

Faith in Public Life – Moral Budget and Economy Project

\$300,000/2 years; project support

To support Faith in Public Life’s Moral Budget and Economy Project, a Washington, DC-based strategy center advancing faith in the public square as a positive and unifying force for justice, compassion, and the common good. The Moral Budget and Economy Project will build the faith community’s media presence and capacity, provide strategic assistance to faith-based coalitions, develop online advocacy, sponsor public opinion research, and amplify the voices of religious leaders on pressing economic policy fights.

Mexican American Legal Defense and Education Fund

\$100,000/1 year; renewal, project grant; \$300,000/2 years; renewal, general support, co-fund with the Equality and Opportunity Fund

To support the Mexican American Legal Defense and Educational Fund (MALDEF), a leading Latino legal civil rights organization for over forty years. Headquartered in Los Angeles, its mission is to advance fair treatment of and opportunities for Latinos through advocacy, communications, education, and litigation. Due to continued rapid population growth in Texas, particularly among Latinos, the state has gained four Congressional seats through reapportionment. This project grant would support MALDEF’s non-partisan redistricting work in Texas, where there remain a number of localities where the Latino community can increase its representation.

National Priorities Project

\$150,000/1 year; renewal, general support, co-fund with Transparency Fund

To support the National Priorities Project, a Northampton, Massachusetts-based think tank that monitors and translates the federal budget to help better inform the public around the federal budgeting process; how and where tax dollars are being spent; and how and when they can influence budget creation. The National Priorities Project increases government transparency, integrity, and accountability through innovative uses of data and technology.

State Fiscal Analysis Initiative – Maryland and North Carolina

Project support for two state-based organizations, total recommendation of \$300,000/2 years

To support the State Fiscal Analysis Initiative, based at the Center on Budget and Policy Priorities, a national network of state-based organizations that provide state-level research and policy support around budget, tax, and fiscal issues to advance the interests of low- and moderate-income people. The work of the SFAI groups is particularly significant at a time when so many local, state, and federal budgets are facing dramatic shortfalls and essential services have been (or may soon be) cut.

Maryland Budget and Tax Policy Institute	\$150,000/ 2 years; renewal, project support
North Carolina Justice Center	\$150,000/ 2 years; renewal, project support

United for a Fair Economy, Tax Fairness Organizing Collaborative

\$300,000/2 years; renewal, project support

To support Boston-based United for a Fair Economy's Tax Fairness Organizing Collaborative, a national network convened to educate and organize communities for fair and adequate taxation and socially-just government budget priorities at the state and federal levels. Founded in 2004, the Collaborative's 28 member groups in 24 states seek to create a long-term national tax fairness organizing infrastructure to complement the State Fiscal Analysis Initiative's state-based policy centers.

Engaging Key Constituencies in Open Society Advocacy

Beloved Community Center

\$75,000/1 year; renewal, general support

To support the base-building and grassroots advocacy of the Greensboro, North Carolina-based Beloved Community Center, an organization that works to model a spirit of community that is based upon Dr. Martin Luther King, Jr.'s vision of a "beloved community." The Beloved Community Center has built an impressive grassroots base within Greensboro's African-American, Latina/o, and youth communities and is actively engaged in campaigns for police accountability and educational and racial justice.

Citizen Engagement Lab

\$300,000/2 years; renewal, project grant

To support the Citizen Engagement Laboratory, a social media advocacy incubator that is well-known for housing and supporting projects, such as Color of Change and Presente.org. Based in Oakland, California and established in 2006, the Citizen Engagement Laboratory is dedicated to developing innovative online vehicles to enhance civic engagement and amplify the advocacy voice of people of color communities.

Faithful America

\$150,000/2 years; new, project grant

To support Faithful America, a new online community of progressive Christians that seek to hold politicians accountable for exploiting Christianity and scapegoating marginalized communities. With over 110,000 online members, Faithful America is now one of the largest email lists in the progressive faith community. It seeks to mobilize progressive Christians using cutting-edge online organizing techniques and to help the broader progressive community by strengthening a moral narrative for social and political change.

Highlander Research and Education Center / Zilphia Horton Community Project

\$200,000/1 year; renewal, project grant

To support the Highlander Research and Education Center's Zilphia Horton Community Project that places cultural organizers – individuals with both artistic and community organizing skills – into active advocacy campaigns throughout the south. The project started as a pilot effort in 2010, when cultural organizers were placed in Kentucky for a voter restoration campaign for former felons and in Tennessee for a campaign for immigrant youth higher education access. The Highlander Center, located in the

Appalachian hills of New Market, Tennessee, has served as a center for the civil and human rights movement for more than 75 years.

North Carolina Latino Coalition

\$75,000/1 year; renewal; general support

To support the Durham-based North Carolina Latino Coalition, a statewide organization dedicated to building power among grassroots Latina/o community-based organizations. The Coalition's goals are to build the capacity of grassroots organizations, increase access to information, nurture leadership skills, and support advocacy campaigns on education and policing.

USAction Education Fund

\$300,000/1 year; renewal; general support

To support the USAction Education Fund, a Washington D.C.-based national network of 25 independent, state-based, grassroots, and multi-issue organizations that educate, engage, and empower people to participate in the democratic process. USAction devotes its primary attention to multi-issue, multi-constituency organizations that are committed to empowering low- and moderate-income communities and individuals through issue advocacy campaigns for tax and budget fairness, health care reform, preservation of Social Security, expansion of Medicaid and Medicare, and creating jobs.

Recommendations follow this memo. We look forward to discussing them with you when we meet next week. Please let me know if there is further information that we may provide in advance of the docket meeting.

Democracy Fund Grant Recommendations
Table of Contents
Docket II, June 19, 2012

Idea Generation

Citizen Engagement Laboratory.....	7
Faith in Public Life.....	11
Faithful America.....	16
Leadership Conference Education Fund.....	21
Maryland Association of Nonprofit Organizations.....	26
Mexican American Legal Defense and Education Fund.....	30
National Priorities Project.....	36
North Carolina Justice Center.....	40
United for a Fair Economy.....	44

Engagement of Key Constituencies in Open Society Advocacy

Beloved Community Center of Greensboro.....	48
Democracy North Carolina.....	52
Highlander Research and Education Center.....	56
North Carolina Latino Coalition.....	61
USAction Education Fund.....	65

Grant ID: 20036625

Legal Name of Organization: Citizen Engagement Laboratory

Tax Status: n/a

Name of Fiscal Sponsor: New Organizing Institute Education Fund

Purpose of Grant: to support the Citizen Engagement Laboratory, a social media and online advocacy incubator

Grant Description: To support the Citizen Engagement Laboratory, a social media and online advocacy incubator, for its work to provide technological, program development, and online advocacy support to communities of color and marginalized communities. Citizen Engagement Laboratory’s expertise enhances the ability of marginalized communities to build membership organizations and amplify their voices in local, state, and federal advocacy campaigns to advance racial justice, immigrants’ rights, climate change, LGBTQ equality, and voter protection. This recommendation advances Democracy Fund goals to expand civic engagement from the most marginalized communities and to integrate social media innovations into open society advocacy campaigns.

Previous OSI Support: \$550,000
\$250,000 from Seize the Day Fund (2009)
\$100,000 from Campaign for New Drug Policy (2010)
\$100,000 from Equality and Opportunity Fund (2010)
\$100,000 from Democracy and Power Fund (2010)

Organization Budget: \$6,411,796

Project Budget: \$2,369,377

Major Sources of Support:

Ford Foundation	\$300,000
Atlantic Philanthropies	\$166,650
Individual donations	\$150,000
Stoneman Foundation	\$100,000

Amount Requested: \$150,000

<u>Is this a contingent grant?</u>	No
<u>Amount Recommended:</u>	\$300,000 (T1: 21114)
<u>Term:</u>	2 years, beginning June 1, 2012
<u>Matching Requirements:</u>	n/a

Description of Organization:

The New Organizing Institute Education Fund helps nonprofit groups that conduct voter engagement activities and social change organizing to take advantage of the latest advances in new technology in order to do their work more efficiently and effectively. The New Organizing Institute Education Fund was established by some of the founders of MoveOn, including former OSI Global Fellow, Zack Exley. Its mission is to build leadership within the social justice field by providing training, research, and skills development to make individuals better able to use the tools of the Internet for their advocacy campaigns. Since its first training in 2006, NOI has provided intensive training to thousands of organizers and activists across the country.

Description of Program for Which Funding Is Sought:

The Citizen Engagement Laboratory (CEL or “the Laboratory”) based in Berkeley, California, is dedicated to developing innovative online vehicles to enhance civic engagement and amplify the voices of people of color and marginalized communities. The Laboratory uses digital media and technology to organize issue and identity-based communities, with a focus on amplifying the voices of underserved groups in order to make government more responsive and the broader public more aware and to bring about positive social change.

OSF support will enable Citizen Engagement Laboratory to direct resources to improving the online organizing and technological capacity of various projects that represent people of color and marginalized communities. The Laboratory began its work in 2008, providing technical and strategic support to Color of Change, which launched in 2006. Color of Change, established to elevate the voice of the African-American community, has effectively leveraged national incidents such as Hurricane Katrina and, most recently, the American Legislative Exchange Council’s stealthy work to pass “Stand Your Ground” and voter suppression laws nationwide.

Over the past two years, Citizen Engagement Laboratory helped launch Presenté, a new community based online advocacy organization with a mission to strengthen the political voice of the Latina/o community. The Laboratory did this with an understanding of the tremendous potential for online organizing in the Latino community as well as the community’s unique dynamics: a lower rate of Internet usage, high mobile phone penetration, and generally tight-knit community structures. In 2011, the Laboratory undertook an organization-wide assessment to refine its model and strategies. It

formalized an “Acceleration Program” to delineate how specific ideas, projects and organizations get support, how it can provide capacity, and what transition support is necessary to move emerging projects to strength and sustainability. Currently, Citizen Engagement Laboratory provides a range of support to projects, including:

Strategy: The Laboratory provides experienced strategists in social-change communications, technology, media, organizational development, organizing, alliance-building and fundraising, providing organizational and campaign-specific consulting, including branding, marketing, strategic communications and presswork.

Technology and Design: The Laboratory provides ‘best-in-field’ technologies for campaigning, internal operations, research design, data analysis, and project-specific activities, including ongoing custom development and high-end digital media production.

Fundraising: The Laboratory assists emerging online advocacy projects with funder guidance, grant writing and administration to generate resources, with fundraising and donor management approaches designed to move organizations towards independence. The Laboratory’s own current budget is \$2.4 million and it has helped to secure an additional \$6 million for projects it has supported.

Finance and operations: The Laboratory provides back office support via accounting services, budget development, implementation of systems, training in sound financial management policies, and shared office space in Berkeley, California, New York City, and Washington, DC. This provides cost-savings and enhanced collaboration opportunities.

OSF support will enable the Citizen Engagement Laboratory to support 11 national organizations and projects, including: Color of Change, Presenté, Climate Initiative, Occupy Our Homes, the Culture Project, a new Asian Pacific Islander online advocacy project, Ultra Violet (a new women’s rights online organization), and Video the Vote (a voter protection project), among others.

Rationale for Recommendation:

U.S. Programs, via the Democracy Fund, recommends a renewal grant of \$300,000 over two years to the Citizen Engagement Laboratory to support its role as an incubator of large scale, innovative, and hard hitting online advocacy efforts within a wide variety of constituencies.

The Citizen Engagement Laboratory provides important technology infrastructure and online strategy expertise to the social justice community, including to organizations that are unable to access these services on their own and that do not possess the in-house expertise to develop cutting edge social media programming for advocacy.

The Laboratory’s work is serving and mobilizing people of color communities. It effectively transmits the community based concerns of people of color to the online

advocacy world, where the concerns can garner more awareness, media coverage, and public participation. Through its focus on several OSF priority issues, including criminal justice reform, voter disenfranchisement, and immigrants' rights, the Citizen Engagement Laboratory elevates issues that rarely get attention from online advocacy groups, such as MoveOn.

For example, to combat voter disenfranchisement, the Laboratory developed a "Video the Vote" project, based on *American Blackout*, a Sundance award-winning documentary chronicling the legacy of African-American voter suppression. The project led to 3,700 volunteers submitting over 1,000 videos that documented voting irregularities and voter disenfranchisement. The project provided powerful video evidence to inform the debate around election systems reform, a Transparency Fund priority.

Citizen Engagement Laboratory leaders are very well respected in the field of online organizing and advocacy. Ian Inaba, its executive director, is an award-winning director and producer with a wide range of experience in media, technology, and business strategy. James Rucker, formerly a co-executive director for the Laboratory and a co-founder of Color of Change, now chairs the Laboratory's board. Rucker has been a panelist at a 2009 USP Board meeting panel on online advocacy and served as director of grassroots mobilization for MoveOn.org, where he developed and executed fundraising, technology, and campaign strategies.

Grant ID: 20036629

Legal Name of Organization: Faith in Public Life

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: n/a

Purpose of Grant: to support the Campaign to Build the Moral Case for a Just Economy

Grant Description: To support Faith in Public Life’s communications capacity as well as its partnerships with diverse religious leaders to ensure that a moral critique is present in state economic battles, particularly around revenue issues that underscore the structural inequities found within our economy. Faith in Public Life will identify and educate religious leaders on revenue issues and create earned media opportunities – such as press conferences, events, and op-eds – to allow their voices to be heard. This recommendation advances a Democracy Fund goal to support high quality, independent, and nonpartisan economic policy idea generation, research, and advocacy that enhances the quality of life for low- and moderate-income people and communities.

Previous OSI Support: \$1,475,000
 \$400,000 from Progressive Infrastructure (2007)
 \$775,000 from Democracy and Power Fund (2009-2011)
 \$100,000 from Immigration Innovation (2009)
 \$100,000 from Equality and Opportunity Fund (2011)
 \$100,000 from National Security and Human Rights Campaign (2011)

Organization Budget: \$1,246,821

Project Budget: \$687,825

Major Sources of Support:

Ford Foundation	\$160,000
Nathan Cummings Foundation	\$100,000
Sandler Foundation	\$100,000
Bauman Foundation	\$ 50,000
UU Veatch Program	\$ 40,000

Amount Requested: \$300,000

Is this a contingent grant? No

Amount Recommended: \$300,000 (T1: 21114)

Term: 2 years, beginning June 1, 2012

Matching Requirements: n/a

Description of Organization:

Faith in Public Life, a Washington, D.C.-based strategy center, advances faith in the public arena as a positive and unifying force for justice, compassion, and the common good. In order to maximize the faith community's unique ability to shape public debates, Faith in Public Life identifies and creates moments of opportunity, builds and supports broad coalitions, and designs and implements innovative campaigns, bold initiatives and capacity-building tools. Faith in Public Life's approach emphasizes results, rapid response, cutting-edge skills, and media savvy. Since its launch in 2006, it has worked to build the faith community's media presence and capacity, provide strategic assistance to faith-based coalitions, broker new partnerships, develop online communities, sponsor opinion research, and amplify the voices of emerging religious leaders on a wide variety of social, economic, and racial justice campaigns.

Description of Program for Which Funding Is Sought:

Through its Moral Budget/Just Economy Project, Faith in Public Life addresses one of the most pressing issues facing the United States. With economic issues currently dominating the national conversation, the Tea Party and religious Right have been quick to emphasize government irresponsibility, national debt, and spending cuts, instead of revenue policies that will truly safeguard low- and moderate-income families. Despite the clear moral implications for addressing America's economic future and rising inequality, many people have not yet made the connection between economic policies and the moral mandates of their faith traditions. Faith in Public Life seeks to bridge that gap to ensure that the American public understands the underlying morality of economic fairness.

Faith in Public Life will draw on its organizing and communications capacity as well as its partnerships with diverse religious leaders to ensure that a moral critique is present in state economic battles, particularly around revenue issues that underscore the structural inequities found within our economy. Pulling from its extensive network and deep knowledge of faith communities, broadened and sharpened in the Affordable Care Act fight, Faith in Public Life will identify key religious leaders and build a coalition through which they can more strategically impact the economic debate. Faith in Public Life, and its key organizational partners, will educate the clergy leaders on revenue issues and

create earned media opportunities, including press conferences, events, and op-eds, to allow their voices to be heard.

Faith in Public Life will recruit and train national, state, and local level faith leaders through the project. It has periodically provided support to state faith leaders to amplify their voices and impact on public policy fights, including in Ohio in 2011 when it commissioned a groundbreaking message test on Ohio voters' views of economic issues. This test, during a hotly contested ballot fight to repeal a conservative, anti-collective bargaining law, demonstrated the impact of religious messaging in a campaign context. After the election, polling was commissioned to discern how communicating with religious voters on economic issues using values-based message frames can significantly increase support for budget battles, health care reform, and collective bargaining. When tested against more typical, and non-faith rooted, progressive issue messaging, faith-based messages were significantly more powerful for religious voters than secular messages were. Interestingly in the Ohio messaging test, even for non-religious voters, faith-based messaging was found to be effective and not off-putting.

Rationale for Recommendation:

U.S. Programs, via the Democracy Fund, recommends a project grant to Faith in Public Life of \$300,000 over two years to support its Campaign to Build a Moral Case for Just Economy. We make this recommendation in recognition of: (1) the unique role that faith leaders can play, when strategically organized and thoughtfully deployed, in advancing economic equity ideas and messages; and (2) the particular expertise and track record that Faith in Public Life has in catalyzing this to occur.

Over the past few decades, the Christian Right has systematically eroded religious teaching on the economy in order to lay the intellectual and moral groundwork for its economic agenda. It has used catch phrases like “family values” and “personal responsibility” to undermine support for government programs that support low- and moderate-income people and families. The Right has demonized government and taxes on moral terms, claiming that government programs and the revenues supporting such programs foster irresponsibility, often using thinly disguised racist catchphrases. It has often portrayed public schools, which some deliberately label “government schools,” as corrupting the morals of our children.

The Christian Right has accomplished this by supporting conservative theologians and ethicists in a long-term endeavor to build the theological case for hyper-individualism and undermine the case for the common good. They founded the Ethics and Public Policy Center, led by John Neuhaus, and Robert George and the Acton Institute, two conservative think tanks that promote conservative values and free-market capitalism, as logical extensions of Judeo-Christian morality. Progressive public theologians were soon supplanted by Christian Right spokespeople who out-organized progressives in the media and learned to transmit their message broadly among the American public.

Throughout American history, religious voices have played a prominent role in the ever-roiling discourse over public policy issues. From abolition to temperance to civil rights to abortion, religious leaders have called on Americans to examine their religious values before taking a stand or casting a vote. One of the most exciting recent developments in American politics has been the growth and maturation of the social justice faith community. Numerically, the "religious right" is no bigger than the "religious left," but in recent decades conservatives have been much more effective and have had a much greater impact on American public discourse.

To release the debate on morality and economics from the grip of the Christian Right, Faith in Public Life, among the more nimble and strategic grantees with whom USP partners, will cultivate a cadre of progressive theological spokespeople and equip them to communicate messages about economic fairness. Faith in Public Life will:

- Expand an existing network of moderate to progressive Catholic theologians to include leaders from other denominations train and deploy their clergy to be effective commentators on the economy.
- Host state and national conferences with theologians to build alliances, identify strengths, and provide additional training.
- Develop educational materials that lay out a progressive theological perspective on the economy that reclaims faith teachings, with a view toward countering the claims made by right-leaning theologians.

Democracy Fund staff has great confidence in Faith in Public Life's ability to carry out this project. A recent example bears this out. Faith in Public Life has consistently challenged Representative Paul Ryan, the chief architect of the conservative's leading budget proposal and a practicing Catholic, regarding his proposed cuts to social programs such as Medicare and Medicaid. In 2011, Faith in Public Life partnered with NETWORK, a Catholic social justice lobby, and the New Evangelical Partnership for the Common Good to produce and air radio ads in Ryan's district. The ads criticized his budget for abandoning moral values. Faith in Public Life has repeatedly challenged Ryan on his self-proclaimed admiration of Ayn Rand, the right-wing philosopher whom Ryan credits as influencing his economic philosophy despite the fact that Rand stands in stark opposition to Christian teachings.

When, in April 2012, Ryan released a draconian budget proposal that would slash programs for the poor and vulnerable, while reducing taxes on the wealthy – all the while claiming that it was consistent with Catholic social teaching – Faith in Public Life struck back. It quickly organized a letter, signed by 60 Catholic theologians who condemned the Ryan proposal, and encouraged Congresswoman Rosa DeLauro to call on Catholic bishops to come out against the budget. DeLauro's letter to New York City Archbishop Timothy Dolan, also the chair of the U.S. Catholic Conference of Bishops, was covered by the Catholic News Service, a mainstream Catholic wire service that bishops follow closely. The coverage then prompted the bishops to weigh in against the Ryan budget in a story that broke nationally in *USA Today*. Faith in Public Life ensure that the story picked up a steady drumbeat through coverage in top political blogs, including Rachel

Maddow (MSNBC), Greg Sargent (Washington Post), and Ed Kilgore (Washington Monthly), as well as on cable news networks. Theologians from Ryan's home state of Wisconsin have since added their voices to the growing criticism of his budget and Faith in Public Life continues to spread the message that Ryan's budget is not rooted in Catholic teaching or morality and will drive this narrative through opportunities presented in state level debates. Since Ryan is unwavering in his politics, this faith-based approach, including the mobilization of faith leaders who are not typecast as liberals, may be the one approach that could prompt him to pause in his push for an austerity budget for low-income communities while providing tax breaks for wealthy people.

OSF was one of Faith in Public Life's first funders, giving the organization an initial grant of \$150,000 in the summer of 2005. Since that time, staff have been consistently impressed by its growth and impact, and it is seen as a valuable and trusted partner by its partners in the faith movement. Led by its talented, strategic, and innovative executive director, Rev. Jennifer Butler, who represented the Presbyterian Church (USA) at the United Nations, we are pleased to recommend this project support to help Faith in Public Life bring religious voices and messaging more strategically to the forefront of economic equity idea generation and advocacy.

Grant ID: 20036628

Legal Name of Organization: Faithful America

Tax Status: n/a

Name of Fiscal Sponsor: Faith in Public Life

Purpose of Grant: to enable Faithful America to provide an online organizing presence for the progressive faith community

Grant Description: To support Faithful America for its work to build a large scale faith-based online advocacy project. Faithful America seeks to mobilize progressive Christians, using cutting-edge online advocacy and social media strategies, to amplify a moral narrative for open society advocacy. This recommendation advances Democracy Fund goals to expand public participation in open society priorities and to support efforts to amplify progressive faith voices in social and economic justice advocacy campaigns.

Previous OSI Support: n/a

Organization Budget: \$1,246,821

Project Budget: \$300,000

Major Sources of Support:

CREDO Mobile	\$25,000
Michel Kieschnick (CREDO's CEO)	\$25,000
Gill Foundation	\$20,000

Amount Requested: \$150,000 over two years

Is this a contingent grant? No

Amount Recommended: \$150,000 (T1: 21114)

Term: 2 years, beginning June 1, 2012

Matching Requirements: n/a

Description of Organization:

Faith in Public Life, a Washington, D.C.-based strategy center, advances faith in the public arena as a positive and unifying force for justice, compassion, and the common good. In order to maximize the faith community's unique ability to shape public debates, Faith in Public Life identifies and creates moments of opportunity, builds and supports broad coalitions, and designs and implements innovative campaigns, bold initiatives and capacity-building tools. Faith in Public Life's approach emphasizes results, rapid response, cutting-edge skills, and media savvy. Since its launch in 2006, it has worked to build the faith community's media presence and capacity, provide strategic assistance to faith-based coalitions, broker new partnerships, develop online communities, sponsor opinion research, and amplify the voices of emerging religious leaders on a wide variety of social, economic, and racial justice campaigns.

Description of Program for Which Funding Is Sought:

Faithful America is an online community of progressive people of faith dating back to 2004, which is currently managed by Faith in Public Life. It has recently undergone a strategic overhaul, with dynamic new leadership, sharpened focus, and tremendous potential for impact. Faithful America currently has over 140,000 online members and is one of the largest advocacy lists in the progressive faith community.

With 27% of self-described liberals telling pollsters they attend church weekly, there is ample opportunity for an online community many times the size of the existing Faithful America list. Given adequate resources and based on experience with other organizations, Faithful America aims to reach 750,000 online members within the next five years, an ambitious but achievable target.

Faithful America's campaigns will be designed with the following intentions:

- Holding politicians accountable for exploiting their Christian faith and scapegoating vulnerable populations, such as LGBTQ people, women facing difficult reproductive choices, and immigrants;
- Challenging media outlets for routinely offering an unquestioning platform to the Christian right and portraying Christians as a uniformly conservative constituency;
- Imploring self-identified "moderate" Christian leaders and institutions to distance themselves from the hateful and extremist rhetoric of their right-wing counterparts; and
- Demonstrating grassroots energy among ordinary Christians for progressive political change.

Faithful America's recent victories include:

- *Removal of Tony Perkins from MSNBC's lineup* - Since the Family Research Council was designated a hate group by the Southern Poverty Law Center in

November 2010, its president Tony Perkins has appeared more often on MSNBC than on any other network. Faithful America responded with a petition signed by over 20,000 members calling on the network to stop inviting Perkins on air to represent the views of Christian voters. The Right Reverend Gene Robinson, the first openly gay bishop in the history of the Anglican Communion, personally delivered the petition to MSNBC studios in New York City. The video of the petition delivery quickly rose to over 30,000 views on YouTube, and Faithful America launched Facebook ads targeting MSNBC employees with nearly 2 million impressions. For the three weeks following the petition delivery, Perkins disappeared from MSNBC after appearing nine times in the previous month. When he reappeared on Chris Matthews' *Hardball*, Faithful America produced a 30-second ad and tried to purchase time for it on MSNBC. The network's refusal to air the ad received widespread coverage in progressive and LGBTQ press, and again resulted in over 30,000 views on YouTube. Subsequently, Faithful America members have twice confronted *Hardball* host Chris Matthews at public events, most recently prompting him to admit on video that Faithful America is "making a good argument" and that he was discussing the issue with his producers. Perkins has yet to reappear on *Hardball* or any other primetime MSNBC programming.

- *Rallying Against Prayers Used as Weapons* - When the Speaker of the Kansas State House forwarded an email suggesting prayers for the death of President Obama, Faithful America garnered 36,000 signatures on a petition calling on the Speaker to resign. Faithful America repeatedly made headlines in every major news outlet in the state, successfully resurrecting what had been a dead story, and forcing a very public apology.
- *Advocating for Progressive Christians on College Campuses* - As part of a larger effort to silence progressive voices on Catholic college campuses, right-wing forces in the Church have taken to politicizing commencement ceremonies and forcing institutions to disinvite speakers who express views with which they disagree. This year, Faithful America members leapt into action when Bishop Robert McManus of Worcester, Massachusetts forced Anna Maria College to disinvite Vicki Kennedy, widow of the late U.S. Senator Ted Kennedy. Faithful America did similarly when right-wing activists began circulating a petition calling on Gonzaga University in Spokane, Washington to disinvite Archbishop (and Nobel Laureate) Desmond Tutu. In both cases, Faithful America petitions quickly attracted tens of thousands of signatures and then local, national, and international press attention, including *The Boston Globe*, Associated Press, Religion News Service, Catholic News Agency, *The Times* (South Africa), and the BBC World Service. In Worcester, the resulting controversy over Bishop McManus's actions caused the bishop himself to be disinvited from attending Anna Maria College's commencement ceremonies. In Spokane, Gonzaga University offered a firm public statement restating Archbishop Tutu's invitation, and the local bishop has not intervened.

- *Building Support for Muslim Americans* - When Lowe's Home Improvement caved to pressure from the religious-right to pull its ads from a reality TV show portraying the ordinary lives of Muslim-American families in Dearborn, Michigan, nearly 10,000 Faithful America members signed a petition calling on the hardware chain to reinstate its advertising. A group of clergy delivered the petition – along with 190,000 signatures from other progressive groups – to Lowe's corporate headquarters in North Carolina, resulting in coverage from dozens of press outlets.

Rationale for Recommendation:

U.S. Programs, via the Democracy Fund, recommends a project grant of \$150,000 over two years to Faithful America in recognition of its promising work to build large scale and high impact progressive faith online advocacy.

Progressive Christian voices have long been unable to effectively counter the religious Right because many of the existing institutions that have historically represented progressive Christians in the public sphere have atrophied and been unable to organize on a wide scale. Mainline Protestant denominations, for example, have been rocked by generational decline and scarred by decades of internal division from which they are only now beginning to emerge. Meanwhile, the ascent of right-wing traditionalists within the Roman Catholic hierarchy has ended most post-Vatican II progressivism within the Church and put progressives operating within Church-affiliated institutions on perpetual defense (witness the recent Vatican attacks on the autonomy of American nuns).

All of this has left everyday progressive Christians – especially laypeople – with few political levers to defend against the Christian right, and even fewer opportunities to channel their faith into forward-looking struggles for social justice. Progressive advocacy organizations often do not know how – or are unwilling – to engage people of faith, leaving few options for meaningful activism.

This political impotence is a grave problem for open society advocacy. Because the religious Right's power ultimately derives from the evangelical subculture, secular critics have been unable to effectively undermine its legitimacy in the public debate. On issues like LGBTQ equality and reproductive rights, where reactionary politics are seen to stem from conservative Christian churches, progressive Christian voices are needed to push back effectively. Moreover, the history of successful social movements in American history clearly demonstrates the need for religious participation and moral arguments in order to achieve lasting social change.

Faithful America has tremendous potential and has already demonstrated that it can make an impact. To continue its lift off, it will be incubated initially by Faith in Public Life, and rely, in part, on Faith in Public Life's staff and deep well of experience and expertise with the progressive faith community in order to train and support a new team of online campaigners. Since its founding in 2006, Faith in Public Life has become a critical

resource to progressive advocates seeking to neutralize the Christian right and reach religious audiences.

Faithful America will be led by Michael Sherrard, an experienced online organizer who most recently served as a senior strategist for SignOn.org, MoveOn's new platform for user-generated petition campaigns (along the lines of change.org, which facilitated large scale awareness of the Trayvon Martin killing). Highlights of Sherrard's work at MoveOn include recruiting tens of thousands of volunteers for the 2008 Obama campaign, crafting hard-hitting advocacy tactics targeting congressional Democrats opposed to the public health insurance option, and raising over \$4 million for progressive candidates in the 2010 election cycle. Since taking on Faithful America, a nonpartisan operation, in November 2011, Sherrard has grown its online membership by nearly 40%. Democracy Fund staff see great promise in this effort and will closely monitor its growth and impact.

Grant ID: 20036618

Legal Name of Organization: Leadership Conference Education Fund

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: n/a

Purpose of Grant: to provide general support

Grant Description: To support the Leadership Conference Education Fund, a Washington, DC-based multi-issue advocacy organization that was established in 1969 to provide public education and research for the national civil rights community. The Leadership Conference Education Fund is the 501(c)(3) partner to the Leadership Conference on Civil and Human Rights, the nation’s oldest and largest coalition of civil rights organizations, The Leadership Conference advances numerous open society priorities, including judicial nominations, immigrants’ rights, economic opportunity, criminal justice reform, confronting structural racism, and LGBTQ equality. The Leadership Conference is an U.S. Programs anchor grantee, in recognition of its work to address multiple open society priorities.

Previous OSI Support: \$8,374,900
 \$375,000 from USJ- Re-entry (2000)
 \$328,500 from USP General Grants (2001-2003)
 \$200,000 from USJ-Policy & Research (2002)
 \$1,705,000 from Strategic Opportunity Fund (2004-2008)
 \$929,400 from USP Independence of Judiciary (2005)
 \$250,000 from USJ Racial Justice (2006)
 \$500,000 from Progressive Infrastructure (2006)
 \$400,000 from USP Immigration Innovation (2007-2009)
 \$275,000 from USP Seize the Day (2009-2010)
 \$1,100,000 from Democracy and Power Fund (2008-2010)
 \$1,000,000 from Transparency and Integrity Fund (2009-2010)
 \$175,000 from Equality and Opportunity Fund (2010)
 \$100,000 from Neighborhood Stabilization Initiative

(2010)
\$25,000 from International Women’s Program
(2010)
\$2,000 from Domestic Grants (2011)
\$1,000,000 from US Programs Anchor Grants
(2011)
\$10,000 from Domestic Grants, OSI-DC (2011)

Organization Budget: \$4,835,584

Project Budget: n/a

Major Sources of Support:

Ford Foundation	\$3,975,000
Bill and Melinda Gates Foundation	\$ 825,314
Walmart Foundation	\$ 500,000
Rockefeller Foundation	\$ 300,000
Public Welfare Foundation	\$ 250,000

Amount Requested: \$750,000

Is this a contingent grant? No

Amount Recommended: \$750,000 (T1: 21104)

Term: 1 year, beginning September 1, 2012

Matching Requirements: n/a

Description of Organization:

Established in 1969 to provide public education and research for the national civil rights community, the Leadership Conference Education Fund (The Leadership Conference) promotes policies that strengthen civil rights advocacy and social justice reform. Based in Washington, D.C., it serves as the 501(c)(3) partner of the Leadership Conference on Civil and Human Rights,¹ a coalition of civil rights organizations founded by A. Philip Randolph in 1950. Through its work on multiple social justice priorities, including voting rights enforcement, fair and impartial federal courts, and affirmative action protection, The Leadership Conference works on building an informed public that will be supportive of the nation's growing diversity and pressing civil and human rights issues.

With over 200 organizations in its national coalition, The Leadership Conference places its initiatives within the framework of six program areas. These include:

¹ Following in-depth strategic planning, the Leadership Conference on Civil Rights changed its name to include its growing emphasis on human rights; the new name is The Leadership Conference on Civil and Human Rights. Likewise, the Leadership Conference on Civil Rights Education Fund is now The Leadership Conference Education Fund.

- ***Protecting the Independence of the Judiciary***, which monitors federal judicial nominations and educates the public about the impact of federal courts on civil rights, due process of law, and other issues.
- ***Ensuring Equal Opportunity***, which defends strong civil rights enforcement, affirmative action, expanded educational opportunities, disability rights, religious liberty, fairness for indigenous peoples, and an end to discrimination against gay, lesbian, bisexual and transgendered Americans.
- ***Building Stronger Families and Communities***, which supports policy and advocacy reform to strengthen family and medical leave, encourages decent childcare and economic opportunity for all, access to health care for all, and fair and effective law enforcement in every community, including action against hate crimes.
- ***Promoting Civic Engagement***, which promotes and defends democracy by supporting efforts such as the re-authorization of the Voting Rights Act, promoting participation in the census, and encouraging Americans of every background and generation to register to vote.
- ***Reforming the Nation's Criminal Justice System***, which takes aim at racial disparities in criminal law and criminal justice enforcement at the state and federal levels.
- ***Guarding the Crossroads of Civil Rights, Human Rights and Civil Liberties***. This work involves education and advocacy on matters of immigration, human rights and national security, and the global issues of inequality and discrimination.

Looking ahead, The Leadership Conference will work on six major campaigns: economic insecurity/jobs creation, judicial independence, criminal justice reform, voting rights, quality education for all children, and immigrants' rights. In the criminal justice field, in addition to taking a strong stand against state-mandated racial profiling in Arizona, The Leadership Conference is working to ban the practice of racial profiling by federal and state law enforcement agencies, to create tools to ensure compliance with anti-profiling policies, and to help victims of profiling to report complaints against police officers. Additionally, The Leadership Conference will continue to advocate for federal funding and policies to improve state juvenile justice systems and to keep children out of adult jails, to address disproportionate minority contact, and deinstitutionalize status offenders. The Leadership Conference will also work to promote non-punitive strategies to reduce youth gang involvement.

The Leadership Conference will also focus on expanding its economic opportunity work, including leading a new jobs coalition to push for funding for job creation and workforce development programs, particularly those that are rooted in and support communities of color that are most hard hit by unemployment and underemployment.

Description of Program for Which Funding Is Sought:

The proposal seeks general support.

Rationale for Recommendation:

U.S. Programs, drawing on its anchor grants budget, recommends a grant of \$750,000 over one year to the Leadership Conference Education Fund for general support. We make this recommendation in recognition of the Leadership Conference's leadership in advancing multiple issues of importance to OSF, including racial justice, immigration reform, criminal justice reform, civil liberties in wartime, media justice, and judicial nominations. This recommendation reflects the importance of The Leadership Conference as an organization whose work sits at the core of OSI's goals for an open society in the United States.

The Leadership Conference's ongoing commitment to justice and democracy remains strong and is increasingly important in a time of conservative retrenchment, racialized attacks on the President, economic anxiety, and Tea Party nativism. Recent demographic, political, economic, and technological changes continue to alter the civil rights landscape and the public's perception and support for racial justice. These challenges require new strategies and bold leadership to ignite a coalition of actors to address pressing civil rights issues. Recent examples of the Leadership Conference's effective work include: advancing the End Racial Profiling Act; working with African American leaders in Maryland to increase opposition to ballot attacks on marriage equality and an in-state DREAM Act; providing advocacy training to Sikh Coalition local leaders; pressing the Obama administration to make judicial appointments a higher priority; and advancing ideas to reform U.S. Senate rules, preserving the filibuster but curtailing the endless delay tactics that are used to block votes.

Given its unique position at the center of the civil rights community, via its relationship with the Leadership Conference on Civil and Human Rights, The Leadership Conference plays a pivotal role in sharing different perspectives and advancing broader strategies to advance equal protection under the law. The organization draws its expertise from a cross-section of more than 200 organizations and examines the impact of civil rights policy on a broad range of constituencies. The Leadership Conference does still struggle to marshal the resources of its 200 national coalition partners effectively when civil and human rights attacks flare up at the local and state levels. To counter these challenges, it has built a small, but strategic field program to aggregate the resources of its national partners' state and local affiliates in order to have greater impact outside of Washington, DC.

Given its broad knowledge of the civil rights field, policy makers, elected officials, and opinion shapers regularly seek The Leadership Conference's advice and counsel. The Leadership Conference is led by long-time counsel Wade Henderson, now serving as President and CEO. Henderson is extremely well-regarded and connected in Washington, and is seen as a very close advocacy partner by the OSI-DC office which calls him, with affection, "one of a kind." In short, he is a legendary coalition builder and advocate. Karen McGill Lawson is the capable executive vice president and chief operating officer for both LCCHR and The Leadership Conference, and Nancy Zirkin is

the long-serving lead lobbying strategist who draws strong reviews for her connections, strategic advocacy, and persistence on Capitol Hill.

As the organization's leaders grow older, a key challenge will be replacing the Leadership Committee's long-serving and extremely well-connected leaders with those who can credibly build coalitions and maintain insider relationships while subsuming organizational ego. Wade Henderson plans to move on from his position in the next few years and USP staff anticipate that this could be a struggle for the organization as it seeks to "brand" itself for its post Henderson era and fundraise to build its infrastructure. In a recent site visit, USP staff asked what the organization had done to plan for succession and were impressed by the response. The organization has convened a strategic visioning process at the board and staff levels, with the well regarded Management Assistance Group, to clarify the timeline for leadership transition, plan effectively for it, and anticipate the challenges and opportunities that come from such a change in the organization's leadership and identity. The Leadership Conference is also contracting with Karen Narasaki, the former executive director of the Asian American Justice Center and a long-time Leadership Conference executive committee member, to assist in the reorganization of the organization's board structure.

USP staff is encouraged by this significant emphasis on the "changing of the guard" and, after learning more about this commitment to transition planning, believe that the organization is approaching the transition carefully and strategically. Following the Democracy Fund's due diligence, USP staff is pleased to offer this anchor grant renewal recommendation for the Leadership Conference Education Fund.

Grant ID: 20036674

Legal Name of Organization: Maryland Association of Nonprofit Organizations

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: n/a

Purpose of Grant: to support the Maryland Budget and Tax Policy Institute

Grant Description: To support the Maryland Budget and Tax Policy Institute, a member of the Center on Budget and Policy Priorities' State Fiscal Analysis Initiative, for its work to advance the interests of low- and moderate-income Marylanders through state-level research and advocacy around budget, tax, and fiscal issues. This recommendation advances a Democracy Fund goal to support high quality, independent, and nonpartisan economic policy idea generation, research, and advocacy that enhances the quality of life for low- and moderate-income people and communities.

Previous OSI Support: \$549,000
\$169,000 from OSI-Baltimore Workforce Development (2002-2005)
\$130,000 from OSI-Baltimore Special Opportunities (2005-2007)
\$100,000 from OSI-Baltimore 3rd Party Unrestricted (2007-2009)
\$150,000 from USP Democracy Fund (2010)

Organization Budget: \$2,596,291

Project Budget: \$405,858

Major Sources of Support:

Ford Foundation	\$110,000
Moriah Fund	\$100,000
Meyer Foundation	\$ 70,000
Zanvyl & Isabelle Krieger Fund	\$ 50,000

Amount Requested: \$150,000

Is this a contingent grant? No

Amount Recommended: \$150,000 (T1: 21114)

Term: 2 years, beginning November 1, 2012

Matching Requirements: n/a

Description of Organization:

The Maryland Association of Nonprofit Organizations (Maryland Nonprofits) was established in 1992 to represent and strengthen nonprofit organizations. Maryland Nonprofits has offices in Baltimore and Silver Spring and a membership that includes 1,600 organizations and 350 associate members, representing all regions of Maryland and a wide range of sectors.

Maryland Nonprofits works to:

- Provide the highest quality of services to the community, effectively and efficiently;
- Demonstrate the highest standards of ethics and accountability in its governance, management, and operations;
- Advance and protect the public interest of people and communities that nonprofits serve; and
- Enjoy recognition, trust, and support from the broader community.

Description of Program for Which Funding Is Sought:

In 1998, Maryland Nonprofits established the Maryland Budget and Tax Policy Institute to provide independent, nonpartisan research and analysis of state budget and tax policy priorities and serve as Maryland's State Fiscal Analysis Initiative organization. Over the last 14 years, the Maryland Budget and Tax Policy Institute (the Institute) has stimulated numerous policy changes related to low-income Marylanders. It places a significant program emphasis on the economic well-being of lower-income populations, the effectiveness of the social safety net in Maryland, the inadequacies in the state's tax and revenue structure, and the allocation of those limited resources to meet the needs of disadvantaged populations.

Like nearly every other state, Maryland's principal revenue sources have been severely depressed by the effects of the U.S. recession. For fiscal year 2011, the Maryland General Assembly enacted a budget that provided \$300 million less in total funds than projected spending for 2010. This budget incorporated significant cuts in assistance to local governments, employee compensation, and an array of services, from housing-related services to youth employment.

Unlike the scenario earlier, Maryland is one of the few states that has moved from a period of acute fiscal crisis to a less turbulent period in its finances. In 2012, advocates saw, for the first time in a number of years, a progressive revenue increase that avoided \$500 million in budget cuts. Even with this effort,

Maryland still faces a revenue gap of around \$400 million dollars for fiscal year 2014. This is the first time in approximately 40 years that the state's total budget has declined.

The Institute's connection with Maryland Nonprofits gives it special access to a network of nonprofit service providers, advocacy groups, and umbrella organizations, thereby expanding the reach of the Institute's work. In conjunction with Maryland Nonprofits, the Institute works collaboratively with local nonprofit organizations on state and local funding issues. For example, the Institute has received a grant to provide budget advocacy assistance in Prince George's County, a racially and economically diverse Washington, DC suburb, working closely with the Human Services Coalition of Prince George's and the Community Foundation of Prince George's County.

The Institute's short-term focus is on raising awareness of the real world consequences of state budget cuts, advocating to minimize cuts to education, health and social programs, and to promote a "balanced approach" to Maryland's budget shortfall – including both expenditure restraints and revenue enhancements. Over the longer term, the Institute's focus is on promoting an adequate, fair, and modern revenue structure for Maryland. With this in mind, over the next two years the Maryland Budget and Tax Policy Institute is committed to the following priorities:

1. Maintaining a regular flow of analysis and advocacy through publications, community outreach, and the media.
2. Establishing a broad body of up-to-date financial and programmatic material available on its web site, while attracting a broader audience by moving the Institute's message into new media forms.
3. Building credibility and reputation as the major source of reliable information on state-level policies from a progressive viewpoint.

Rationale for Recommendation:

U.S. Programs, via the Democracy Fund, recommends a renewal grant of \$150,000 over two years to support the Maryland Budget & Tax Policy Institute in recognition of its work to provide high quality, independent, and impactful fiscal policy analysis and advocacy.

Launched in 1994, the Center on Budget and Policy Priorities coordinated State Fiscal Analysis Initiative is now in more than 40 states. It provides a mutually supportive network not only for the state-based policy centers in its membership but also for the national funders of those organizations. These funders include the Ford Foundation, Mott Foundation, Annie E. Casey Foundation, Stoneman Family Foundation, Kellogg Foundation, OSF, and several state-level foundations that support individual state groups.

Technical support and other services for the State Fiscal Analysis Initiative groups are provided largely through the Center on Budget and Policy Priorities. OSF does not

specifically fund the Center on Budget's support for SFAI groups, but makes a sizable (\$750,000/year) general support grant to the organization. The Center on Budget convenes two meetings a year for the state groups to share expertise as well as a multi-day conference each year, which is attended by groups that are not part of the state network. In addition, the Center on Budget, often in partnership with other national organizations, coordinates the release of state-by-state and national reports - such as the "Pulling Apart" report on income inequality - with the SFAI groups. This coordinated effort creates a bigger media splash, as the national media covers the national report and state and local media outlets cover the state numbers.

The various convenings and a very active listserv help the state groups learn from their colleagues' particular strengths. The priorities of the network of state-based groups are a good fit with the Democracy Fund's concern for strengthening connections among groups working at the state and local levels across the country. The state groups also work on issues of interest to OSF, especially related to the transparency, equity, and fiscal integrity of government. While the state groups are focused on research and analysis first and foremost, they actively work in coalition with advocates, organizers, and reformers within their states - participating in and often helping to build coalitions for long-term change within their states.

Staff due diligence finds the State Fiscal Analysis Initiative network to be one of the best managed and most strategic, rigorous, and effectively funded of all of the various state-based advocacy networks that USP supports. The quality of state leadership is exceptional, with most state policy centers having executive directors who have previously served as senior level state budget experts.

The Maryland Budget and Tax Policy Institute is an effective organization that conducts work that benefits a great number of Marylanders, especially those from low-income backgrounds. The Institute's work is important to OSI-Baltimore and to many of the issues on which OSI prioritizes in Maryland. Comparatively speaking, Maryland benefits from a more progressive political environment and from a relatively strong advocacy community. This enabled the state to have a rare victory in the 2012 legislative session, where taxes were raised for higher earners. The Maryland Budget and Tax Policy Institute is well-led, by a former state government budget analyst, and is an active member of a community of broad-based organizations, including Progressive Maryland, Job Opportunities Task Force, Advocates for Children and Youth, Health Care for All, Legal Aid Bureau, Maryland Alliance for the Poor, Maryland State Conference of the NAACP, and Welfare Advocates. The Institute also works closely with organized labor advocates, including AFSCME and SEIU.

While not noted as being one of the very top performers within the State Fiscal Analysis Initiative, the Maryland Budget and Tax Policy Institute does credible work, is responsive and accountable to a broad set of organizations, and conducts effective fiscal policy research, analysis, and advocacy.

Grant ID: 20035702

Legal Name of Organization: Mexican American Legal Defense and Educational Fund (MALDEF)

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: n/a

Purpose of Grant: to provide general support as well as project support for litigation and related work to ensure fair redistricting in Texas

Grant Description: A grant to provide renewed general support and project support to the Mexican American Legal Defense and Educational Fund (MALDEF.) Founded in 1968, MALDEF promotes social change through advocacy, communications, community education, and litigation in the areas of education, employment, immigrant rights, and political access. It strives to implement programs that are structured to bring Latinos into the mainstream of American political and socio-economic life; provide better educational opportunities; encourage participation in all aspects of society; and offer a positive vision for the future. General support from the Equality and Opportunity Fund advances Fund goals of supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and to lift barriers that prevent people from participating fully in economic, social, and political life. Project support from the Democracy Fund will provide a one-year grant to further MALDEF's work advancing equitable political access through local redistricting litigation on behalf of the Latino community in Texas.

Previous OSI Support: \$1,210,000
 \$275,000 from Emma Lazarus Fund (1997-2000)
 \$100,000 from USP Immigration Innovation (2008-2009)
 \$100,000 from Strategic Opportunities Fund (2009-2010)
 \$200,000 from Equality and Opportunity Fund (2010-2012)
 \$385,000 from Democracy and Power Fund

(2010-2012)
\$50,000 from USP Place Based Initiative
(2011)

Organization Budget: \$7,728,286

Project Budget: \$100,000

Major Sources of Support:

Ford Foundation	\$2,900,000
HJW Foundation	\$ 600,000
Gates Foundation	\$ 500,000
Atlantic Philanthropies	\$ 450,000
Robert Wood Johnson Fndn	\$ 367,247
California Community Fndn	\$ 363,000
Evelyn and Walter Haas, Jr.	\$ 300,000
California Endowment	\$ 160,000
Carnegie Corporation	\$ 150,000
Latino Donor Collaborative	\$ 150,000
Rosenberg Foundation	\$ 110,000
Joyce Foundation	\$ 75,000

Amount Requested: \$450,000 (\$350,000 over two years for general support;
\$100,000 over one year for project support)

Is this a contingent grant? No

Amount Recommended: \$400,000 (\$300,000 from Equality and Opportunity
Fund Racial Justice, T1: 24448 and \$100,000 from
Democracy Fund, T1: 21117)

Term: Two years, beginning May 1, 2012 for general support
One year, beginning July 1, 2012 for project support

Matching Requirements: n/a

Description of Organization:

The Mexican American Legal Defense and Educational Fund (MALDEF) is a leading nonprofit Latino legal organization focusing on litigation, advocacy and educational outreach. Founded in 1968, MALDEF has its headquarters in Los Angeles and regional offices in Atlanta, Chicago, San Antonio, Sacramento and Washington, D.C. The organization fosters sound public policies, laws and programs to safeguard the civil rights of the 50 million Latinos living in the United States and empowers the Latino community to fully participate in U.S. society in all areas, from education and employment to voting and other civil rights.

MALDEF has an over 50-member staff of civil rights advocates, including 20 attorneys, led by Thomas Saenz, a nationally-recognized constitutional law expert and civil rights strategist. Its 30-member Board of Directors is comprised of national leaders from the public and private sectors, including government, education, business, media, and law. MALDEF promotes social change through a combination of advocacy, community education, and litigation. It focuses on four key issues: education, employment and economic opportunity, immigrant rights, and political access.

Description of Program for Which Funding Is Sought:

MALDEF requests general support for its core advocacy efforts and project support for its Texas redistricting efforts. Through the leadership of its San Antonio office, MALDEF conducts non-partisan redistricting work in Texas to expand Latino representation in city governance, the state legislature, and the state Board of Education. While, for the most part, redistricting efforts are concluding, MALDEF continues to be active in redistricting and is now preparing to enter a period of more intensified local level activity on behalf of the numbers of Latino communities disenfranchised by inequitable redistricting outcomes.

MALDEF's short-term project objectives include analysis of local redistricting outcomes throughout Texas and, where appropriate, the development of legal challenges to impede unlawful local redistricting outcomes. MALDEF's long-term project objectives involve equitable political representation, as well as the establishment of legal precedent securing constitutional and other protections for minority communities in this and future redistricting processes.

Specifically, MALDEF will:

- Continue state-level and congressional redistricting litigation and monitoring of outcomes as districts are drawn;
- Conduct extensive data and legal analysis of local redistricting outcomes in at least four jurisdictions;
- Assess harms stemming from local redistricting outcomes to support data and legal analysis and, where harms are substantial, identify up to 10 potential plaintiffs from engaged Latino community members;
- Engage experts to conduct research around jurisdiction-specific voting, demographics, and historical factors in up to three jurisdictions to support data and legal analyses to strengthen potential legal challenges;
- Pursue up to three strategic redistricting lawsuits to challenge unlawful local redistricting plans; and
- Achieve litigation success demonstrated in improved maps in up to three local jurisdictions.

Rationale for Recommendation:

U.S. Programs, via the Equality and Opportunity and Democracy Funds, recommend a grant of \$400,000 over two years to MALDEF in recognition of its work to challenge

racial barriers and structural racism, promote fair immigration enforcement, detention, and deportation policies, and support fair redistricting policies that expand democratic participation from the Latino community.

In the past decade, the Latino population in the United States grew 43 percent, from 35.3 million people to just over 50 million. Growth has been particularly sharp in areas of the country that saw little presence of Latinos just a decade ago. Over the last several years, this diverse population – including longstanding U.S. citizen communities and recent immigrant arrivals – has become the principal target of harsh anti-immigrant laws passed at the state and local levels. These laws facilitate discrimination, undermine fundamental constitutional rights, and threaten access to basic economic and social rights, including employment, housing, and education.

At the same time, this is a period of enormous opportunity for Latinos in the areas of political participation and civic engagement. An analysis by the Pew Hispanic Center indicated that Hispanic voters are nearly three times more prevalent in states that gained congressional seats and Electoral College votes in the 2010 reapportionment than they are in the states that lost seats. These changes to the electoral map, and 2010 election results in California, Colorado, and Nevada, show that Latinos will likely play a larger role in national politics and civic discourse in the years to come.

Through its impact litigation, policy advocacy, and communications, MALDEF addresses discriminatory government action towards Latinos and seeks to advance the constitutional rights of all Latinos living in the United States. After a period of organizational transition, MALDEF accomplished programmatic success supported by the organization's strengthened governance, stabilized financial base, and staffing. Highlights of MALDEF's accomplishments over the preceding two years include: 1) achieving victories in Colorado, Illinois, and California challenging inequitable access to quality education for Latinos and inequitable funding schemes for schools serving Latinos; 2) defending against discriminatory anti-immigrant policies and practices in Alabama, Arkansas, California, Georgia, Hawaii, Idaho, Indiana, Kansas, Nebraska, Nevada, New Mexico, Texas, South Carolina, Utah, and Washington; 3) co-leading litigation against Arizona's anti-immigrant law SB 1070; and 4) challenging the burdens placed on immigrants seeking driver's licenses in Texas and New Mexico. In February 2012, MALDEF also achieved a major victory against anti-day laborer solicitation ordinances, when the United States Supreme Court denied the request of the City of Redondo Beach, California to review the Ninth Circuit decision striking as unconstitutional the City's ordinance prohibiting solicitation of employment, business, or contributions from city streets and sidewalks.

With OSF support, MALDEF will continue to identify, investigate, and pursue Latino civil rights legal claims in the areas of education, employment, and immigrant rights. Specifically, MALDEF will continue to conduct:

- *Immigrant rights related litigation:* MALDEF will continue to monitor and litigate anti-immigrant policy and practices, including: Arizona's SB 1070 and its

progeny across the nation; anti-solicitation ordinances targeting Latino day laborers; local enforcement of federal immigration law; and other local anti-immigrant policy and practice.

- *Education related litigation:* MALDEF will monitor and litigate inequitable provision of resources to Latino-serving schools including the impact of teacher-effectiveness and college-readiness programs and the implementation of priority education policies, such as the reauthorization of the Elementary and Secondary Education Act.
- *Employment discrimination litigation:* MALDEF will continue to advocate for low-wage Latino workers and investigate and litigate race-based discrimination, address limitations placed on Latinos' ability to find work and claim denied earned wages.
- *Community outreach and coalition building.* MALDEF will strengthen its advocacy capability through media, public education and governmental relations. It will also strengthen its partnerships with other civil rights groups, including the Leadership Conference on Civil and Human Rights, LatinoJustice, National Latina Institute for Reproductive Health, and the Restaurant Opportunities Committee-United.

MALDEF has developed unique trust within the Latino community across the U.S. given its leadership in landmark cases, including the 1982 United States Supreme Court victory in *Plyler v. Doe*, where MALDEF defended the rights of immigrants by persuading the Court to hold that any child, regardless of immigration status, has the right to a free public education.

MALDEF's long history as a leader in the areas of voting rights and redistricting in Texas makes the organization uniquely qualified to expand social, economic, and political perspectives in local government. This work has already increased Latino-majority electoral districts in cities, school districts and counties as well as in statewide redistricting plans. Of particular significance is the leadership of Thomas A. Saenz, president and general counsel of MALDEF, and Nina Perales, a noted senior attorney in its San Antonio office. Having secured a victory in District Court to pave the way for redrawn congressional and state house redistricting plans, MALDEF exhibits the experience and fortitude to ensure that Latino population growth is recognized and reflected in Texas redistricting plans. As such, USP staff are confident of MALDEF's ability to represent the Latino community, reflecting the reality of changing demographics and reducing barriers for equal political participation.

MALDEF currently receives support from the Democracy Fund's "building state-based power" portfolio, a field informed strategy to invest in organizations that expand ideas, voter participation, and open society advocacy from African American, Asian, immigrant, Latino, low-income, and youth constituencies in North Carolina and Texas. With the end of the Fund's three year plan approaching, this is likely to be the final such

project grant to MALDEF. Continuing support for the organization will occur via the Equality and Opportunity Fund.

Grant ID: 20036642

Legal Name of Organization: National Priorities Project

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: n/a

Purpose of Grant: to provide general support

Grant Description: To provide renewed general support to the National Priorities Project, which plays a critical role in translating the federal budget process – and subsequent budget allocation and priorities – for open society advocates. Through applied research, data analysis, partnerships with local, state, and national organizations, and innovative platforms for disseminating its work, the project educates the public and advocates for fair budgeting that advances economic opportunities for low- and middle-income Americans. This recommendation supports a Democracy Fund goal to support high quality, independent, and nonpartisan economic policy idea generation, research, and advocacy that enhances the quality of life for low- and moderate-income people and communities. The recommendation supports a Transparency Fund goal of increasing government transparency, integrity, and accountability through innovative uses of data and technology.

Previous OSI Support: \$190,000
\$40,000 from Gov & Pol Dev/Effective Government (2002)
\$75,000 from Democracy Fund (2011)
\$75,000 from Transparency Fund (2011)

Organization Budget: \$924,042

Project Budget: n/a

Major Sources of Support:

Colombe Foundation	\$150,000
Ford Foundation	\$100,000
Nathan Cummings Foundation	\$100,000
Rockefeller Brothers Fund	\$ 60,000
HKH Foundation	\$ 50,000

Amount Requested: \$150,000

Is this a contingent grant? No

Amount Recommended: \$150,000 (\$75,000 from the Democracy Fund, T1: 21114, and \$75,000 from the Transparency Fund, T1: 21107)

Term: 1 year, beginning September 1, 2012

Matching Requirements: n/a

Description of Organization:

The National Priorities Project is a federal budget research organization, based in Northampton, Massachusetts, dedicated to translating the federal budget's raw numbers into clear, accessible and engaging publications, tools, and workshops. The Project was founded in 1983 to help citizens and community groups understand how federal tax and spending policies affect people's lives. The organization works with the belief that unfettered access to information is a cornerstone of responsible governance. The project therefore serves as a bridge between the policymakers and think tanks of Washington, D.C. and thousands of local communities, organizations, and concerned individuals across the United States.

Since 2009, National Priorities Project has doubled the number of its national organizational connections, building beyond its original focus on peace and international relations organizations to include youth, women, and people of color-led organizations. Many of these new partnerships include U.S. Programs' grantee partners, such as USAction, Jobs with Justice, Roosevelt Institute, and the PICO interfaith organizing network.

Working from an understanding that many people do not know where or how their federal tax dollars are spent, the Project makes complex federal budget information transparent and accessible so that people can prioritize and influence how their tax dollars are spent. By providing this information and informing the electorate, it seeks to reverse the situation of people who are disengaged from the personal and societal impacts of federal spending and harbor the belief that there is little that can be done to influence the creation or oversight of the nation's budget. To arm citizens more effectively with information and demystify the complex federal budget process, the Project answers the questions of how and where tax dollars are spent and how and when people can influence budget creation.

National Priorities Project provides on-line briefs and seminars, conducts in-person trainings, writes reports, and develops creative tools which offer basic information about the national budget and the budget making process. Its unique database allows people to

assess the personal and societal impact of federal spending. The organization's signature program, "Data for Democracy," has three distinct goals:

- Improving the quality of data-informed organizing and advocacy;
- Increasing the frequency of data-informed organizing and advocacy; and
- Engaging and sustaining relationships with people of color-led and youth organizations to conduct data-informed organizing and advocacy.

Through work to reach each goal, the Project hopes to advance the vision of an informed and engaged civil society, where those affected by federal spending priorities have the ability and opportunity to participate in shaping the national budget.

Description of Program for Which Funding Is Sought:

The proposal seeks general support.

Rationale for Recommendation:

U.S. Programs, via the Democracy and Transparency Funds, recommends a renewal grant of \$150,000 over one year to the National Priorities Project in recommendation of its important, timely, and effective work to advance economic and social policy and utilize innovations in transparency that directly connect to open society priorities and priority constituencies.

This grant would advance the Transparency Fund's goals of increasing government transparency, integrity, and accountability through innovative uses of data and technology. The Democracy Fund recommends this grant with the expectation that it will produce a growing body of easy to access and use tools that lay people can use to improve their ability to understand and influence the budget process. This work can have an important effect in increasing citizen engagement in – and oversight of – the budgeting process. And, it can complement several pioneering efforts to develop participatory budgeting processes, including efforts within several New York City council members' districts, an effort that USP staff are researching.

With an increased understanding within the general public of the need to use public resources to take on rising economic inequality, build a new American economy, and implement appropriate regulation on private industry and corporations, our recommended support for the National Priorities Project will advance a strategy to elevate priorities that ensure a fairer economy. This will complement the work of other grantees, such as the Center for American Progress, Center on Budget and Policy Priorities, Economic Policy Institute, Roosevelt Institute, Partnership for Working Families, and United for a Fair Economy, will be also seeking to enable people of color and low- and moderate-income people to participate more fully in the American economy and benefit equally from gains in prosperity.

USP Staff are continually impressed with Jo Comerford, National Priorities Project's executive director, as she has taken what was a stale organizational model that principally served the peace community and has built a dynamic new data shop. The Project has a fierce commitment to transparency, utilizing leading edge online tools, and is full of fresh new partnerships. Comerford has developed relationships with several Transparency Fund grantees, including the Sunlight Foundation, the Center for Responsive Politics, and the National Institute on Money in State Politics, and Comerford's leadership has helped to bring locally tailored data and research to hundreds of thousands of new activists and advocates nationwide.

Organizationally, USP staff are impressed with how the Project is able to translate complicated budget information accurately to audiences that are not economists. Comerford brings fresh insights into language and translation that the field of economic policy advocates and analysts desperately needs. The National Priorities Project provides concrete tools that provide an opportunity for people to better understand exactly where their tax dollars go and transform the mysterious federal budget into something tangible. Connecting the murky process of federal budgeting to individuals' lives and communities is a critical tool for creating a better informed citizenry and a more robust democracy.

Grant ID: 20036677

Legal Name of Organization: North Carolina Justice Center

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: n/a

Purpose of Grant: to support the North Carolina Budget and Tax Center

Grant Description: To support the North Carolina Budget and Tax Center, a member of the Center on Budget and Policy Priorities' State Fiscal Analysis Initiative, for its work to advance the interests of low- and moderate-income North Carolinians through state-level research and advocacy around budget, tax, and fiscal issues. This recommendation advances a Democracy Fund goal to support high quality, independent, and nonpartisan economic policy idea generation, research, and advocacy that enhances the quality of life for low- and moderate-income people and communities.

Previous OSI Support: \$150,000 from Democracy Fund (2010)

Organization Budget: \$5,367,244

Project Budget: \$772,400

Major Sources of Support:

Ford Foundation	\$105,000
C.S. Mott Foundation	\$100,000

Amount Requested: \$150,000

Is this a contingent grant? No

Amount Recommended: \$150,000 (T1: 21114)

Term: 2 years, beginning November 1, 2012

Matching Requirements: n/a

Description of Organization:

The North Carolina Justice Center (Justice Center) is a Raleigh, North Carolina-based organization dedicated to promoting social justice for the state's low- and moderate - income families, and for minority, immigrant communities. The Justice Center's mission

is to eliminate poverty in North Carolina by ensuring that every household in the state has access to the resources, services and fair treatment it needs in order to enjoy economic security and to participate equally in the opportunities available to the state's residents. The Center is a flagship state social justice policy center nationally and provides key research, policy development, analysis, and convening space to North Carolina's social justice and progressive communities.

Description of Program for Which Funding Is Sought:

The Budget and Tax Center, a project of the North Carolina Justice Center, is part of the State Fiscal Analysis Initiative (SFAI) of the Center on Budget and Policy Priorities. The Budget and Tax Center seeks to inform the public policy debate in North Carolina through unbiased, timely, credible and accessible analysis and public education. The Budget and Tax Center steers the "Together NC" coalition of more than 100 organizations dedicated to protecting and increasing public investments in key programs and services.

The four overarching goals of the Budget and Tax Center are as follows:

- *Promoting adequate government services to meet the needs of low and moderate income North Carolinians.* The Center is committed to making sure North Carolina's children, low-income working families, senior citizens and other vulnerable populations have a government that prioritizes their needs. The Center employs the principles that a fair and democratic society must have a floor below which no one is allowed to fall and it should empower people to use government for the common good.
- *Promoting fair state and local tax codes.* North Carolina maintains a somewhat progressive personal income tax and a tax on corporate profits; however, the state's overall tax system is quite regressive, requiring the lowest-income North Carolinians to pay a greater share of their incomes in state and local taxes than the richest income earners do. This fundamental unfairness drives much of the Center's analytical work and outreach activities.
- *Promoting fiscal stability and long-term revenue adequacy.* North Carolina's fiscal system is extremely unstable and unable to keep pace with economic growth, population growth and the spending demands of good government. Moreover, revenues from the tax system over respond to short-term economic shifts –meaning that, when the economy is good, the tax system generates more revenue than can be sustained over time. In lean years, lagging revenues force painful tax increases or spending cuts. The Center is at the forefront of advancing balanced ideas and calling for action on revenue reform.
- *Educating coalitions and community-based groups and equipping them to bring about change.* The Center has long recognized that the most effective way to bring about positive change is through partnerships and outreach. The project

remains committed to putting the accessibility of its work on equal footing with timeliness and credibility.

The Budget and Tax Center's work for this grant period is contextualized by an economic downturn in the state that has seen falling revenues and lackluster economic recovery. Despite a perception of rapid growth, North Carolina faces a \$4.6 billion budget hole, while demand for services, particularly community colleges and Medicaid, has increased dramatically. Community college enrollment is up by 27,000 students and the state's eligible Medicaid population has increased by nearly 200,000 since January 2008.

The Center played an essential role in advocating for a sensible tax increase that will raise \$1.3 billion in the coming fiscal year to avoid the most damaging cuts to services. The tax package is set to expire in 2011, and the Center's primary goals for 2012-13 will be to build on the success of "Together NC" to keep its partner organizations motivated and engaged and to ensure the coalition has the political momentum to push for another tax package.

Rationale for Recommendation:

U.S. Programs, via the Democracy Fund, recommends a grant of \$150,000 over two years to the North Carolina Budget and Tax Center in recognition of its work to provide high quality, independent, and impactful fiscal policy analysis and advocacy.

As noted in the prior recommendation for the Maryland Budget and Tax Policy Institute, since 1994 the Center on Budget and Policy Priorities has coordinated the State Fiscal Analysis Initiative, now in more than 40 states. It provides a mutually supportive network not only for the state-based policy centers in its membership, but also for the national funders of those organizations. These funders include the Ford Foundation, Mott Foundation, Annie E. Casey Foundation, Stoneman Family Foundation, Kellogg Foundation, OSF, and several state-level foundations that support individual state groups.

Technical support and other services for the State Fiscal Analysis Initiative groups are provided largely through the Center on Budget and Policy Priorities. OSF does not specifically fund the Center on Budget's support for SFAI groups, but makes a sizable (\$750,000/year) general support grant to the organization. The Center on Budget convenes two meetings a year for the state groups to network and share expertise, as well as a multi-day conference each year which is attended by groups that are not part of the state network. In addition, the Center on Budget, often in partnership with other national organizations, coordinates the release of state-by-state and national reports - such as the "Pulling Apart" report on income inequality - with the SFAI groups. This coordinated effort creates a bigger media splash, as the national media covers the national report and state and local media outlets cover the state numbers.

The various convenings and a very active listserv help the state groups learn from their colleagues' particular strengths. The priorities of the network of state-based groups are a good fit with the Democracy Fund's concern for strengthening connections among groups

working at the state and local levels across the country. The state groups also work on issues of interest to OSF, especially related to the transparency, equity, and fiscal integrity of government. While the state groups are focused on research and analysis first and foremost, they actively work in coalition with advocates, organizers, and reformers within their states - participating in and often helping to build coalitions for long-term change within their states.

Staff due diligence finds the State Fiscal Analysis Initiative network to be one of the best managed and most strategic, rigorous, and effectively funded of all of the various state-based advocacy networks that USP supports. The quality of state leadership is exceptional, with most state policy centers having executive directors who have previously served as senior level state budget experts.

As part of the Democracy Fund's North Carolina state strategy, the North Carolina Justice Center, the home to the Budget and Tax Center, is a key statewide organization that builds advocacy capacity and expertise to serve the state's broad social justice community. The Budget and Tax Center provides high quality research, analysis, and advocacy – at a perilous time politically and fiscally in the state – and is well regarded nationally for the quality of its work and its ability to build broad-based alliances to advance a more balanced approach to fiscal and tax policy in the state.

The North Carolina Tax and Budget Center has drawn Democracy Fund support via the Fund's "building state-based power" portfolio, a field informed strategy to invest in organizations that expand ideas, voter participation, and open society advocacy from African American, Asian, immigrant, Latino, low-income, and youth constituencies in North Carolina and Texas. With the end of the Fund's three year plan approaching, this could potentially be the final such project grant to the Tax and Budget Center. OSF is part of a funders' collaborative to support State Fiscal Analysis Initiative policy centers in a number of states. Staff recommends that we must carefully consider any shifts in our State Fiscal Analysis Initiative funding since it has potentially adverse impacts on both the state-based grantees and our funding partners.

Grant ID: 20036649

Legal Name of Organization: United for a Fair Economy

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: n/a

Purpose of Grant: to support the Tax Fairness Organizing Collaborative

Grant Description: To provide renewed project support to United for a Fair Economy, based in Boston, Massachusetts, for its Tax Fairness Organizing Collaborative, a national network of state-based organizations that educates and organizes at the state and local levels. The Collaborative brings grassroots organizations, including those representing people and communities that are hard hit by tax policies that benefit the wealthy, into tax and budget policy debates and advocacy campaigns. This recommendation advances a Democracy Fund goal to support high quality, independent, and nonpartisan economic policy idea generation, research, and advocacy that enhances the quality of life for low- and moderate-income people and communities.

Previous OSI Support: \$700,000
\$100,000 from Strategic Opportunities Fund (2003)
\$550,000 from Democracy and Power (2008-2011)
\$50,000 from Neighborhood Stabilization Initiative (2009)

Organization Budget: \$1,342,657

Project Budget: \$230,799

Major Sources of Support: Stoneman Foundation \$75,000
Individuals \$ 5,000

Amount Requested: \$150,000 over one year

Is this a contingent grant? No

Amount Recommended: \$300,000 (T1: 21114)

Term: 2 years, beginning July 1, 2012

Matching Requirements: n/a

Description of Organization:

United for a Fair Economy, based in Boston, Massachusetts, is focused on raising awareness that concentrated wealth and power can undermine the economy, corrupt democracy, deepen racial divisions, and tear communities apart. It helps build social movements for greater equality, with the goals of changing public attitudes and strengthening the ability of social change organizations to address systemic inequality. Founded in 1994 to address the problem of growing inequality in the US, United for a Fair Economy's current work is focused on four major program areas: fair taxation; the racial wealth divide; popular economics education; and responsible wealth. With a staff of 12 and contributions from many members, interns and volunteers, UFE has a national reach through its work with media and its workshops, trainings, and partnerships.

Description of Program for Which Funding Is Sought:

United for a Fair Economy's Tax Fairness Organizing Collaborative is a national network of state-based organizations that educates and organizes for fair taxation at the state and local levels. The Collaborative brings grassroots organizations, including those representing people and communities that are hardest hit by tax policies that benefit the wealthy, into tax and budget policy debates and advocacy. Currently, the Tax Fairness Organizing Collaborative has 28 member organizations in 24 states. Each member organization is committed to the following principles:

- A fair tax system is one that is progressive, transparent, and generates enough revenue to fund quality public services and provide opportunities that enable all people to thrive;
- Comprehensive participation of people at the grassroots level in political change processes is integral to social and economic justice;
- Collaborating, communicating and problem solving with peer organizations adds value to an individual organization's work; and
- The internal and external workings of member organizations should be explicitly and demonstrably democratic and non-oppressive.

The Tax Fairness Organizing Collaborative provides capacity support to its partner groups, including an annual conference and an active listserv. Its members, including the North Carolina Justice Center and Texas's Center for Public Policy Priorities (both Democracy Fund state-based grantees), are distinct in the tax fairness world for their efforts to engage and organize communities most impacted by economic inequality in advocating for progressive tax policies. In response to member requests for ongoing support, particularly for better engagement with communities of color, the Collaborative hosted a special two-day conference in October 2011 called "Raise the 'Roots: Engaging Communities of Color in Tax Fairness." Thirty-eight organizers and allies from 16 states attended the conference, where they shared successful local organizing efforts, tax-related

communications that resonate with different communities and learned how diverse communities interact with and consume media.

The Tax Fairness Organizing Collaborative has played a critical role in supporting its members in fighting a well-financed business lobby that continues to push for corporate tax breaks as an incentive for job creation while public services are slashed to the bone. Understanding the extraordinary nature of the current political and economic moment, the Collaborative seeks to boldly address these obstacles: the worst economic crisis of the past 70 years; structural shifts in tax policy, which have significantly decreased revenue at the state and local levels; widening economic inequality with particular impact on communities of color; massive state and local budget deficits; and ongoing right-wing attacks on the role of government. The importance of the Collaborative's role, especially at the state level, is magnified by the rise in anti-government and anti-spending sentiment, as manifested through the Tea Party movement and parroted by many elected leaders of both major political parties.

Rationale for Recommendation:

U.S. Programs, via the Democracy Fund, recommends a renewal grant of \$300,000 over two years to United for a Fair Economy's Tax Fairness Organizing Collaborative. We make this recommendation in recognition of the Collaborative's important, timely, and effective work to advance advocacy and engagement on economic policies that directly connect to open society priorities. This work has, perhaps, never been more important as states face historic budget shortfalls and are cutting basic services and vital public programs.

The Tax Fairness Organizing Collaborative occupies a unique niche, advocating that the formulation of economic policy should be more democratic. Too often, the "voiceless" are unheard even by people advocating upon their behalf. The Collaborative fights for citizen participation in economic policy analysis and decisions and its grassroots approach complements existing state-based tax research and policy advocacy, such as that conducted by the State Fiscal Analysis Initiative and Center on Budget and Policy Priorities. The Collaborative also works closely with Demos, the Economic Policy Institute's EARN network, the Institute on Taxation and Economic Policy, and the Frameworks Institute.

Establishing a strategic, powerful, and high impact national advocacy infrastructure for tax fairness is among the most important gaps to fill in order to correct structural inequality in the United States. Anti-tax, anti-government forces have gained tremendous ground over the past 30 years with their well-honed and cynically developed messages and frames, and they have both corporate power and increasing numbers of economically anxious taxpayers on their side. The Tax Fairness Organizing Collaborative builds public support for public investment, equality of opportunity, social welfare and asset building through long-term, sustained grassroots education and organizing around the country. Its member organizations are also conducting leading edge research in their states to identify

new possibilities for raising revenue, including new tax proposals on the wealthiest residents and closing business loopholes.

The Collaborative has just had a successful transition from its founding director, Karen Kraut, an experienced advocate and former staffer to U.S. senator Olympia Snowe, to its new coordinator, Michael Young, who brings a strong background in housing advocacy. He works closely with United for a Fair Economy's executive director, Brian Miller, a former leader of a tax fairness organization from Tennessee, on the strategic thinking partnerships and principles of bringing progressive tax policies to the state level to enhance the common good.

The Democracy Fund continues to use the resources of the Tax Fairness Organizing Collaborative and United for a Fair Economy, most recently with our Board-initiated working group on economic equity. Working group participants read United for a Fair Economy's 2012 report, *State of the Dream: The Emerging Majority*, which projects the future of economic inequality in 30 years, when traditionally minority populations become the nation's majority.

While staff remain staunch advocates for the Tax Fairness Organizing Collaborative and believe that it provides an essential and complementary, role to the State Fiscal Analysis Initiative, we do harbor concerns about its inability to secure new funding. To help support its efforts to leverage additional resources, Democracy Fund staff recommend a two-year renewal and will offer support to Collaborative leaders in order to identify new sources of funding, including potential donors from the Bauman and Ford foundations.

Grant ID: 20036583

Legal Name of Organization: Beloved Community Center of Greensboro, Inc.

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: n/a

Purpose of Grant: to provide general support

Grant Description: To provide renewed general support to the Beloved Community Center, a Greensboro, North Carolina-based organization that builds community centered work on economic and racial justice, immigrant justice, voter participation, and youth leadership development at the local, state, and national levels. The Beloved Community Center conducts work within African American and Latino communities to expand grassroots advocacy, alliance building, and public education to affirm and realize the equality, dignity, and potential of every person. This recommendation advances a Democracy Fund priority of building state-based advocacy capacity in order to expand open society in the fast growing and fast changing states of North Carolina and Texas.

Previous OSI Support: \$180,000
\$30,000 from USJ Sentencing and Alternative Incarceration Project (2002)
\$150,000 from Democracy and Power Fund (2010-2012)

Organization Budget: \$1,139,292

Project Budget: n/a

Major Sources of Support:

Individual Donors	\$ 150,000
Kellogg Foundation	\$ 126,000
Atlantic Philanthropies	\$ 75,000
Z. Smith Reynolds Foundation	\$ 35,000

Amount Requested: \$75,000

Is this a contingent grant? No

Amount Recommended: \$75,000 (T1: 21117)

Term: 1 year, beginning July 1, 2012

Matching Requirements: n/a

Description of Organization:

The Beloved Community Center is a Greensboro, North Carolina-based organization committed to fostering and modeling a spirit of community based on Dr. Martin Luther King’s vision of a “beloved community.” In that spirit, the Beloved Community Center works toward building social and economic relations that affirm and realize the equality, dignity, worth and potential of every person. The Center is a multi-issue organization that concentrates its work on economic and racial justice, immigrant justice, democracy and voter participation, education and youth leadership, media justice, environmental sustainability and spiritual and cultural programming.

Rooted in the African-American community but working in a multi-racial fashion, the Center seeks to resolve economic disparity and discrimination experienced in the workplace, schools, and neighborhoods, with initiatives including community sustainability, creation of wealth through green job creation, urban gardening and building trades training, and creative community support for worker organizing efforts in what is the nation’s least unionized state. The Center organizes clergy in the city of Greensboro to play a pivotal role in guiding the community through labor disputes by modeling a spirit of standing with the “least of these” in their community. This approach has resulted in rare labor organizing victories for public employees and agricultural workers throughout North Carolina, the least unionized state.

Based on the success of these campaigns, the Beloved Community Center played a leading role in garnering community support throughout the country for the long-standing struggle for worker justice at the Smithfield Packing Plant in Tar Heel, North Carolina. Workers at the plant – through a democratic vote – finally won the right to collectively bargain with the company. Though the workers and their representatives (the United Food and Commercial Workers union) were at the forefront of that struggle, their success was due in large part to the successful community support garnered by the Center.

Similarly, the Center is building community support for farm laborers, many of whom are immigrants. It has played a leadership role in the Farm Labor Organizing Committee’s campaign to organize tobacco, tomato, and sweet potato workers, a significant opportunity to advance economic justice and forge greater unity between African-American and Latino communities in North Carolina. Recently the Center and the Farm Labor Organizing Committee secured a major victory: an agreement was finally reached, after five years of joint work, to begin one-on-one meetings between Reynolds American Tobacco Company and the Farm Labor Organizing Committee. There are more than 60,000 immigrant farm laborers that could be affected by this victory.

The Beloved Community Center's work to advance greater Black Brown unity has led it to build a strong local campaign for police professionalism and accountability. The Center has organized current and former police officers of color who have filed 43 anti-discrimination civil suits against the Greensboro Police Department. This work, along with its campaigns against unlawful youth arrests has served to challenge current police culture and to push for a transition in law enforcement in Greensboro. The work also serves as a model for other North Carolina communities grappling with similar challenges.

Description of Program for Which Funding Is Sought:

The Center is requesting general support.

Rationale for Recommendation:

U.S. Programs, via the Democracy Fund, recommends a renewal grant of \$75,000 over one year to the Beloved Community Center in recognition of its effective work to engage faith leaders, build strong multiracial alliances in a region where that is less common, and advance successful campaigns for racial and economic justice.

While a local organization based in Greensboro, North Carolina, the Beloved Community Center's vision for change has created an impact far beyond its own city. It has served as the anchor organization of the historic Greensboro Truth and Community Reconciliation Project, which followed the "Greensboro Massacre" of November 3, 1979 that resulted in the death of five community and labor organizers at the hands of the Ku Klux Klan and neo-Nazis. As one might expect, despite the passage of time these hate inspired murders continue to reverberate in the Greensboro community, especially along racial lines, and provided the impetus for the formation of the reconciliation project.

Supported by prominent human rights advocates such as Archbishop Desmond Tutu, the Greensboro Community Truth and Reconciliation Project is an ongoing effort to seek truth, encourage greater clarity and understanding, and promote restorative justice, genuine reconciliation, and authentic community in the city. Although the truth and reconciliation process was focused in Greensboro, its influence has attracted national and international attention. In July 2006, the Center co-hosted an international gathering of truth seeking initiatives at which the lessons of the Greensboro truth and community reconciliation process were shared with representatives from five countries and seven U.S. cities, which discussed the applicability of the Greensboro process to their communities. In February 2009, U.S. Senator Patrick Leahy, in advocating for a national truth commission related to the U.S.' improper conduct in the "wars on terror," referenced the truth and reconciliation processes in South Africa and Greensboro.

While past support from OSF has focused on the Center's work to build a base of activism within the African American community and to expand the participation of faith leaders in economic justice fights, the Center has recently increased its work to expand civic engagement, particularly among people of color, immigrant communities,

economically disenfranchised people, and young people. It is still one of North Carolina's few African American based grassroots organizing and advocacy organizations. It works closely with the state NAACP, an USP grantee, and is able to provide a progressive pole to help shift the NAACP's leaders and members in a more activist direction and to take on issues that it may not have otherwise prioritized.

Democracy Fund staff has been continually impressed by the work of the Beloved Community Center to take its deep roots in Greensboro and to have its efforts achieve relevance and impact at the state, southern region, and international levels. The Center is humbly and thoughtfully led by the Rev. Nelson Johnson, a long-time civil rights and labor activist who serves as a member of SEIU's Ethics Commission and has served on the board of the Greensboro Chamber of Commerce. Rev. Johnson has written articles detailing his extensive experience in community organizing and socio-political analysis in the University of Pennsylvania *Journal of Labor and Employment Law*, and *The Witness* and *Black Scholar* magazines. He and others from the Greensboro reconciliation project have also participated in OSI-Baltimore's Talking About Race series.

The Beloved Community Center has drawn Democracy Fund support via the Fund's "building state-based power" portfolio, a targeted, field informed strategy to invest in organizations that expand ideas, voter participation, and open society advocacy from African American, Asian, immigrant, Latino, low-income, and youth constituencies in North Carolina and Texas. With the end of the Fund's three year plan approaching, this may well be the final such grant to the Beloved Community Center.

Grant ID: 20036584

Legal Name of Organization: Democracy North Carolina

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: n/a

Purpose of Grant: to provide general support

Grant Description: To provide renewed general support to Democracy North Carolina, a Durham, North Carolina organization that combines research, organizing, training and advocacy to increase civic participation and government accountability. Democracy North Carolina is a recognized leader in North Carolina and throughout the nation on money in politics idea generation and advocacy and expanding voting rights, participation, and protection. This recommendation advances a Democracy Fund priority of building state-based advocacy capacity in order to expand open society in the fast growing and fast changing states of North Carolina and Texas.

Previous OSI Support: \$300,000
\$100,000 from JEHT Foundation Emergency Fund (2009)
\$200,000 from Democracy and Power Fund (2010 – 2012)

Organization Budget: \$1,050,000

Project Budget: n/a

Major Sources of Support:

Z. Smith Reynolds Foundation	\$ 350,000
Individual Donors	\$ 225,000
Atlantic Philanthropies	\$ 125,000
Proteus/Piper Fund	\$ 10,000
Park Foundation	\$ 10,000

Amount Requested: \$100,000

Is this a contingent grant? No

Amount Recommended: \$100,000 (T1: 21117)

Term: 1 year, beginning July 1, 2012

Matching Requirements: n/a

Description of Organization:

Democracy North Carolina is a Durham, North Carolina-based non-profit organization that combines research, organizing, training, and advocacy to increase civic participation and government accountability. Democracy North Carolina promotes policy reforms that: (a) provide “voter-owned” public campaign financing to free candidates from the endless fundraising chase that compromises their integrity; (b) protect the integrity of the election process and the principle of “one person, one vote;” (c) create robust disclosure of the flow of money in politics; and (d) make serving in public office accessible to ordinary citizens and accountable to voters and high standards of ethical conduct.

Democracy NC is also committed to expanding voting rights, participation, and protection by making voting more accessible through Election Day registration, out-of-precinct voting, enforcement of the Voting Rights Act, and by educating those not involved (youth, ex-felons, discouraged ex-voters, new citizens, etc.) about the value of their participation.

Democracy NC traces its roots to 1970, when the Institute for Southern Studies was founded by veterans of the civil rights movement – primarily white activists from the Southern Student Organizing Committee and Black activists from the Student Nonviolent Coordinating Committee. The organization remains committed to promoting and protecting equal voting rights, equal representation in government and an equal voice in shaping policies. To achieve its policy goals, it is dedicated to a series of “base building” strategies that include developing adult volunteers (Democracy Advocates) and young organizers (through the Democracy Summer program) and building local pro-democracy organizations. Its strategy involves focusing on a combination of research, education, and organizing on winnable reforms and, through incremental victories, demonstrating the value of citizens being active owners of the political process.

In the past few years, Democracy NC has applied this approach to building effective coalitions that have made North Carolina the largest state in the nation with same-day (election day) voter registration (adopted in 2007). Particularly notable in a post-*Citizens United* era, Democracy NC led the successful effort to have North Carolina offer a public campaign financing option for the largest number of statewide offices in the nation. The 2010 election brought a new wave of conservative leadership to North Carolina’s state legislature and public campaign financing is under increasing attack. To date, these attacks have been defeated.

In 2009, building on the success of its election day registration coalition, Democracy NC lined up support from election officials, school boards, youth groups, advocacy organizations, and legislative leaders to prepare and pass a bipartisan bill that made North Carolina one of the first states to permit sixteen and seventeen year olds to pre-register to

vote. Also in 2009, Democracy NC organized popular support and provided technical assistance that led to the adoption and implementation of North Carolina's first municipal public financing elections program. It has found that these efforts have benefited African Americans and women, in particular, through increased political representation.

In 2010, the organization was heavily involved in educating "hard to count" North Carolinians about the importance of filling out the census form, including conducting four regional trainings for local groups and distributing 950,000 English and Spanish informational cards through more than 250 faith-based centers and through public schools, food banks, social service agencies, housing projects, community centers, and neighborhood groups in many of the counties with the lowest response rates in the 2000 census. Thanks in part to Democracy NC and to the Southern Coalition for Social Justice, another Durham, NC based recent USP grantee, North Carolina tied for first place as the state with the biggest gain in mail-back census responses over 2000.

Democracy North Carolina's programs include:

Democracy Summer – an intensive training program for college students that covers the basics of community organizing and social change, a history of voting rights and electoral reforms in North Carolina and the nation, and a strategy mapping session in which participants identify goals to accomplish. Past projects include: innovative reports, including one titled "The Color of Money in Charlotte," which correlated differences in neighborhood schools and other services with the disparity of political giving by race and zip code; voter education campaigns; and "democracy festivals." Alumni from the program have gone on to work for MoveOn.org, the Institute for Southern Studies, and North Carolina Voters for Clean Elections. Democracy NC's current associate director and two board members have been Democracy Summer interns, evidence of a strong internal leadership development pipeline.

Voter Education and Get-Out-the-Vote – Democracy NC is a major partner in Blueprint North Carolina, the State Voices affiliated 501(c)3 civic engagement table, with a focus primarily on African-American, Latino, and young voters in eight large population counties.

Money & Politics - Democracy NC is seen as a national leader in successfully advocating for reducing the influence of money in politics. In 2005-07, Democracy NC's research and complaint with the State Board of Elections led to the conviction of the speaker of the state house of representatives on federal corruption charges. Broad coalitional organizing led the legislature to adopt comprehensive ethics and lobbying regulations.

Description of Program for Which Funding Is Sought:

Democracy North Carolina is requesting general support.

Rationale for Recommendation:

U.S. Programs, via the Democracy Fund, recommends a renewal grant of \$100,000 over one year to Democracy North Carolina in recognition of its national leadership in state-based money in politics and expansion of democracy idea generation and advocacy.

As a key part of the Democracy Fund's North Carolina state strategy, Democracy NC plays a critical role with its statewide reach and is a key player in that state to advance multi-racial organizing and advocacy on OSF priorities, including structural racism, voting rights, government transparency, and election systems reform. Democracy NC is a strong and committed coalition builder, working with many organizations to achieve its mission, including the NAACP, North Carolina Voters for Clean Elections, Latin American Coalition, North Carolina Lobbying and Government Reform Coalition, Alliance of Black Elected Officials, League of Women Voters, and Council of Churches.

Democracy NC is led by Bob Hall, who has worked with grassroots groups across North Carolina since 1970. He formerly served as executive director and research director with the Institute for Southern Studies and was recognized for that work with a MacArthur "genius" fellowship in 1992. He is very well regarded in the state and, in each meeting that Democracy Fund staff have had with Democracy NC, he has exhibited his deep commitment to coalition work by inviting in a wide range of peer organizations.

Democracy NC's leadership on money in politics issues is especially critical as the ramifications of the *Citizens United* decision are understood. As the state's top watchdog, Democracy NC's focus on the area of money and politics is building broader popular support for expanding publicly financed elections programs to cover more offices.

Democracy North Carolina has drawn Democracy Fund support via the Fund's "building state-based power" portfolio, a targeted, field informed strategy to invest in organizations that expand ideas, voter participation, and open society advocacy from African American, Asian, immigrant, Latino, low-income, and youth constituencies in North Carolina and Texas. With the end of the Fund's three year plan approaching, this is likely to be the final such grant to Democracy North Carolina, although its national leadership on several open society priorities could make it an important thought partner for the Public Sphere program.

Grant ID: 20036608

Legal Name of Organization: Highlander Research and Education Center

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: n/a

Purpose of Grant: to provide project support to the Zilphia Horton Cultural Organizing Residency Project

Grant Description: To support the Zilphia Horton Community Cultural Organizing Residency Project of the Highlander Research and Education Center, based in New Market, Tennessee. The project expands upon Highlander’s long-standing and world renowned efforts to address the many issues facing southern communities in the U.S., including structural racism, poverty, over-incarceration, and the absence of positive government intervention. Working in three communities in the Deep South and Appalachia, the project employs cultural organizing strategies as a model to strengthen advocacy campaigns. This recommendation, for a final, tie-off grant, advances a Democracy Fund goal of increasing public participation in open society advocacy, including criminal justice reform and economic equity, particularly from the most marginalized communities.

Previous OSI Support: \$350,000
\$100,000 from the Southern Initiative Program (2001-2003)
\$200,000 from Democracy and Power Fund (2010)
\$50,000 from Strategic Opportunities Fund (2010)

Organization Budget: \$1,200,000

Project Budget: \$240,432

Major Sources of Support: Surdna Foundation \$15,000

Amount Requested: \$200,000

Is this a contingent grant? No

Amount Recommended: \$200,000 (T1: 21113)

Term: 1 year, beginning July 1, 2012

Matching Requirements: n/a

Description of Organization:

Founded in 1932, the Highlander Research and Education Center is a world-renowned organizing and leadership development center for grassroots activists in Appalachia and the South, particularly for young activists and activists of color. Highlander serves as a catalyst for grassroots organizing and social movement building and works with people fighting for justice, equality and sustainability. Highlander supports their efforts to take collective action to shape their own destiny through popular education, participatory research, and cultural work. Highlander also helps create spaces – at its farm in New Market, Tennessee and in local communities - where people gain knowledge, hope and courage, expanding their ideas of what is possible. Highlander develops leadership and helps to build local policy campaigns that support strong, democratic organizations that work for justice, equality and sustainability in their own communities and that join with others to build broad movements for social, economic, and environmental justice.

Description of Program for Which Funding Is Sought:

The Zilphia Horton Community Cultural Project expands on the Center’s long-standing efforts to address the many issues facing southern communities, including structural racism, poverty, criminal justice, changing demographics, environmental degradation, and the government’s abandonment of those in need. Now in its third year, the Zilphia Horton Project has become an integral part of Highlander’s work.

The Project addresses these issues by helping social-justice organizations expand their outreach and effectiveness through the use of culture organizing, specifically through developing models for involving artists in social-justice organizing and helping artists engage community issues with grassroots organizations. The Project has conducted effective work on a number of advocacy efforts, including: in Kentucky, where it supported a campaign to take on voter disenfranchisement of the formerly incarcerated; in Tennessee, where it supported young immigrants working for the DREAM Act; and again in Tennessee, where it worked to counter voter suppression in three counties.

There are other organizations, including Alternate Roots (a Strategic Opportunities Fund grantee), that support the connection between arts and activism, and still others that sponsor community residencies for artists. The Zilphia Horton Project is unique in sponsoring residencies that foster social justice organizing and that enhance the work of both artists and the advocacy campaigns of grassroots organizations.

For 2012 and 2013, the Project will include:

- *Three Cultural Organizers* – who will share knowledge and expertise in art and culture as strategic tools for use in campaigns working towards the transformation of unjust policies;
- *Three Community Organizations* – which will each partner with Highlander as the community liaison; serve as lead in community outreach; host the cultural organizers; work with Highlander’s project staff and actively participate in reporting, documentation and evaluation; and provide an organizing campaign in which the cultural organizer will be a key partner;
- *Independent Documentation Team* – Document the entire process; create tools to support the understanding of cultural organizing in the South; and work with the Project Director and Project Administrator in the creation and presentation of the final product;
- *Project Director* – who will oversee the overall project and its connection to Highlander’s vision and mission and lead the selection process for the community organizations and cultural organizers; and
- *Interns* – who will support the cultural organizers in research and the creation of curricula; co-facilitate intergenerational organizing; assist in documentation and evaluation efforts; and provide interpretation.

Rationale for Recommendation:

U.S. Programs, via the Democracy Fund, recommends a renewal grant of \$200,000 over one year to support the work of the Highlander Research and Education Center’s Zilphia Horton Community Cultural Project. This recommendation is made in recognition of Highlander’s work to model the integration of culture and cultural expression into local and state level advocacy and organizing campaigns.

The Democracy Fund has sought partnership with organizations, such as Highlander, that are challenging long-held, stale tactics of traditional organizing that no longer sway policy makers or community members. As one of the oldest organizations fighting for social justice, it is particularly important for Highlander to engage in new methods and thinking on how it and its partners need to adapt and challenge ineffective models of engagement and develop strategies to more fully engage a broader public.

Since its founding, Highlander has been at the forefront of social justice movements in the South and nationally, playing a vital role in the labor, civil rights, environmental justice, and fair trade movements. In all of these efforts, one of the foundations of Highlander’s educational work has been its recognition that people’s cultural expressions are an integral part of their social and political lives. Music, poetry, dance, theater, and other forms of culture are part of the glue that binds communities together, and they can stimulate both personal development and community empowerment by helping people demystify complex problems, develop critical analysis, work collectively with others, forge connections with individuals and groups from different backgrounds and communities, and move from fear, insecurity and division to confidence and action.

In the 1930s and 1940s, Highlander served as an education and training center for workers and organizers fighting to build labor unions in the South. As part of this work, union members and organizers at Highlander's workshops shared songs from their communities, wrote skits and plays about their experiences, and printed songbooks and plays for use in union meetings and on picket lines. During this period, members of a tobacco workers union from South Carolina taught Highlander staff member Zilphia Horton a song entitled "I Will Overcome" that they'd adapted from a traditional hymn. Recognizing its power, Horton used the song in workshops, included it in Highlander's labor songbooks, and sang it at union meetings and on picket lines throughout the South. She also taught it to Pete Seeger, who changed the chorus and title to "We Shall Overcome" and sang it at concerts and protests across the country.

In the 1950s and 1960s, Highlander's commitment to ending segregation made it a vital incubator of the Civil Rights Movement. Highlander initiated the Citizenship Schools with local activists from South Carolina, and helped organize meetings and workshops for activists involved in the Montgomery Bus Boycott, the Southern Christian Leadership Conference, and the Student Nonviolent Coordinating Committee. At the same time, Highlander helped make the civil rights movement the greatest singing movement in history by spreading songs such as "We Shall Overcome" and "Keep Your Eyes on the Prize" to activists throughout the South and by holding song-leader workshops, during which they shared songs and wrote new ones. Highlander staff documented the music and culture of the movement through field recordings, videos, and songbooks, many of which are still available through Highlander's bookstore and the Smithsonian Institution.

In the 1970s, 1980s, and 1990s, Highlander provided vital support to the environmental justice movement, the occupational safety and health movement, and the fair trade movement, including groups fighting black lung, strip-mining, plant closings, and unfair trade policies. During this period, Highlander also helped spark a revival of Appalachian music and culture by organizing music festivals and cultural workshops and by linking this work to local organizing efforts. This cultural organizing helped combat stereotypes about the region and its people and encouraged residents of the region to take pride in their Appalachian heritage. It also contributed to the growth of Appalachian Studies as an academic discipline at colleges and universities throughout the region.

Since the mid-1990s, recognizing the South's changing demographics and the need to develop new leaders, Highlander has expanded its work with young people and immigrants, while also supporting efforts to build bridges among African Americans, immigrants, and poor and working-class whites across differences of race, ethnicity, age, gender, sexual orientation, ability, and geography.

Culture and creativity are essential tools for organizing in the new millennium and the Highlander Center has been a proven social movement leader in this work. Culture has been used across the centuries in political activities to reach and engage a broad public. What has been lost in the last few decades, as culture has become increasingly privatized and commercialized, is an intentional use of culture within the social justice sector to reach beyond the "usual suspects." In addition, as activism has become more specialized

and professionalized, residing in the areas of law and policy, social justice advocates have often lost their ability to translate and connect to a broader public.

The goals of the Zilphia Horton Project overlap with the Democracy Fund's interests in developing new models of community organizing and public engagement. Creativity is essential to good advocacy. It keeps activists from clinging to stagnant tactics that are no longer effective, and, throughout Highlander's history, art and culture has played a vital role in activists' efforts. All of its workshops and training programs begin with participants sharing stories about their experiences, and all use music, art, popular theater, and other forms of culture to engage participants with different learning styles, help them identify and explore common issues, develop strategies to address these issues, and build relationships within and across constituencies. We are pleased to offer this recommendation to an institution that has played such a central role in American history while contributing thoughtfully and creatively to our changing nation's future. Due to the end of the Democracy Fund's program plan at the conclusion of 2012, this is a tie-off recommendation.

Grant ID: 20036585

Legal Name of Organization: North Carolina Latino Coalition

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: n/a

Purpose of Grant: to provide general support

Grant Description: To provide renewed general support to support the North Carolina Latino Coalition, a broad based, multi-issue coalition of 70 grassroots Latino congregations, neighborhood associations, unions, community centers and sports associations dedicated to building the power of the Latino community in North Carolina. The coalition seeks to strengthen the leadership, voice and participation of Latinos in matters of concern to them, including education, labor, healthcare and immigration. This recommendation advances a Democracy Fund priority of building state-based advocacy capacity in order to expand open society in the fast growing and fast changing states of North Carolina and Texas.

Previous OSI Support: \$150,000
\$150,000 from Democracy and Power Fund (2010-2012)

Organization Budget: \$284,855

Project Budget: n/a

Major Sources of Support:

Z. Smith Reynolds Foundation	\$ 65,000
Triangle CAN Organizing Contract	\$ 56,200
Threshold Foundation	\$ 36,000

Amount Requested: \$75,000

Is this a contingent grant? No

Amount Recommended: \$75,000 (T1: 21117)

Term: 1 year, beginning July 1, 2012

Matching Requirements: n/a

Description of Organization:

The North Carolina Latino Coalition is a broad based, multi-issue coalition of 70 grassroots Latino congregations, neighborhood associations, unions, community centers and sports associations dedicated to building relational power among the Latino community, especially immigrant Latinos, in North Carolina. The Coalition seeks to strengthen the leadership, voice and participation of the state's fast growing Latino community in local and statewide issues and its leaders use community organizing and direct action as their primary strategies. Organizers and leaders build relationships among community leaders and allies, identify common concerns, research potential solutions, and act collectively for social change.

Founded in 2002, and currently working in partnership with six local broad base organizations affiliated with the North Carolina Industrial Areas Foundation network, the coalition focuses its current work on three overarching areas:

1. Building multi-racial alliances by identifying, mentoring, and connecting Latino and immigrant leaders and their institutions with local and statewide multi-racial organizing efforts.
2. Providing technical assistance to grassroots Latino organizations throughout the state so that they can bring about change in their local communities through organizing.
3. Organizing large and participatory actions in order to publicly negotiate solutions with decision makers from the public and private sectors.

The North Carolina Latino Coalition focuses its efforts on these advocacy priorities:

- Improving access to college education for undocumented immigrants;
- Supporting the rights of farmworkers;
- Supporting communities affected by recent ICE raids;
- Maintaining accountability on the implementation of Title VI law regarding the hiring of interpreters; and
- Increasing voter engagement in the Latino community.

During the last two years, the Coalition launched the North Carolina Latino Leadership Academy as a forum for the community organizing training of Latino leaders in the state. Over 75 leaders from 30 institutions attended the community organizing trainings and are now active leaders in their own communities. The academy brings together leaders from across the state three times per year for community organizing training and development of strategy.

Description of Program for Which Funding Is Sought:

The Coalition is requesting general support.

Rationale for Recommendation:

U.S. Programs, via the Democracy Fund, recommends a renewal grant of \$75,000 over one year to the North Carolina Latino Coalition in recognition of its work to build essential capacity for the state's fast growing Latino citizen and immigrant communities to expand their advocacy impact.

As part of the Democracy Fund's state strategy, the North Carolina Latino Coalition provides critically needed organizing and leadership capacity building in fast growing Latino communities throughout the state. Since 2000, North Carolina had the fastest growing Latino population in the country with population growth of 394% since 2000. While the Latino population started small, it now comprises 8.4% of the state's population. Despite the state's Latina/o population now approaching roughly eight percent of the population, many North Carolina counties do not have Latino community-based organizations or other venues for Latino organizing or participation. Where this capacity has existed, the majority of the energy has been devoted to direct service work.

With some of the harshest anti-immigrant laws in the country – including, until recently, an outright ban on undocumented student attendance at public community colleges even if they pay higher tuition and forego financial aid, and a large number of jurisdictions with 287(g) law enforcement partnerships with ICE – North Carolina's Latino community is heavily immigrant based and fairly new to the state. Consequently, the state does not have the community infrastructure that states such as New Mexico or Texas have that provide greater community infrastructure and resulting potential to advance positive policies, or stop the most regressive ones.

Strong community based organizations are an important factor that often determines the level of civic engagement and recognition of a local community. North Carolina Latinos are generally poorer than their non-Latino citizen neighbors, and they face a number of challenges, including language barriers, lack of information and understanding of how the U.S. works, low levels of education, and racism and discrimination. With the relatively weak grassroots infrastructure in North Carolina, the voice of Latinos at the local and state levels warrants greater investment.

It is Democracy Fund staff's assessment that the North Carolina Latino community needs a broad base infrastructure that is able and ready to respond quickly to the growing demands of the anti-immigrant movement and can involve grassroots leaders from different counties within the state. NC Latino Coalition has the beginnings of that reach and capacity.

The Coalition connects organizations working with and for immigrants to critical resources and information, which assists them with defending their constituents' rights and ability to negotiate with local governments, business and the larger community over quality of life and basic rights issues. The Coalition's Latino Leadership Academy and its relationships with other organizations have helped it build alliances that have an impact on health, public safety, housing, recreation, and education. For a large segment

of Latinos in the state, the Coalition's grassroots network represents their only chance of getting vital and accurate information about community services, housing, legal aid, new regulations, emergency assistance, and education.

Ivan Parra, the Coalition's lead organizer, is a native of Colombia with a strong background in community organizing, including previous work as the executive director of El Centro Hispano, an organization that became the largest Latino membership based organization in North Carolina. He was a founder and key organizer of the Latino Community Credit Union, the first financial institution owned and operated by Latinos in the state, and is an experienced bilingual trainer and organizer.

The North Carolina Latino Coalition has drawn Democracy Fund support via the Fund's "building state-based power" portfolio, a targeted, field informed strategy to invest in organizations that expand ideas, voter participation, and open society advocacy from African American, Asian, immigrant, Latino, low-income, and youth constituencies in North Carolina and Texas. With the end of the Fund's three year plan approaching, this may well be the final such grant to the North Carolina Latino Coalition.

Grant ID: 20036544

Legal Name of Organization: USAction Education Fund

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: n/a

Purpose of Grant: to provide general support

Grant Description: To provide renewal support to USAction Education Fund, a Washington, D.C.-based national network of 27 independent, grassroots, and multi-issue organizations that educate, engage, and empower people to participate in the democratic process. USAction provides technical and strategic support to a network of state-based organizations that catalyze low- and moderate-income peoples' engagement in advocacy campaigns for tax and budget fairness, health care reform, preservation of Social Security, expansion of Medicaid and Medicare, and job creation. This recommendation advances a Democracy Fund priority to expand participation from the most marginalized communities on multiple open society advocacy issues.

Previous OSI Support: \$965,000
\$65,000 from Strategic Opportunities Fund (2005)
\$350,000 from Seize the Day (2009)
\$550,000 from Democracy Fund (2008-2010)

Organization Budget: \$3,815,350

Project Budget: n/a

Major Sources of Support:

Ames Fund at Ten Ten Foundation	\$300,000
Ford Foundation	\$200,000
Tides Foundation	\$100,000
Alki Fund	\$ 50,000
Naomi & Nehemiah Cohen Foundation	\$ 50,000

Amount Requested: \$500,000 over two years

Is this a contingent grant? No

Amount Recommended: \$300,000 (T1: 21113)

Term: 1 year, beginning June 1, 2012

Matching Requirements: n/a

Description of Organization:

The USAction Education Fund (USAction) is a national network of 27 independent, state-based, grassroots, and multi-issue organizations. USAction and its affiliates educate, engage, and empower people to participate in the democratic process.² Based in Washington, D.C., USAction devotes its primary attention to multi-issue, multi-constituency organizations that are committed to empowering low- and moderate-income communities and individuals through campaigns for tax and budget fairness, health care reform, preservation of Social Security, expansion of Medicaid and Medicare, and creating jobs. USAction assists its state-based affiliates in developing strategic advocacy campaigns around federal issues and expanding civic participation, especially for historically under-represented constituencies.

USAction Education Fund plans to focus on three primary areas over the next year: economic equity, implementation of health care reform, and non-partisan civic engagement.

Economic Equity

For the past year, USAction has been working through the newly formed Progressive Economic Narrative Group to “develop and promote a common economic narrative that is used across the progressive movement, a powerful story that we are telling consistently through words and actions, in our communications and organizing.” The outcome of this work is based on five conceptual pillars under the theme: An America that Works for All of Us. The narrative includes:

1. **The economic problem:** Today working and middle class families are getting crushed while the wealthiest and most powerful interests are taking more and more.
2. **What a successful economy looks like:** The American middle class is the engine of our economy, a great source of strength to our nation. We all do better when we all do better.
3. **The role of our government:** A strong middle class doesn’t happen by accident – we create it with the decisions we make together, guided by our shared values.
4. **The political problem:** To build a strong middle class, we need our elected representatives to work for all Americans, not just the richest and most powerful.
5. **The call for action:** We are fighting together to take back our country and rebuild the American Dream – good jobs, strong communities, high-quality education, the

² The states where USAEF is active in include Arizona, Colorado, California, Connecticut, Florida, Georgia, Idaho, Illinois, Iowa, Maine, Maryland, Michigan, Minnesota, Missouri, New Hampshire, New Jersey, New York, North Dakota, Ohio, Oregon, Pennsylvania, Rhode Island, Tennessee, Vermont, Virginia, Washington, West Virginia, Wisconsin.

opportunity for all of us to realize our full potential, with liberty and justice for all.

It is no secret that progressive and open society advocates struggle with narrative. This work is inspired by successful and clear messaging that was elevated by the Occupy Wall Street movement and that brought rising economic inequality more squarely into the public's consciousness.

Implementation of Health Care Reform

Many of the USAction's state affiliate organizations have been leaders in universal health care advocacy since the 1980s, and, since 2007, USAction has helped lead the Health Care for America Education Fund. Since the passage of the Affordable Care Act, USAction has worked with state organizations to carry out aggressive public education and advocacy events to inform the public about the provisions of the new law while fighting efforts to repeal it. USAction will continue its partnership with the Health Care for America Education Fund to advance work on both federal and state fronts.

While the USAction Education Fund and its coalition partners and affiliates closely monitor how the U.S. Supreme Court rules on provisions of the Affordable Care Act, it will also be organizing to fully implement the act and to protect Medicare and Medicaid from attack. USAction affiliated organizations are part of state health care coalitions that are fighting to make sure implementation is done in ways to best help average Americans and to stop conservative attempts to delay or prevent implementation.

Nonpartisan Voter Engagement

USAction and its state partners have a history of running strong and sizable nonpartisan voter engagement programs. In 2004 and 2008, USAction and partners in 20 states registered 685,775 new voters and made 10,553,706 voter contacts. USAction works closely on civic engagement programs with USP grantees, including the Voter Participation Center (fka Women's Voices, Women Vote), Project Vote, Center for Community Change, and State Voices. In many states, USAction partners help lead and convene state civic engagement collaborative tables.

In 2012, USAction's voter engagement efforts will include a base-building program that is supported by a small number of paid organizers who are charged with volunteer recruitment and coordinating door-to-door and phone canvass programs. If fully funded, USAction plans to move 97,500 people to the polls in key regions within 13 states.

Description of Program for Which Funding Is Sought:

The proposal seeks general operating support.

Rationale for Recommendation:

U.S. Programs, via the Democracy Fund, recommends a grant of \$300,000 over one year to support the USAction Education Fund in recognition of its work to advance multiple open society priorities and expand civic engagement within historically underrepresented constituencies. USAction bases its work in African American, Latino, and low- and moderate-income communities.

USAction leaders, at the state and national levels, have long been regarded as strong coalition builders on federal advocacy campaigns. Its executive director, Jeff Blum, has decades of experience in grassroots organizing and strategic campaign development and has served in a number of leadership roles on transportation, health, and economic policy campaigns. He also served on the founding advisory board for Jewish Funds for Justice, recently renamed “Bend the Arc.” Another USAction leader, the former executive director of its New York State affiliate, Richard Kirsch, a health care and money in politics expert, was the national campaign manager for the Health Care for America Now campaign, the grassroots network that was formed to pass the Affordable Care Act. Kirsch is now a Roosevelt Institute fellow and has recently authored a book detailing the Affordable Care Act fight.

USAction is capable of large scale, multi-state campaign work and brings tens of thousands of people into advocacy campaigns each year. It also prides itself on developing and mentoring new leaders at the state and local levels. In earlier grant recommendations, OSF staff have expressed concerns about the diversity of its leadership, which includes many long serving state affiliate directors who do not represent the diversity of the communities from which their members come. In recent conversations to address this, USAction staff outlined steps they are taking to promote diversity within its core staff. Progress does appear to be occurring, especially to expand applicant pools and to identify different experiential and skill sets that may have been overlooked in the past.

Through due diligence, Democracy Fund staff are aware that USAction seeks to enter deeper partnerships more closely with other organizations to share back office resources, expand collective capacity, and increase advocacy impact. Specifically, USAction is having conversations with two national organizations, the Center for Community Change and the Fair Share Alliance, to identify how they could merge parts of their operations and build greater advocacy impact through enhanced strategic collaboration. The conversations are underway but no decisions have been made to date.

With an ever more crowded civil society landscape, with far too many groups for the level of resources that are available, Democracy Fund staff appreciate these efforts to attempt to join forces, share resources, and develop deeper organizational partnerships. Staff believes that there remains a great benefit to the open society landscape from USAction’s state-based affiliates and its national campaign savvy, but we are concerned that the overall organization may not be built to last beyond the next three to five years.

While several of its state-based affiliates are strong – in Maine, New York, Washington, and Wisconsin, particularly – others are struggling. Accordingly, staff is recommending a renewal grant for one year only, not for two years as previously planned or as was requested. Staff will carefully monitor how USAction moves forward, the potential partnerships it is exploring, how its state affiliates carry out their work, and whether the organization and its affiliates are able to raise the necessary resources to continue to be effective.