U.S. PROGRAMS
DEMOCRACY AND POWER FUND
Summary of Recommended Grants
Docket II - June 26, 2009

Organization	Requested	Recommended	Term
U.S. Programs, Democracy and Power Fund, T1: 21091			
Grassroots Organizing & Civic Engagement			
Center for Community Change	$830,000 / 1 year	$930,000	1 year
Mujeres Unidas y Activas (National Domestic Worker Alliance)	$200,000 / 2 years	$200,000	2 years
National Council of La Raza (Democracia USA)[1]	$500,000 / 2 years	$500,000	2 years
New York Lawyers for the Public Interest (National Campaign to Restore Civil Rights)	$300,000 / 1 year	$300,000	18 months
Urban Justice Center (Right to the City Alliance)[2]	$600,000 / 2 years	$500,000	2 years
Leadership Pipeline & Youth Engagement			
Jewish Funds for Justice (Social Justice Leadership)	$100,000 / 1 year	$100,000	1 year
Innovative Social Networking			
Air Traffic Control	$25,000 / 1 year	$125,000	30 months
Center for Progressive Leadership (New Organizing Institute)	$150,000 / 1 year	$200,000	2 years
Transformative Policies Linked to Action			
Drum Major Institute	$350,000 / 2 years	$350,000	2 years
Economic Policy Institute	$550,000 / 2 years	$550,000	2 years
Building State-Based Power			
Center for Civic Policy[3]	$150,000 / 1 year	$200,000	2 years
Western States Center	$100,000 / 1 year	$100,000	1 year
	TOTAL RECOMMENDED:	**$4,055,000**	

Approval Signature

June 29, 2009
Date

[1] The total grant to the National Council of La Raza (Democracia USA) is to be split between Democracy and Power Fund T1:21091 ($300,000) and Seize the Day Fund T1:21079 ($200,000).

[2] The total grant to the Urban Justice Center (Right to the City Alliance) is to be split between Democracy and Power Fund T1:21091 ($300,000) and Seize the Day Fund T1:21079 ($200,000).

[3] The total grant to the Center for Civic Policy is to be split between Democracy and Power Fund T1:21091 ($100,000) and Seize the Day Fund T1:21079 ($100,000).

MEMORANDUM

To: Aryeh Neier
From: Ann Beeson and Bill Vandenberg, for the Democracy and Power Fund
Date: June 19, 2009
Re: Democracy and Power Fund Docket II

We look forward to discussing our second docket with you on Friday, June 26. The twelve write-ups and a docket sheet are attached here.

We appreciated your challenge to us, at our March docket meeting, to more clearly define the specific advocacy agendas of our recommended grantees. In these write-ups we've attempted to better articulate what policies the organizations seek to advance. We note that a small number of our recommendations, still, are for organizations that serve in intermediary roles, working less on issue advocacy and more on providing capacity building support or inspiring new leaders to fuel the broader open society organizational ecosystem.

In this second docket of 2009, the Democracy and Power Fund recommends funding for twelve organizations, including eight renewals and four new grantees, with nine recommended grant terms of more than one year. These recommendations total $4.055 million, of which $500,000 is co-funded through the Seize the Day Initiative. Additionally, the Democracy and Power Fund is offering $100,000 to support a funding recommendation that you will consider on July 24, for the Applied Research Center (co-funded with the Equality and Opportunity Fund).

As a friendly reminder, the Democracy and Power Fund seeks to provide multi-year general support funding to multi-issue organizations that address these five priority funding strategies:

- Grassroots Organizing and Civic Engagement;
- Youth Engagement and Leadership Pipeline Development;
- Transformative Policies Linked to Action;
- Innovative Social Engagement through Arts, Culture, and Technology; and
- Building State-Based Power.

Consistent with these funding priorities, our recommended Docket II grantees are:

Grassroots Organizing & Civic Engagement

Center for Community Change/ General Support

$930,000/ 1 year

To support the Center for Community Change (CCC), a well established resource center for grassroots social change organizations across the nation with a particular emphasis on supporting groups working in low-income, people of color and immigrant communities. This recommended grant follows several months of conversations between CCC leaders

and Democracy and Power Fund and U.S. Programs staff and merges four separate CCC grants – general support, Generation Change, Linchpin Project, and the Community Voting Project.

Mujeres Unidas y Activas (fiscal sponsor)/ National Domestic Worker's Alliance
$200,000/ 2 years
To provide general support to the National Domestic Workers Alliance (NDWA), a New York City-based coalition of 15 domestic worker organizations from 10 major cities. The newly formed Alliance seeks to organize and build the advocacy power of domestic workers – a largely immigrant women workforce of nannies and housekeepers (a June 15 *New York Times* editorial cited that there are 200,000 domestic workers just in the NYC metropolitan area).

National Council of La Raza (fiscal sponsor)/ Democracia-U.S.A.
$500,000/ 2 years ($350,000 to be released in year one and $150,000 in year two; $300,000 Democracy and Power Fund; $200,000 Seize the Day for capacity building)
To support Democracia-U.S.A. (D-USA), a Miami-based national organization that advances civic engagement among the nation's fasting growing demographic group by conducting nonpartisan voter registration and voter education in Latino communities.

New York Lawyers for the Public Interest (fiscal sponsor)/ National Campaign to Restore Civil Rights *$300,000/ 18 months*
To support the National Campaign to Restore Civil Rights, a nationwide coalition of lawyers, academics, students and community activists that joined together in response to a series of Supreme Court decisions that have eroded civil rights protections, particularly in the area of federalism.

The Urban Justice Center (fiscal sponsor)/ Right to the City Alliance
$500,000/ 2 years ($300,000 from D&P and $200,000 from Seize the Day)
To the support the Brooklyn-based Right to the City Alliance (RTTC), an emerging national alliance of more than 50 urban base-building organizations and allies committed to building a movement for urban justice, human rights, and democracy.

Leadership Pipeline & Youth Engagement

Jewish Funds for Justice (fiscal sponsor)/ Social Justice Leadership
$100,000/ 1 year
To support the Harlem-based Social Justice Leadership (SJL), an innovative organizational cohort model training program that provides high-quality leadership training to staff of community organizations, labor unions, and other grassroots social justice organizations in New York, Miami, and New Orleans.

Transformative Policies Linked to Action

Drum Major Institute/ General Support
$350,000/ 2 years ($200,000 to be released in year 1, $150,000 in year 2)

To support the Drum Major Institute for Public Policy (DMI), a New York City-based think tank focused on promoting social justice oriented economic and social policies.

Economic Policy Institute/ General Support
$550,000/ 2 years
To support the Economic Policy Institute, a Washington, DC-based policy center that researches the impact of economic trends and policies on working people in the United States and around the world. The recommended amount reflects a significant reduction from prior D&P funding levels, from $600,000 to $275,000 annually. This reflects two primary factors: 1) a reduction in overall D&P funding for think tanks; and 2) the sizable additional support that EPI has recently received from other USP funds for immigration reform and economic recovery transparency work.

Innovative Social Engagement through Arts, Culture, and Technology

Air Traffic Control Education Fund/ General Support
$125,000/ 3 years (add-on)
To provide general add-on support to Air Traffic Control, an Oakland-based organization which helps musicians lend their talents to social change by connecting concerned artists to activists, organizations and campaigns.

Center for Progressive Leadership (fiscal sponsor)/ New Organizing Institute
$200,000/ 2 years
To support the New Organizing Institute, a Washington, DC-based organization that enhances civic engagement and social change organizing by enabling social justice and progressive-identified nonprofit groups to take advantage of the latest advances in new technology to do their work more efficiently and effectively.

Building State-Based Power

Center for Civic Policy/ General Support
$200,000/ 2 years ($100,000 from Democracy and Power Fund and $100,000 from Seize the Day)
To support the Center for Civic Policy, an Albuquerque-based group that utilizes innovative strategies to build non-partisan civic engagement capacity and advance social justice issues from the state level.

Western States Center/ General Support
$100,000/ 1 year
To support the Western States Center, a Portland, OR based organization with a mission to build a movement for political reform and racial, economic, immigrant, criminal, and environmental justice in the Pacific Northwest, Northern Rockies, and Great Basin states.

Full write-ups for each of our recommendations are attached. We look forward to discussing them with you when we meet on June 26 and please let us know if there is additional information we may provide in advance of the meeting. Thank you.

Name of Organization: Center for Community Change

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

Purpose of Grant: to provide general support

Previous OSI Support: $11,107,000 Total
- $2,400,000 from US Welfare Reform (1997-1998)
- $2,400,000 from Gov't & Policy Dev. (1998-2004)
- $1,230,000 from S.O.F. (2004-2009)
- $3,202,000 from Progressive Infr.(2005-2009)
- $725,000 from Justice Fund (2006-2008)
- $1,150,000 from D&P (2008-2010)

Organization Budget: $14,355,376

Project Budget: N/A

Major Sources of Support:

Charles Stewart Mott Foundation	$1,150,000
Marguerite Casey Foundation	$1,000,000
Open Society Institute (General Support)	$600,000
Philanthropic Collaborative	$100,000
Veatch Program at Shelter Rock	$100,000
Stoneman Family Foundation	$75,000

Amount Requested: $830,000 over one year

Amount Recommended: $930,000 over one year

Term: One year, beginning November 1, 2009

Description of Organization

The Center for Community Change (CCC) is a well established resource center for grassroots social change organizations across the nation, and has long been supported by OSI. This recommendation, if approved, would combine four separate grants (Linchpin Project, Community Voting Project, Generation Change, and general support) into one general support grant for roughly the same amount.

The Center's mission is to develop the power and capacity of low-income people, especially low-income people of color, to change their communities and public policies for the better. It focuses on strengthening low-income grassroots organizations and helping them join forces nationwide to raise a political and moral voice for social change.

Since its founding in 1968, CCC has assisted thousands of low-income grassroots organizations in improving their communities and shaping the public policies that affect

their lives. Through its Washington, DC headquarters and several staffed field offices across the country, including several smaller cities where there is limited funding or organizational development support for building a strong social change ecosystem, CCC pushes a policy agenda and works to build the capacity of grassroots organizations.

Public Policy Agenda for 2009-2010

Over the last two years CCC has focused on building a national coalition of 200 grassroots community organizations, the Campaign for Community Values, to serve as the "vehicle for change" during this transformative moment in our country's history. In collaboration with these member groups— most of which are people of color and/ or immigrant led and rooted —CCC will focus its efforts on achieving major federal policy change in immigration reform, health care reform, and worker justice (a constellation of employment and economic issues). To advance these issues, CCC staffs and coordinates three national coalitions: Fair Immigration Reform Movement, Health Rights Organizing Project (HROP), and Workers' Alliance for a Just Economy (WAJE). A separate $1,200,000 multi-year grant from the Equality and Opportunity Fund to support CCC's immigration work was recently approved; this write-up focuses on CCC's general work, its healthcare and worker justice efforts, and its organizational capacity building.

Over the past several years, CCC and the Northwest Federation of Community Organizations, a Seattle-based partner group, have staffed the Health Rights Organizing Project, a coalition of grassroots groups in 25 states fighting to expand health care coverage at the state and national levels. In 2009-2010, the coalition will seek to advance universal health care. The Center will increase its capacity-building assistance to develop the grassroots infrastructure and outreach that can contribute to new federal policies that advance health care for all. It will:

- focus on states in which low-income people can have an impact on the policy debate by making their voices;
- use sophisticated communication strategies to shape public opinion about health care issues;
- create partnerships among diverse constituencies including small business owners, faith leaders, immigrants and African Americans;
- work to ensure that undocumented immigrant communities are not sold out by "progressive" advocates seeking to cut deals to win federal legislation;
- build the momentum for universal coverage at the federal level; and
- ensure that low-income families have a voice in developing policy proposals.

The Center's goals for worker justice are no less ambitious. It has organized a national coalition of grassroots groups, Worker's Alliance for a Just Economy, that seeks policy changes to improve working conditions and prospects for those in the bottom third of the labor market. The coalition will bring together 50 organizations that represent immigrant and native-born workers, and will connect with national advocacy and policy networks, including Democracy and Power Fund grantee Economic Policy Institute, and educate the public and policymakers about options to advance policy provisions that will benefit low-income people. The Center will also collaborate with immigrant rights, policy and

advocacy organizations to develop low-wage work policy proposals that address workforces that are excluded from labor rights, including farmworkers. Further, CCC will collaborate with the Leadership Conference on Civil Rights Education Fund, another Democracy and Power Fund grantee, and others to develop policy proposals to address real and perceived competition between African-American and immigrant workers.

Additionally, the Center will provide technical assistance to grassroots organizations to support their efforts to engage in critical policy debates at the state and local levels around the economic recovery package. This will include written materials, trainings, conference calls and intensive, on-site assistance to a select number of organizations. The Center will also provide support to ally organizations on pressing economic issues such as the foreclosure crisis. For instance, CCC is working with the National Training and Information Center/National People's Alliance, a Democracy and Power Fund and Seize the Day Initiative grantee and national grassroots organizing network, to strengthen community reinvestment requirements of financial institutions.

Organizational Capacity Building

CCC seeks to contribute to building a social justice movement, not only its own empire, and the Center connects grassroots organizations to each other and to strategic allies so they can help shape the national conversation and national policies on issues of poverty and economic justice. To meet this goal, CCC seeks to increase the capacity of low budget, low-income grassroots organizations through technical assistance, constituency building, communications support, and:

> Leadership development: The Center's Generation Change[i] program will conduct a paid summer internship program in the South, large-scale trainings for immigrant youth and their allies, a program of training, coaching and mentoring for a cluster group of rising community organizers, and advanced leadership training for people working as community organizers. This is a rare leadership program that roots its entire recruitment, training, and placement opportunities around opportunities for immigrant youth and young people of color.
>
> Civic Engagement: The Center's non-partisan Community Voting Project, formerly supported through a separate, project grant and now included here, increases voter participation among low-income people and people of color populations that are historically underrepresented in voter turnout. The program incorporates nonpartisan voter education, registration, mobilization and integration. The Center provides training, technical assistance, subgrants, and help with data management to small grassroots organizations in key regions of the nation; develops comprehensive plans with partner organizations; and creates and enforces standards to enable grassroots organizations to conduct rigorous and measurable voter engagement programs in order to actualize the greatest positive impact for their members and the communities they seek to improve.

[i] The Democracy and Power Fund has made its last Project Grant to support Generation Change. Moving forward, support for Generation Change will be rolled into CCC's General Support grant.

Resource Development: The Center will also continue the Linchpin Campaign, also previously funded through a separate, project grant and now included here. Through this project, CCC helps community organizers and their organizations communicate more effectively with potential donors about the impacts of organizing on advancing social change. It also seeks to educate the donor world about community organizing, provide foundations with proven models for supporting community organizing, and provide individual donors with hands-on education, connections and experiences with organizing. Linchpin has published several well regarded publications documenting the impacts of funding community organizing work and frequently surveys the organizing and philanthropic fields. Its reports have included input from past and present OSI staffers, including Alvin Starks and Bill Vandenberg.

Description of Program for Which Funding Is Sought

The proposal seeks general operating support.

Rationale for Recommendation

The Democracy and Power Fund recommends a $930,000 grant, over one year, to the Center for Community Change for its work to advance these key Fund goals: Expanding public participation through grassroots organizing, coalition building, and civic engagement in order to build power for those who do not currently have it; building advocacy capacity through bolstering issue campaigns on multiple OSI priorities at the state and national levels; connecting policies to action through incubation and advancement of model social justice policies; and constructing a strong leadership development pipeline for the broader social justice organizational ecosystem through youth engagement, ongoing training, and technical assistance. We also note that CCC has been a key actor in efforts to ensure that social and racial equity has been elevated in the economic recovery conversation and in the recent federal budget.

Since the election, CCC has drawn recognition and excellent national press coverage for its work to play a leadership role in bringing grassroots people of color, low-income, immigrant, and youth community activists into the federal policy debate. Its post-election "Realizing the Promise" forum, co-hosted with Democracy and Power Fund grantee Gamaliel Foundation, brought 2,500 activists to Washington to hear from – and share policy priorities with – key Obama administration staffers, including Melody Barnes and Valerie Jarrett. Indeed, CCC is one of the most effective groups in the country at connecting organizing with practical policy development. It bridges local organizing with national policy-making, and it connects the real experiences of people with prospects for ambitious positive change.

For several years, OSI has supported a range of projects at CCC, including four separate grants that, if approved, would now be combined here (Linchpin Project, Community Voting Project, Generation Change, and General Support) following extensive conversations over the past eight months between Democracy and Power Fund staff, U.S.

Programs leadership, and CCC leadership. Should this grant be approved, only one OSI grant will remain an outlier, a special, one-time grant that was recently approved for CCC's comprehensive immigration reform work. It is our belief, and that of CCC, that grant consolidation will streamline administrative and reporting functions and allow for even more focus on building its issue campaigns and the capacity of grassroots organizations in the field.

The Center is well-positioned to make a difference both in the communities it serves and in the halls of power in Washington. The Center has already played an important role on early 2009 policy efforts from the State Children's Health Insurance Program to ensuring major benefits and funding for low-income people and families through the Obama federal budget.

The Center sees its role as a network builder, not an empire builder, and demonstrates this commitment in many ways, including allocating $600,000 of its 2010 budget to strengthening the field of organizing through regranting funding to smaller and lesser known local and state organizations. The grants, usually ranging from $5,000 to 50,000, support participation in national issue campaigns, general operating for smaller groups, and paid fellows that are housed by local organizations. This is a particularly effective strategy because many local organizations are central players in their region's policy change landscape and carry local relationships with national elected leaders. This regranting pool often grows in election years when its civic engagement program secures national funds for nonpartisan groups working in key states across the nation.

Founded in 1968 to honor the life and values of Robert F. Kennedy, CCC is one of the longest-standing champions for low-income communities and communities of color, and one of the few national social change organizations whose executive leadership, staff and board are largely people of color. The Center is led by OSI board member and Democracy and Power Fund board advisor, Deepak Bhargava.[ii] Prior to becoming CCC's director in 2002, Deepak served as CCC's Director of Public Policy since 1994. He is extremely well regarded by funders, elected leaders, DC advocates, and grassroots leaders across the nation and is seen as both a policy strategist as well as an affirming but critical thinker on the state of organizing in the United States. Deepak is supported by a stellar staff with vast experience in civic engagement, organizing, leadership development, and local, state, and federal issue advocacy.

CCC plays a key role in OSI's vision by connecting deep grassroots organizing to policy advancement. The grant is justified by the CCC's continued institutional strength and effectiveness, and by its more than decade-long relationship with OSI. It is our pleasure to recommend this one streamlined grant of $930,000.

[ii] To maintain a grantee/funder relationship that is as free from conflicts of interest as possible, following conversations with Ann Beeson and Democracy and Power Fund staff, Deepak Bhargava voluntarily suggested that he take himself out of direct interaction with us regarding the program content (non-development staff) aspects of the grantmaking process, passing his role to another CCC senior staffer.

Name of Organization:	Mujeres Unidas y Activas (fiscal sponsor)	
Tax Status:	501(c)(3) public charity	
Purpose of Grant:	to provide support for the National Domestic Workers Alliance	
Previous OSI Support:	N/A	
Organization Budget:	$875,759 (fiscal sponsor)	
Project Budget:	$397,354	
Major Sources of Support:	Ford Foundation	$175,000
	UU Veatch Foundation	$70,000
	Sandler Family Fund	$60,000
	New World Foundation	$20,000
Amount Requested:	$200,000 over two years	
Amount Recommended:	$200,000 over two years	
Term:	Two years, beginning July 1, 2009	

Description of Organization

Mujeres Unidas y Activas (MUA) is a non-partisan grassroots organization of Latina immigrant women, located in San Francisco and Oakland, CA, that seeks to empower and educate its members to be leaders in their own lives and communities. Founded on the concept that immigrant women themselves are best equipped to find solutions to the problems that most directly affect their lives, MUA employs its members as peer mentors, group facilitators, community educators and organizers to achieve social justice.

MUA works on long-term campaigns aimed at improving immigrant women's rights, dignity and leadership. MUA has won provisions for immigrant survivors of violence in the federal Violence Against Women Act, defeated statewide measures that would have ended prenatal care for immigrant women, articulated the need for improved language access in Alameda County hospitals, stopped budget cuts to public health programs such as MediCal, and passed local ordinances ending the collaboration between the San Francisco police department and U.S. Immigration and Customs Enforcement.

Description of Program for Which Funding Is Sought

The National Domestic Workers Alliance (NDWA) is a new coalition of 15 domestic worker organizations from 10 major cities in California, Colorado, Florida, New York, Texas, Washington State, and Washington, DC The Alliance seeks to build the strength

and capacity of local domestic worker organizing and also build the capacity of its members to engage in national policy work. NDWA's goal is to improve the quality of jobs and life, and the quality and depth of leadership of domestic workers. Mujeres Unidas y Activas is a founding member of and serves as the fiscal sponsor for the National Domestic Workers Alliance.

Domestic workers are part-time and full-time, live-in and live-out nannies and housekeepers. Like farm workers, domestic workers have been historically left out of basic labor protections and specifically excluded from the National Labor Relations Act, preventing them from forming unions or bargaining collectively. As a result, the workforce is subjected to long hours, low pay, and physical, emotional and verbal abuse.

Once a field predominantly made up of African American women, the domestic workforce is now largely made up of immigrant women of color. In addition to English, domestic workers largely speak Spanish, French, Haitian, Creole, Hindi, Nepali and Bengali. In the United States, there are over 1.4 million women working as domestic workers; in New York City, there are approximately 200,000 domestic workers.

NDWA represents a coalition of groups employing a range of organizational models that have emerged to organize domestic workers at the local and statewide level. NDWA members organize and build the power of domestic workers to improve their living and working conditions, bring visibility to the struggles of this unrecognized workforce, and end the exclusion of domestic workers from protection as a workforce. Members conduct their organizing through cooperatives, hiring halls, unions, women's collectives, coalitions, and more. They establish spaces for domestic workers to share their experiences and formulate solutions to their grievances, as well as offer practical workshops on domestic work, including job and finance training.

A rising movement of local domestic worker organizing efforts has already achieved significant victories. In Montgomery County, Maryland, NDWA member organization Women Seeking Justice worked with a coalition of labor, religious, and community organizations on a comprehensive set of labor protections – which went into effect in January – for domestic workers, requiring all employers to offer contracts on wages and benefits to domestic employees working over twenty hours a week. In New York, NDWA member Domestic Workers United (DWU) works with the Urban Justice Center to take employers to court and has won over half a million dollars in back-pay for their members. DWU has also worked since 2004 on a Domestic Workers Bill of Rights that would ensure that workers have health insurance, paid sick and vacation days, overtime, incremental raises and other protections. Despite the chaos in Albany, DWU feels poised to pass the bill and will then share it as model legislation to partners across the U.S.

NDWA provides the connective tissue of this disparate network of small, grassroots domestic worker organizations and helps its members learn from one another's victories and losses so that they can continue to strengthen efforts to improve wages and dignity in the workplace.

NDWA has spent its first year formalizing its structure and strengthening the relationships between its member groups. In the long term, it plans to establish domestic workers organizations in several additional major U.S. urban areas.

In this next year, NDWA will:

- Begin research to lay the groundwork for a national movement to recognize domestic workers' rights – including the collection of census and workforce data on domestic workers and researching laws pertaining to or explicitly excluding domestic workers in the states where organizing efforts are emerging;
- Develop the needed infrastructure and shared communications strategy for a coordinated and strategic national agenda;
- Establish a National Domestic Worker Training Institute to develop the capacity of local leaders to build local organizing and national engagement;
- Regrant funds to its local member organizations and provide technical assistance and resources to the groups – including conducting a needs assessment to evaluate the strengths and weaknesses for each organization and region, and consolidating resources and best practices of each organization; and
- Continue participation in the Inter-Alliance Dialogue (a recent Seize the Day Initiative grantee) of which NDWA is one of five participating national grassroots organizing network members, along with Right to the City Alliance (recommended for renewal in this D&P docket), Jobs with Justice, National Day Laborer Organizing Network, and Grassroots Global Justice.

Rationale for Recommendation

The Democracy and Power Fund (D&P) recommends a $200,000 grant, over two years, to the National Domestic Workers Alliance for its work to advance these key Fund goals: Expanding public participation through grassroots organizing and coalition building in order to build power for those who do not currently have it; building state-based capacity through bolstering issue advocacy efforts on multiple OSI priorities at the local, metropolitan, state, and national levels; advancing transformative issue work through incubating model policies, e.g. its "Domestic Workers Bill of Rights" campaign; and constructing a strong leadership development pipeline for the broader social justice organizational ecosystem through ongoing training and technical assistance.

NDWA also furthers the goals of the Equality and Opportunity Fund and U.S. Programs through its work to engage immigrants and women in efforts to combat discrimination and to proactively advance equality through community and legislative efforts.

An underpinning of the D&P Fund's mission is to support efforts that build power for those who do not currently have it. NDWA's work achieves that through challenging the power imbalance between lower-income, often undocumented workers and their more affluent employers in this unregulated workforce. Domestic workers are a largely unrecognized and invisible workforce, without which cities would be unable to function: domestic workers enable their employers to safely and confidently leave behind their most prized possessions, their children, to go to work.

Through its effective coalition building, collaborations between diverse constituencies, and linking of grassroots communities, NDWA is effectively challenging discrimination and advancing change on the local, state, and national levels. NDWA recognizes that in order to implement broad scale national change, its member organizations, the coalition itself, and other single-constituency and single-issue organizations will need to work together across issues and constituencies. As a result, NDWA works closely with other organizations within the grassroots ecosystem, as exemplified through its participation in the Inter-Alliance Dialogue, as well as its work with the National Employment Law Project, Data Center and Social Justice Leadership (also recommended in this docket). NDWA staff recently participated in a Capitol Hill briefing, "Voices from the Front Lines of the Economic Crisis: A Bold Agenda for Change," co-sponsored with its Inter-Alliance Dialogue partners and the Institute for Policy Studies for congressional staffers and allies. Through this briefing, domestic workers spoke directly to members of Congress about their daily struggles for dignity and decent working conditions.

Following the briefing, NDWA leaders met with Jared Bernstein, the director of the White House's Middle Class Task Force and former staffer for Democracy and Power Fund grantee Economic Policy Institute, who was especially interested in addressing the excluded worker status of domestic workers. Bernstein pledged to follow-up on the issue. NDWA will also engage directly with and educate its members around the U.S. Department of Labor's reforms on protection for excluded informal sector workers. To support this effort, it has established relationships with Yale University and New York University Schools of Law, both of which provide pro-bono research and legal assistance.

NDWA is overseen by an elected Coordinating Committee – the members of which are an assortment of powerful grassroots leaders who have crafted the vision for this alliance. Currently, NDWA has an interim staff director, Ai-Jen Poo, who also sits on the Coordinating Committee. Poo is Lead Organizer for Domestic Workers United (DWU), a NDWA member and organization of nannies, housekeepers and elderly caregivers in New York. Poo is a highly respected grassroots organizer, known for her articulate and thoughtful manner and for the culture of leadership development she has created within DWU. She recently spoke on an OSI Panel – "Organizing in the Obama Era" – hosted by OSI Global Fellowships and moderated by Democracy and Power Fund Director Bill Vandenberg. Poo received very positive reviews from the audience and her organization was recently featured in a glowing June 2009 article in *The American Prospect*.

OSI funding will allow NDWA to increase its capacity, beginning with the hiring of three full time employees: one lead organizer, one development coordinator, and one capacity building coordinator. Increased capacity at this beginning stage of the Alliance is critical as it will allow NDWA members to begin to coordinate areas of work, develop new committees, and use technology to improve multi-lingual communications to engage new members and train new leaders. It will also allow NDWA to create a timeline and process for developing a longer-term strategy, goals, and activities.

Name of Organization: National Council of La Raza

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

Purpose of Grant: to provide support for Democracia U.S.A.

Previous OSI Support: $500,000
$250,000 from Progressive Infrastructure (2007-2008)
$250,000 from Progressive Infrastructure (2008-2009)

Organization Budget: $30,659,569

Project Budget: $5,620,127

Major Sources of Support:

Stoneman Family Foundation	$300,000
Cedar Tree Foundation	$250,000
PIP - Four Freedoms Fund	$200,000
Tides/Election Administration Fund	$100,000

Amount Requested: $500,000 over two years

Amount Recommended: $500,000 over two years (including $200,000 from the Seize the Day Initiative T1:21079 and $300,000 from the Democracy and Power Fund T1:21091)

Term: Two years, beginning October 1, 2009

Description of Organization

The National Council of La Raza (NCLR), the largest national Latino civil rights and advocacy organization in the United States, works to improve opportunities for Latinos. Through its network of nearly 300 affiliated community-based organizations, NCLR reaches millions of Latinos each year in 41 states, Puerto Rico, and the District of Columbia. Founded in 1968, NCLR is a private, nonprofit, nonpartisan, tax-exempt organization headquartered in Washington, DC. NCLR serves all Latino subgroups in all regions of the country and has operations in Atlanta, Chicago, Los Angeles, New York, Phoenix, Sacramento, San Antonio, and San Juan, Puerto Rico. NCLR is the fiscal sponsor for of Democracia U.S.A.

Description of Program for Which Funding Is Sought

Democracia U.S.A. (D-USA) is a Miami-based Latino voter registration, civic engagement and leadership development organization that seeks to increase the prominence and participation of Latinos in the American democratic process.

Latinos are the fastest growing demographic in this country but also have the lowest level of relative representation of any group. In 2008, Latino eligible voters accounted for 9.5% of all eligible voters, up from 8.2% in 2004, but accounted for only 7.4% of all voters, compared with whites who made up 76.3% of the record 131 million people who voted while African Americans made up 12.1%, and Asians 2.5%. D-USA aims to improve the participation of Latinos in the democratic process through voter empowerment, leadership training, civic participation, and community organizing within the Latino community.

Voter Registration, Education and Mobilization

Since its inception in 2004, Democracia U.S.A. has registered more than 320,000 new Latino voters, 30 percent of whom are young voters aged 18-29 and 55 percent of whom are women. Those efforts were greatly expanded during last year's historic election. At the close of voter registration deadlines in 2008, D-USA had registered 138,605 new Latino voter registrants (72,969 in Florida; 34,196 in Pennsylvania; 9,978 in Nevada; 5,782 in Arizona; 14,590 in New Jersey; and 1,090 in Colorado), surpassing its original goal by more than 30,000 applications. The Latino electorate was increased by 11 percent in Nevada, ten percent in Pennsylvania, six percent in Florida and New Jersey, two percent in Arizona, and more than one percent in Colorado (where D-USA only conducted a two-week voter registration along with in state allies). Additionally, in 2008 D-USA educated and registered more than 43,500 new Latino young voters.

D-USA mobilizes registered Latino voters to vote through Get Out The Vote campaigns in all of its sites. D-USA views voter mobilization as a crucial step in voter empowerment that engages voters during primaries, caucuses, and general elections, and in 2008 made 53,652 direct contacts and distributed thousands of pieces of literature informing voters of their voting locations, early voting data, Election Protection hotline numbers and resources, and other pertinent information that would help voters exercise their rights on Election Day.

Democracia U.S.A. commissioned Bendixen and Associates, among the most prominent Latino pollsters, to conduct a poll of registered voters to ascertain the turnout rate of D-USA registered voters. The poll found that "95 percent of Democracia U.S.A. registrants were able to vote in the 2008 presidential election". In the voter registration field, a number this high reveals a very effectively managed, detail oriented operation. This is in contrast with some of the notable challenges of other high volume voter registration operations, like ACORN's Project Vote.

Leadership Training

After the elections, and as part of its efforts to create an empowered Latino community, D-USA engages its canvassers and activists in Leadership Academy trainings that it provides during off-election years. Academies run for a full-day once a week for nine weeks. The trainings are structured through a series of modules that include topics such as public speaking, introduction to government, laws and lobbying, campaigns and organizing, communications and media, issue briefing, and personal leadership development. Other components of the academy involve peer coaching and project

management. Participants, who usually come from economically under-privileged communities, make the commitment to participate in these sessions even though some have steady day-time jobs. To compensate for the loss of income that participants incur during the rigorous nine weeks of training, D-USA compensates participants with a $100 stipend per session completed.

Issue-Based Community Organizing and Campaigns

Increasingly, due to its high quality voter operation, D-USA is now sought out to build field support for national issue advocacy efforts. Here, D-USA goes beyond voter empowerment and runs community field efforts for issue-based campaigns centered on issues of concern for Latinos, such as immigration, healthcare, and climate change, among others. For example, D-USA is a partner of the National Immigration Forum, and in a recent national effort to collect support from business owners and community leaders for a national call to put immigration on the federal agenda, D-USA reached out to elected officials, business owners, community leaders, and citizens and collected 30 percent of all sign-on supporters gathered nationally.

In September 2008, D-USA partnered with Green For All and the Green Jobs Now Campaign to educate the Latino community about the need for investments in a green economy. As part of the Green Jobs National Day of Action held in September 27, 2008, D-USA hosted 3 events in Miami, Philadelphia, and Las Vegas. D-USA also reached large numbers of Latinos through media print, radio, and TV we received 365,533 media impressions (or "eyeballs") nationally.

Rationale for Recommendation

The Democracy and Power Fund recommends a $500,000 grant, over two years, to Democracia-USA for its work to advance these key Fund goals: Expanding public participation through grassroots organizing and civic engagement in order to build power for those who do not currently have it; building state-based capacity through bolstering issue advocacy efforts on multiple OSI priorities at the local, state, and national levels; and constructing a strong leadership development pipeline for the broader social justice organizational ecosystem through ongoing training and technical assistance. From this recommendation, $300,000 in funding would come from the Democracy and Power Fund.

The remaining $200,000 in funding would come from the Seize the Day Initiative to support D-USA's work to advance this key Initiative goal: Increasing public participation, in short- and long-term issue advocacy fights, through capacity building support for new and emerging national grassroots organizing networks that are rooted in low-income, people of color, and immigrant communities.

Widely recognized since 2006 as one of the highest quality large scale civic engagement organizations, D-USA is working in a wide national field, and filling a gap where historically there has been a lack of infrastructure in the Latino community. Despite its strong name recognition and good reputation, D-USA is still a relatively small

organization with only 34 total staff (including the President/CEO and 7 newly enhanced staff positions within the last 3 months) and only 15 field staff covering six states and eight regional offices. Its limited capacity is further underscored by the special subsidiary partnership with the National Council of La Raza, which provides essential but limited human resource, finance, and information technology support.

D-USA now seeks to expand to be able to serve other regions of the country where the Latino population is growing in order to increase Latino civic participation. To do this, D-USA has a critical need to build its own internal capacity to ensure that it will grow sustainably. If approved, this grant would provide expanded general support to D-USA and allow for the development and expansion of D-USA's executive staff. D-USA would be able to meet its goal to hire and train 20 new program and field staff to increase field capacity and performance in its existing six states and nine regional offices, as well as build a communications shop, an enhanced development team and invest in long term leadership and skills training for current staff.

Jorge Mursuli directs the efforts of D-USA, having previously served as People For the American Way's Florida State Director. Under Jorge's leadership, in 2008 D-USA moved from its home at PFAW, where the organization was unable to flourish under Ralph Neas's leadership, to begin a new partnership with the National Council of La Raza. Since this move, D-USA has grown to be one of the most effective Latino organizations in the nation. Jorge, well regarded in Democracy Alliance circles, is a skillful political operative who cut his teeth two decades ago in the struggle to stop Anita Bryant's anti-gay referendum in Miami/ Dade County. He is ably supported by Rafael Collazo, D-USA's National Deputy Director, who previously served as the Northeast Director of the United States Hispanic Institute.

Empowering Latinos with national, multi-year field strategies that create long-term leadership within their communities is a relatively rare focus. Indeed, through our due diligence we cannot identify another national Latino group besides Democracia U.S.A. that effectively fills this gap by empowering Latinos in a holistic manner through leadership building, civic education, and community organizing year round. It is our pleasure to recommend this grant to fund D-USA's ongoing activities and to ensure that its reach continues to expand.

Name of Organization: New York Lawyers for the Public Interest

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

Purpose of Grant: to provide support for the National Campaign to Restore Civil Rights

Previous OSI Support: $1,172,700
$200,000 from Democracy and Power Fund (2008-2009)
$200,000 from Progressive Infrastructure (2007)
$557,700 from US Justice Fund (2004-2006)
$215,000 from Law & Society Fund (1998, 2003)

Organization Budget: $5,214,420

Project Budget: $459,340

Major Sources of Support: Pfizer, Inc. $10,000

Amount Requested: $300,000 over one year

Amount Recommended: $300,000 over eighteen months

Term: Eighteen months, October November 1, 2009

Description of Organization

New York Lawyers for the Public Interest (NYLPI) is a nonprofit legal office established in 1976 with the dual mandate of providing poor and under-represented communities with increased access to legal assistance and bringing the diverse skills and rich resources of New York City's major law firms to bear on the city's most pressing social issues through pro bono legal assistance.

Description of Program for Which Funding Is Sought

The National Campaign to Restore Civil Rights (the Campaign) is a project of NYLPI and is a nationwide coalition of lawyers, academics, students and community activists that joined together in response to a series of Supreme Court decisions that have eroded civil rights protections, particularly in the area of federalism. The Campaign links individuals and groups from the many communities affected by the rollback of civil rights in the courts, including people and groups interested in women's rights, racial justice, disability rights, environmental justice, language rights and worker's rights, among others. The Campaign fosters collaboration across issue silos on matters of common concern. Rather than duplicating existing efforts, the Campaign has placed a strong emphasis on collaborating with partner organizations and engaging in capacity building to engage in and facilitate joint efforts. Recognizing how little information about

the rollback of civil rights is reaching people across the country, the Campaign focuses on public education and outreach, finding ways to get the message out about how these court rulings impact people's everyday lives. The Campaign also organizes conferences and forums for groups and individuals fighting the rollback so that they may strategize and share information.

The Campaign seeks to:

- Provide a forum for various groups working on the legal enforcement of civil rights to develop new strategies for addressing the rollback of civil rights in the court;
- Educate the public, policy-makers, the media and advocates on the implications of judicial decisions, particularly in federal court, so that a wide range of stakeholder populations may be inspired to increase public participation and civic engagement on fundamental issues affecting their lives;
- Shift public debate by tapping into the collective power of critical constituencies.
- Coordinate an ongoing series of retreats for Supreme Court litigators where lawyers have united to develop common strategies and tactics for the restoration of civil rights. At the Campaign staff's urging, future retreats will include communications staff members from the constituent groups as well, thus recognizing the need to look beyond litigation to achieve social change goals.

As the only coalitional effort in the country that brings together a diverse set of groups to focus specifically on the rollback of civil rights in the courts, the Campaign offers a unique collaborative approach to fostering democratic engagement in the future of civil rights in the United States. Over the past five years, the Campaign has been developing a variety of advocacy strategies, conducting outreach, and engaging in public education. It then assists partner organizations in getting shared messages out to a wide audience. With a small staff, the Campaign has played a leading role (along with Transparency and Integrity Fund grantees the National Senior Citizens Law Center and the Constitutional Accountability Center) in coordinating a series of Senate Judiciary Committee hearings on the impacts of recent Supreme Court decisions on average Americans. The Campaign has pooled its constituents' resources to find excellent witnesses for the hearings and have collaborated on common frames for discussing the issues.

Through monthly calls, email exchanges and convenings, the Campaign creates the space for information to be shared about cross-cutting issues and then provides technical assistance, hosts strategy sessions, and helps to devise plans on how groups can most effectively combine efforts. As an example, the Campaign collaborated with peer organizations on advocacy efforts before the U.S. Supreme Court including: *Iqbal v. Ashcroft*, where the Campaign co-counseled with the National Litigation Project at Yale Law School, and coordinated an amicus brief on behalf of civil rights organizations to raise the issue for raising the bar for pleadings, which could pose new barriers for civil rights plaintiffs trying to enforce their rights; and *Pearson v. Callahan*, where the Campaign co-counseled with Morrison & Foerster LLP and wrote an article for Huffington Post about the dangers of the expansion of warrantless searches of private homes by police.

Finally, the Campaign is making significant efforts to connect with young people and other key constituencies about issues of civil rights and the courts. The Campaign's website and blog provides access to news and information for its partners, the media, and the public at large. In the coming year, the Campaign plans to continue translating the website and its public education materials into Spanish, as part of a strategy of reaching out to Latino communities. The Campaign will also reach out to immigrant communities and youth as a means of further broadening the coalition. Having run a successful essay contest in 2007 entitled "Kids Speakout," which encouraged young people to write short pieces on the value and importance of diversity in schools, the Campaign is now running a campaign through YouTube that solicits videos from young people about the meaning of civil rights for their generation.

Rationale for Recommendation

The Democracy and Power Fund recommends a renewal grant of $300,000, over eighteen months, to the National Campaign to Restore Civil Rights for its work to advance these key Fund goals: Connecting policy to action through public education, coalition building, and legal advocacy to advance and protect civil rights; and using innovative means of social engagement through technology to inspire public participation, specifically among young people around civil rights activism.

Over the past few years, the Campaign has established itself as an important presence on the national civil rights legal stage. With a focused eye on the importance of the courts, the Campaign is uniquely situated to foster the development of strategies to address issues of access to the courts to educate stakeholder populations. The Campaign supports coalition-based work across issues and constituencies and for reversing the conservative legal tide on issues such as federalism and civil rights. With the arrival of the Roberts Court, these decisions have only increased in number, intensifying the need for an organized effort to alert the public to the Court's jurisprudence while providing a vehicle for advocates to come together in common cause. The Campaign has helped to organize calls around Senate hearings and has played a leadership role in the Supreme Court litigator retreats, demonstrating its concern with not only raising awareness of recent setbacks to civil rights, but developing a positive vision of law and the Constitution.

The Campaign continues to play a critical communication role in civil rights advocacy, not only convening conference calls and facilitating communication among members but developing messaging and using innovative online tools for spreading the work. The Campaign developed a Progressive Communicators Listserv that serves a platform for communications experts and staff at social justice organizations to share resources, information and questions on how best to message on a diverse range of civil rights topics.

In March 2009, the Campaign hired Naoma Nagahawatte as Interim Campaign Director, replacing Cristóbal Josh Alex[iii] who joined OSI as Program Officer for the Democracy and Power Fund. Naoma brings a strong background in coalition advocacy efforts having served as Director of the New York City Office of the Muslim Public Affairs Council. Marianne Engelman Lado, a senior staffperson at New York Lawyers for the Public Interest, provides supervision to Naoma and has facilitated the Campaign's development since its beginning. Marianne will transition from employment at NYLPI in July 2009 but will remain as a consultant, specifically to work on the oversight of the Campaign.

The National Campaign to Restore Civil Rights has emerged as the main vehicle for civil rights and civil liberties groups seeking to mount an effective challenge in this area. Many OSI grantees participate in the Campaign including The American Civil Liberties Union, Applied Research Center, Brennan Center for Justice, Equal Justice Society, Leadership Conference on Civil Rights, NAACP Legal Defense and Educational Fund and National Coalition for Disability Rights. As a result, these groups are able to pool their expertise about various civil rights issues (both in terms of constituencies and legal matters) and make use of their diverse bases of support to seek common goals. Their multi-pronged approach to achieving their goals is laudable as they understand that, although they are primarily legal organizations, change will only come through a combination of litigation and other forms of advocacy. The Campaign has adopted an impressive array of strategies to increase the impact of its collective membership.

The Democracy and Power Fund will be working closely with the Campaign during this grant period as they assess their options to relocate the campaign to a different fiscal sponsor; a result of Marianne Engelman Lado's new position at Seton Hall Law School (and not a reflection of the support of New York Lawyers for the Public Interest). We have two additional matters that will require our continued engagement: One is the great need for the Campaign to diversify its funding, as OSI currently occupies a majority stake. Many law firms and coalitional partners provide necessary *pro bono* support, but for continued viability, this is an area where Campaign staff recognizes they must increase support. Accordingly, OSI funding support will likely to decrease should we continue to fund the National Campaign to Restore Civil Rights in the future. A second unresolved matter is where within U.S. Programs the Campaign is best housed. Following the consideration of this recommendation, we will initiate conversations with the Equality and Opportunity and Transparency and Integrity Funds to discern where best the Campaign should be situated for future funding consideration.

[iii] To maintain a grantee relationship that is free from the impression of conflict of interest, Cristóbal Josh Alex has not been the Democracy and Power Fund's lead reviewer nor has he been engaged in due diligence for this recommendation.

Name of Organization: Urban Justice Center

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

Purpose of Grant: to provide support for The Right to the City Alliance

Previous OSI Support: $100,000 from the Democracy and Power Fund (2008)

Organization Budget: $6,139,287 (for Urban Justice Center)

Project Budget: $1,132,625

Major Sources of Support:

Ford Foundation	$265,000
Marguerite Casey Foundation	$175,000
Surdna Foundation	$150,000
Praxis Project	$75,000
Tides Foundation	$65,000
Mitchell Kapor Foundation	$30,000
Solidago Foundation	$25,000

Amount Requested: $600,000 over two years

Amount Recommended: $500,000 over two years (including $200,000 from the Seize the Day Initiative T1:21079 and $300,000 from the Democracy and Power Fund T1:21091)

Term: Two years, beginning August 1, 2009

Description of Organization

The Urban Justice Center is a New York City-based nonprofit legal organization that provides both direct services and system-wide advocacy on a variety of issues relating to poverty and homelessness. All of the agency's projects engage in creative and aggressive campaigns to address root causes of social injustice, using direct service to inform system-wide advocacy and to work to reform inadequate social policies.

Description of Program for Which Funding Is Sought

The Urban Justice Center is the fiscal sponsor of The Right to the City Alliance (RTTC), a Brooklyn-based national alliance of urban grassroots organizations and resource partners committed to building a movement for urban justice, human rights, and democracy. RTTC emerged in January of 2007 out of a need for a united response to gentrification, the displacement of low-income women, men, LGBTQ and young people of color from their historic neighborhoods, and the drastic fiscal and social policy changes imposed on cities across the country.

In less than two years, RTTC has grown from three founding organizations to a core membership of three dozen urban grassroots organizations, as well as more than a dozen allied research and advocacy organizations and academics. These groups are rooted in neighborhoods in the Boston, Los Angeles, Miami, New Orleans, New York City, Oakland, Providence, San Francisco, and Washington, DC metropolitan areas.

RTTC's overarching goal is to elevate locally-initiated work around housing, racial justice, urban development, and civic participation in order to shift national public opinion and lead to urban and national policy changes. Over its first two years, RTTC has focused on:

- Alliance Building. RTTC has supported peer exchanges between and among community-based organizations, resource allies, academics and others in cities across the country leading to the creation of new regional and national networks and collaborations.
- National Platform Development. RTTC has established cross-regional working groups and special projects on issues of key importance to low-income community development and regional and national movement-building, including civic engagement, environmental justice, public and subsidized housing, tenant rights, youth organizing and immigrant rights.
- National Movement Building. RTTC organized nine filled-to-capacity workshops in June 2007; a 300-person Urban Strategies conference and mobilization coinciding with the annual meeting of the U.S. Conference of Mayors in Miami in June 2008; a coordinated, seven-city commemoration of the 3rd anniversary of Hurricane Katrina in August 2008; and supported the launch of the Inter-Alliance Dialogue of grassroots, people of color and immigrant led organizing networks, a Democracy and Power Fund supported effort.[iv]

Over the next two years, RTTC will launch a campaign aimed at bringing equity to the economic recovery package and will continue to build its core capacities in four primary areas: policy development and research; multi-generational organizing; regional alliance-building; and strategic communications infrastructure.

Economic Recovery Campaign

RTTC will solicit the research assistance of its current allies, including the Advancement Project, a Criminal Justice Fund grantee, Center for Urban and Economic Development, and DataCenter, as well as new resource allies, to track and analyze the economic stimulus package and proposed federal budget expenditures along racial, class, and gender equity matrices on urban housing, development, jobs, criminal justice, democracy, and environment. Research will be combined with engagement of local and federal officials to improve government tracking of the impact of the stimulus. These efforts will form the groundwork for policy demands related to economic stimulus, the federal budget and around key issue areas of interest to RTTC member organizations.

[iv] The $70,000 grant was made to support an upcoming convening of the Inter-Alliance Dialogue (IAD), of which the Jobs with Justice Education Fund is the fiscal sponsor. This grant does not support Right to the City Alliance's ongoing programmatic or administrative functions.

More specifically, RTTC national staff will use this research to coordinate national and local grassroots organizing and education in seven regions. Organizing and education will focus on the economic stimulus's impact in low-income urban communities of color, bank bailouts and lending practices, and targeted federal investments in affordable housing, green jobs, community development, criminal justice, transportation, public education and health.

To carry out its current work and also launch its campaign for equity in the economic recovery, RTTC seeks to build its own capacity by expanding work in its four priority areas:

Policy development and research
To build its research and development capacity, RTTC will support the work of five or more national working groups (currently Civic Engagement, Environmental Justice, Housing and Urban Development, Civic Engagement, Immigrant Rights, and Tenant Rights) to conduct integrated national and local policy research, platform development, and coordinated communication and campaigns.

Multi-generational organizing
To build its multi-generational organizing capacity, and to contribute to the development of a new generation of community-of-color organizers, RTTC will develop and launch a youth organizer program, including coordinated local and national youth organizer trainings and meetings, local and national organizing projects and campaigns with strong youth organizing and leadership components, and support for anchor organizations to provide capacity and youth organizer training support.

Regional alliance-building
One of RTTC's fundamental goals is to build the capacity of its regional networks to support and coordinate local organizing and campaigns. RTTC will therefore provide direct support to anchor organizations in three or more of its current seven regions. With this support, anchor organizations will provide organizing capacity, coordination, technical support and other assistance and direction to RTTC regional networks as they explore and develop local policy campaigns, and local articulations of national campaigns.

Strategic communications infrastructure
RTTC also seeks to build its national communications capacity, including an online organizing platform, online database, enhanced online meeting facilities, and online fundraising operations. Over the next two years, RTTC anticipates moving towards more sophisticated communications strategies that integrate its messaging and framework with ongoing local and national grassroots organizing, education, and policy campaigns.

Rationale for Recommendation

The Democracy and Power Fund recommends a $500,000 grant, over two years, to the Right to the City Alliance for its work to advance these key Fund goals: Expanding public participation through grassroots organizing, civic engagement, and coalition building in order to build power for those who do not currently have it; building state-based capacity through bolstering issue advocacy efforts on multiple OSI priorities at the local, metropolitan, state, and national levels; and constructing a strong leadership development pipeline for the broader social justice organizational ecosystem through ongoing training and technical assistance. From this recommendation, $300,000 in funding would come from the Democracy and Power Fund.

The remaining $200,000 in funding would come from the Seize the Day Initiative to support RTTC's work to advance these key Initiative goals: Increasing public participation, in short- and long-term issue advocacy fights, through capacity building support for new and emerging national grassroots organizing networks that are rooted in low-income, people of color, and immigrant communities; and ensuring that social and racial equity will be prioritized in the economic recovery conversation.

This two year general support recommendation follows a nine-month planning grant that the Democracy and Power Fund made in 2008 that appears well spent. In less than two years, RTTC has grown to represent a significant national force of urban grassroots organizations in low-income people of color communities. Combined, its constituent organizations have over 250 seasoned community organizers, 5,000 trained community leaders and activists, 25,000 members and supporters, and organizing, education and voter engagement budgets totaling $25 million per year. This aggregation shows the tremendous potential of the Alliance and illustrates the need for enhanced national coordination in order to expand the local groups' impact on federal advocacy issues.

With its broad local/regional/national structure and low-income, people of color organizational leadership, RTTC is increasingly well positioned to impact federal policy. National allies, including Van Jones, Special Adviser to the White House's Council on Environmental Quality, and Jared Bernstein, the Vice President's Budget Director, have invited RTTC to provide first-hand knowledge and experience of how the stimulus package is affecting low-income urban communities and communities of color. They have indicated particular interest in grassroots feedback in the process of preparing the 2010 and 2011 federal budgets, the Workforce Investment Act, the Climate Justice Act, and the Transportation Authorization bill. Additionally, RTTC's network of organizations' work to track and analyze the economic stimulus package and proposed federal budget expenditures along racial, class, and gender equity matrices on urban housing, development, jobs, criminal justice, democracy, and environment, will further OSI priorities and provide influential information to impact policy debates.

The Democracy and Power Fund believes that RTTC holds great promise as an organizing network that is truly people of color led and rooted in people of color community organizations. In particular, RTTC's national Chair, Gihan Perera, an

experienced organizer and the Executive Director of the Miami Workers Center in Miami, FL, is an emerging national leader. He is well regarded by local and national activists, organizers, and foundation officers for his analysis, past and present, of urban policy and development, along with his organizing abilities and strategic vision for change. He has demonstrated skills in building broad, deep, multiracial, multiethnic, and cross-sectoral coalitions to impact public policy change for low-income people of color.

At the same that we recognize the promise of RTTC, we also recognize that it must demonstrate that the time is now to develop and advance a transformative urban policy agenda. As a network comprised of small, locally rooted, urban justice organizations, the dual challenges of hyper-inclusive styles of operation and a lack of capacity resources have delayed the Alliance's policy agenda launch. We believe that a thoughtful investment of capacity building funding, plus a two year general support grant commitment, will give the emerging network some measure of sustainability that should enable it to focus more energy on its advocacy agenda and less on fundraising. To this end, we will closely monitor the alliance's internal and programmatic development over the next twenty-four months.

Name of Organization: Jewish Funds for Justice

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

Purpose of Grant: to provide support for Social Justice Leadership

Previous OSI Support: N/A

Organization Budget: $1,098,000 (for Social Justice Leadership)

Project Budget: N/A

Major Sources of Support:

Ford Foundation	$250,000
Surdna Foundation	$100,000
Seasons Fund	$100,000
New World Foundation	$75,000

Amount Requested: $100,000 over one year

Amount Recommended: $100,000 over one year

Term: One year, beginning July 1, 2009

Description of Organization

The Jewish Funds for Justice (JFJ) is a national public foundation guided by Jewish history and tradition. JFJ helps people in the United States achieve social and economic security and opportunity by investing in healthy neighborhoods, vibrant Jewish communities, and skillful leaders. It applies a holistic approach to social change including grantmaking and loans, service learning, leadership development, organizing, education, and advocacy.

Description of Program for Which Funding Is Sought

The Harlem-based Social Justice Leadership, like the Funder's Collaborative on Youth Organizing, an existing Democracy and Power Fund grantee, operates under JFJ's fiscal sponsorship. Social Justice Leadership (SJL) is an innovative organizational cohort model training program that started as a joint pilot project of the Rockwood Leadership Program (another Democracy and Power Fund grantee) and New York Jobs with Justice, a community/ labor coalition. SJL was initially established to provide high-quality leadership training to staff of community organizations, labor unions, and other grassroots social justice organizations in New York City. It has since expanded its program into New Orleans and Miami, two areas that have historically lacked sustained social justice capacity building investment.

SJL aims to assemble the elements for a new model of social justice organization: a values-driven and skillful leadership, a culture of organizational performance that is uncompromising on results, and a perspective toward movement- and alliance-building that is strategic and long-term in its outlook. To do so, SJL combines three streams of leadership development – personal development and skills building, organizational development and management, and alliance-building in the social justice arena – to help create capacity to support transformative leadership development through all levels of organizations, from staff-level to director-level. In addition to leadership development, SJL provides a table for diverse grassroots organizations to elevate issues of potential collaboration, on both social justice campaigns and organizational development.

Over the past five years, SJL has trained over 200 staff from nearly 90 social justice organizations, including Make the Road NY[v] and the Juvenile Justice Project of Louisiana, a core Criminal Justice Fund grantee, among others, in training programs lasting at least three months and as long as 12 months. The trainings are considered to be far more intensive than a typical one time only two-day session and draw consistently positive reviews from their primarily people of color and immigrant activist participants. These programs are:

- Activate! Community Organizing Fellowship: Designed for people who want to learn to be grassroots organizers, Activate places participants in full-time employment at community organizations for three months. Participants undergo rigorous training in community organizing skills, organizational systems and performance, and political education. SJL holds monthly supervisor training sessions (addressing a significant and ongoing need for management skills in social justice organizations) and provides regular coaching for the supervisors of the Fellows to troubleshoot issues related to organizational efficacy.

- Transformative Leadership Program: Designed for Program Directors and Executive Directors, the Transformative Leadership Program is a seven month program that covers a range of leadership and management topics critical for the success of social justice leaders and organizations. Sessions on planning, purpose and vision, staff management, theory of social change and other topics are designed to give them concrete tools so they can have an immediate impact on organizational performance.

- Leadership Semester 2: The program offers graduates of the Transformative Leadership Program a chance to more thoroughly investigate a variety of leadership topics. Leadership Semester is deeper (retreats are two days long per month instead of 1 day) and more exploratory. In these sessions, group learning relies heavily on the experiences and expertise of the participants. The spirit of the

[v] Make the Road NY is a membership-led organization based in Bushwick, Brooklyn, which catalyzes broad city, state and national public policy reform from the grassroots. Its members are primarily low-income Latina/o immigrants. Make the Road by Walking uses multiple approaches (litigation, strategic policy advocacy, organizing, education and service provision) to confront economic disenfranchisement and political marginalization suffered by low-income immigrant and African-American New Yorkers.

sessions is that of co-creating the leadership and management model for social justice organizations over the course of nine months.

As SJL's work has grown in New York, Miami, and New Orleans, there has been increasing demand for a program that fosters relationships between leaders in these areas and not just within each metropolitan area. Additionally, there has been interest in "transformative organizing". SJL defines transformative organizing as: (1) the development of models and strategies of community organizing that seek to empower poor and working class communities to have a voice in policies and resources that impact them, and (2) helping community members and organizations improve organizational relationships and interdependence between organizations instead of isolation and competition.

To meet this need SJL is designing a new training program, the National Leadership Program, that would serve as a platform for helping several grassroots, people of color and immigrant led alliances come together with graduates of its regional programs. The networks that will participate in the program include Right To The City Alliance, a Democracy and Power Fund grantee; the National Domestic Workers Alliance, recommended for support in this docket; and Grassroots Global Justice. These networks comprise more than a hundred leading-edge grassroots organizations that, in turn, represent many thousands of grassroots, community-based activists in hard hit neighborhoods across the country.

In addition to the anticipated participation from 100 staff from 20 organizations in 2009-2010, SJL will also begin a training track for grassroots leaders that focuses on skills development and political education, and will include 50 grassroots leaders. Lastly, SJL will expand its work in the Southern U.S. by deepening its Florida and Louisiana trainings, including the possible development of a new Gulf States regional program.

Rationale for Recommendation

The Democracy and Power Fund recommends a $100,000 grant, over one year, to Social Justice Leadership for its work to advance these key Fund goals: Building a leadership development pipeline that grows a long-lasting and dynamic social justice ecosystem and that supports multiple layers of community-based leadership, from new activists to movement elders; and 2) building state-based power through enhancing the capacity of grassroots, people of color, and immigrant led organizations to advance multiple issues of OSI interest at the local, state, and federal levels.

While many social justice organizations in the U.S. are highly skilled in implementing effective issue-based campaigns, few have succeeded in leveraging their successes to achieve broader and more lasting systemic change. One reason has to do with performance capacity. Most grassroots organizations have limited access to the resources, expertise and leadership development necessary to build high performing organizations. These limitations manifest in multiple ways within organizations and hinder the

possibilities for developing campaigns or coalitions that could spur the growth of a more systemic and lasting movement for social justice.

Limited organizational development combined with organizational cultures that often move from crisis to crisis and do not prioritize long-term strategic planning make it difficult for staff to develop the skills they need to build, maintain, and expand effective organizations. If groups cannot operate at a high capacity when they are small and community rooted, they will never be able to grow to the scale that is needed to tackle significant issue and systems change priorities.

For community-based organizations the development of grassroots leaders is crucial, as they are the main source of power, rootedness and leadership for social justice campaigns. Social Justice Leadership helps to fill this need through training, organizational development, and assistance in developing alliances to grassroots organizations led by those most affected by continued injustice and the lack of organizational resources – low- and moderate-income people, people of color, immigrants, and other disenfranchised communities. These organizations do not traditionally have access to leadership resources, but have great potential to provide both the dedicated, long-term vision and the sustained grassroots power necessary to win broad changes in society.

Groups like the Juvenile Justice Project of Louisiana, VOTE-NOLA (in New Orleans), the Miami Worker's Center (a nationally recognized economic justice organizing and advocacy group in the impoverished Liberty City neighborhood of Miami), Mothers on the Move / Madres en Movimiento (a well regarded South Bronx-based organization that organizes around economic justice, immigrant justice and tenants' rights) and many others have benefited from SJL's cohort trainings. Reviews are very positive, with participants noting that the trainings made them more effective leaders while contributing to an enhanced ability to advance social change policy in more creative, collaborative, and impactful ways.

In addition to its trainings, SJL is opening a new kind of discursive table among grassroots community organizations – a space where leaders feel comfortable openly discussing the need to re-envision grassroots organizing in this country and to modernize the field rather than simply rehash tired approaches that may have worked in the 1960s but may not work today. That table has helped give rise to new coalitions and deeper relationships among organizations—something even more critical during the financial crisis. For example, SJL recently fostered the merger between Make the Road by Walking and the Latin American Integration Center, thus creating Make the Road NY, one of the largest and most powerful grassroots social justice organizations in New York City, a 70 staff member community-based organization in Bushwick, Brooklyn, that has won many advocacy victories on racial health disparities, LGBTQ equality, and anti-poverty policies.

Through our due diligence we have been unable to identify any other training entity that brings together the entire staff of multiple organizations from a specific region to train

over a lengthy period of time and build long-term trusting relationships with each other. In any given city there are often a number of organizations that share the goal of increasing the empowerment and quality of life of low-income and disenfranchised communities. Typically however, these organizations have loose and non-strategic relationships – the result is that the sum of the organizations is often less than the parts. That is, one would expect the effort of the organizations to collectively add up to something of significance, but the reality of sometimes tense, fragile, or competitive relationships is that the ability to achieve lasting policy change is inhibited. SJL aims to build stronger and deeper relationships that are built to advance both short- and long-term social justice priorities.

SJL is led by its founder, Ng'ethe Maina, who brings nearly two decades of social justice organizing experience to the organization. He has participated in extensive leadership trainings with the Rockwood Leadership Program, a Democracy and Power Fund grantee, and has received certification as an executive coach through the Strozzi Institute. Prior to joining SJL, Ng'ethe worked since 1993 for AGENDA, a grassroots community-based organization in Los Angeles. Ng'ethe led efforts to develop AGENDA into a leading voice for low-income people in struggles for social and economic justice. AGENDA and its c4 arm, SCOPE, led by Anthony Thigpenn, an activist noted nationally for his organizing vision and impact, have built a grassroots political force that is comprised of immigrants and workers. It is often cited as a key driver in the political transformation of the Los Angeles metropolitan area and has effectively advanced social and economic justice policy victories at the city, county, and state levels.

SJL is an innovative model, but one that has not fully proven its impact. As a relatively young organization with a new leadership training organizational cohort model, it cannot yet measure how its work has specifically advanced issue advocacy efforts in the cities and regions where it is active. For this reason, we recommend only a one year grant at this time to recognize its promise and to allow for evaluation next year when the participating groups can, we project, demonstrate that the advanced trainings that SJL provides have measurably helped them advance their racial and economic justice work.

Lastly, we are particularly impressed with SJL's desire to expand its work into the South, recognizing that without sustained capacity building investment the region will never be able to turn a corner toward a more social justice friendly culture. We know that change takes time – even more time in the South – and we'll be watching SJL's work, and that of its participating organizations, closely.

Name of Organization: Air Traffic Control Education Fund, Inc.

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

Purpose of Grant: to provide add-on general support

Previous OSI Support: $222,125
$100,000 from Progressive Infrastructure (2006)
$111,065 from Democracy & Power (2008)
$11,060 from Strategic Opportunities Fund (2008)

Organization Budget: $273,585

Major Sources of Support:

Jonathan Lewis	$50,000
Future of Music Coalition	$30,000
Arca Foundation	$25,000
Compton Foundation	$25,000
General Service Foundation	$10,000
R.E.M. & Bertis Downs	$10,000
Vitology Foundation (Pearl Jam)	$10,000

Amount Requested: $25,000 add-on over one year

Amount Recommended: $125,000 over three years

Term: Two years and 6 months, beginning July 1, 2009

Description of Organization

Air Traffic Control Education Fund (ATC), based in San Francisco, CA, connects musicians to activists, organizations and issue campaigns in order to advance social justice causes. ATC researches ways to increase, measure, and leverage the positive impact of musicians who engage in, and engage their audiences in, social change. ATC advises musicians and non-profits in order to improve artist-cause collaborations.

ATC documents successes, encourages public discussion through press outreach, and acts as a clearinghouse for information about activism in the music community. It provides resources, best practices, and practical engagement tools through its website (www.atctower.net) and also provides one-on-one consulting services to both artists and social justice organizations. Examples of highly sought resources include those on voter registration, critical voting populations in this election, political and geographical strategies related to touring, and information on local and national organizations addressing voter protection and conducting voter registration and GOTV campaigns. Over 300 musicians of diverse genres – hip-hop, indie pop, country, punk and rock – use ATC's toolkits and staff for guidance on engaging with their audiences around social justice and humanitarian activities.

In 2009, Air Traffic Control will continue its work to advise artists on how to:

- Use tools to civically engage and mobilize their constituencies around elections and social justice issues (such as health care, immigration and housing),
- Raise awareness and raise money for activism and rebuilding efforts in New Orleans,
- Tour more sustainably, lessening the ecological impact of touring, and
- Raise funds for social justice causes through ticket surcharges and other fundraising mechanisms.

ATC helps artists to use concerts, festivals and online social networks, such as Facebook, to engage fans and youth in activism. Recently, ATC teamed up with Scott Goodstein, external online director for Obama for America (OfA) and creator of OfA's highly successful mobile campaign, to test the use of new mobile technologies on audience response rate and civic engagement. The mobile campaign seeks to raise awareness about homelessness and is garnering financial and volunteer support for local and national homelessness organizations, such as PATH (People Assisting the Homeless) in Los Angeles, CA and World Hunger Year.

In the past, ATC played a key role in the Rock the Net campaign, a nationwide effort to fight for net neutrality and derail legislation that marginalizes independent and smaller musicians. Through the campaign, artists connected to organizations such as the AFL-CIO, Common Cause, Free Press, and Consumer's Union to raise public awareness, participate in town halls throughout the country, meet with Senators, and testify at the Federal Communications Commission (FCC) on the issue. More recently, ATC connected musicians to a Low Power FM Radio briefing, sponsored by Future of Music Coalition and held in conjunction with Leadership Conference on Civil Rights, Media Access Project and others, held in April of this year for Congressional, White House, and FCC staff in Washington, DC. In 2009-2010, ATC will conduct research to look specifically at the role that artists have played in these recent media policy battles so that lessons-learned and best practices can be applied to immigration, healthcare and other priority issue fights in Washington and at the state and local levels.

ATC is also a leader and strategic thought partner to funders, musicians, non-profits and policy organizations on the intersection of arts with social justice work. For instance, ATC staff recently attended a White House Briefing of Artists and Organizers, a meeting of grassroots activists representing arts, environmental and social justice organizations invited by the White House to discuss how they can collaborate with the Administration on its economic recovery and general policy plans.

Description of Program for Which Funding Is Sought

The proposal recommends add-on general operating support.

Rationale for Recommendation

The Democracy and Power Fund recommends a $125,000 add-on grant, over three years, to the Air Traffic Control Education Fund for its work to advance this key Fund goal: Expanding public participation and community activism to advance social justice through the use of innovative means of social engagement through arts, culture, and technology.

ATC's work in New Orleans also furthers the priorities of the Strategic Opportunities Fund (SOF) to support social justice work and to preserve the historic connection between culture and activism in New Orleans. SOF staff recently attended a briefing run by ATC that brought together funders, musicians and local non-profits to strategize on how activism, philanthropy and local arts and culture can be integrated into community development efforts – specifically in New Orleans' affected communities.

ATC is a pioneer, and the only organization that we are aware of, that provides technical support to artists to advance social justice issues. Music and other art forms can inspire activism in communities that may not be moved by traditional outreach efforts on policy dissemination and reach audiences not touched by the mainstream media. ATC harnesses the power of music and culture to inspire youth and others to debate, explore and become active on a range of social justice issues. Being a pioneer brings its own challenges, however, and the organization struggles to build a sustainable funding base for its unique role in the social justice organizational ecosystem.

ATC is staffed by experienced leaders, who are artists and activists themselves, and who are trusted and respected by artists and social justice organizations alike. ATC's founder and Executive Director, Erin Potts, began her career by creating and producing the highly successful Tibetan Freedom Concerts in conjunction with popular hip-hop group the Beastie Boys. The project engaged hundreds of popular musicians, raised millions of dollars to support activism, elevated the public awareness of the Tibetan freedom struggle, and mobilized tens of thousands of highly committed young activists through its partnership with Students for a Free Tibet. Erin is a recognized innovator in the culture community and has advised other OSI grantees and U.S. Programs staff on strategies for using art and culture to inspire activism.

ATC serves as a model for other efforts to use art and culture as an innovative tool for activism and social networking. It offers indispensable services to high profile artists who need tools for engagement, social justice strategies that have an impact, and strategic advice on advocacy organizations and specific issues. Its behind-the-scenes support and research improves the effectiveness of advocacy by musicians, and offers social justice groups new tools and audiences to amplify their issues.

Air Traffic Control achieves impact on a small budget with limited physical overhead and a three-person staff. In 2008, D&P granted ATC $50,000 a year for two years. We now recommend additional support in light of our belief in ATC's work and that its budget is currently too lean to allow ATC to take on innovative projects that align with OSI priorities. We also support this increase to acknowledge the key advisory role that ATC

leadership plays in linking funders with arts and culture social justice practitioners and due to upcoming projects that align with OSI priorities. D&P recommends an add-on grant of $25,000 for the next two years (making OSI's yearly contribution $75,000 a year for 2009 and 2010) and $75,000 a year for 2011. This also eases D&P funding constraints for 2010 funding as we currently have more room in our 2009 budget than in 2010 due to the number and size of grants that are projected for renewal next year.

Name of Organization: Center for Progressive Leadership

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

Purpose of Grant: to provide support for New Organizing Institute

Previous OSI Support: $500,000
$100,000 from Democracy and Power Fund (2008-2009)
$400,000 from Progressive Infrastructure (2005-2008)

Organization Budget: $4,500,000 (fiscal sponsor)

Project Budget: $579,400

Major Sources of Support:

Tides Foundation	$275,000
Vanguard Charitable Endowment Program	$150,000
John Merck Foundation	$100,000
Hull Family Foundation	$63,000

Amount Requested: $150,000 over one year

Amount Recommended: $200,000 over two years

Term: One year, beginning August 1, 2009

Description of Organization

The Center for Progressive Leadership (CPL) is a national training institute dedicated to developing the next generation of progressive advocacy and elected leaders. CPL has state offices in Arizona, Colorado, Michigan, Ohio, and Pennsylvania, and national headquarters in Washington, DC Through intensive training programs for youth, advocates and future candidates, CPL provides individuals with the skills and resources needed to become effective leaders. The organization's staff, drawn from a broad community of activists from across the country, includes leaders from the nonprofit, political, philanthropic, legal, business, and government sectors.

CPL, a Democracy and Power grantee, serves as fiscal sponsor for the New Organizing Institute.

Description of Program for Which Funding Is Sought

The New Organizing Institute (NOI) enhances civic engagement and social change organizing by enabling nonprofit groups to take advantage of the latest advances in new technology, to do their work more efficiently and effectively, and to build connections between individuals and other organizations doing social justice, civic engagement and community organizing. NOI was established in 2006 by some of the founders of

MoveOn, including current OSI Global Fellow, Zack Exley. NOI's mission is to build leadership within the social justice field by providing training, research and skills development to make individuals better enabled to use the tools of the Internet for their organizing campaigns. NOI has built a national network of new organizers, engaging and challenging social justice organizing and advocacy organizations to make new media and online organizing central to their strategies for creating change.

Since its first training in 2006, NOI has provided intensive training to over 750 organizers and activists across the country. Trainees include many activists who serve in leadership roles in dozens of advocacy organizations and campaigns at the local, state, and national levels. NOI employs several different training models in order to respond best to trainee needs, varying from two-hour targeted trainings to week-long immersion style "bootcamps." These trainings offer a way for attendees to learn some of the newest organizing tools and techniques from experts who have pioneered their use. Since its formation, NOI has offered highly-regarded intensive technology convenings, called "Rootscamps," customized trainings, and comprehensive and ongoing technology support to hundreds of groups of all sizes around the country. Because online organizing is still a relatively new field, NOI's work guides these groups through the hype surrounding this new area as they try to discern what works online and what does not and which online advisors are over-priced hucksters versus who is the real deal.

The goals of NOI are to:

- Train and support a new generation of technology-enabled and results-driven grassroots organizers and staffers
- Consolidate and disseminate knowledge gained by practitioners in the field of online organizing and civic engagement technology
- Conduct new research and post-campaign investigations that employ results-focused, systematic thinking to help make future campaigns and organizations more efficient and effective; and
- Connect social justice organizations with successful practitioners and experts in online organizing technology and strategy in order to maximize the effectiveness of their work

NOI's major program areas are online organizing, new media, political technology, technology infrastructure, movement building, management, and supporting innovation for the progressive community. NOI works closely with partners from nonprofit organizations, colleges, progressive companies, technology vendors, labor unions, training organizations, government, and the netroots.

In the coming year, NOI plans to train hundreds of civic engagement groups and other organizations in effective uses of the latest technology, including email marketing, social networking sites such as Facebook and MySpace, online fundraising, civic engagement technology, blogger outreach, and online membership communications. NOI works with staff across organizational departments, including communications, membership, fundraising, advocacy, Internet, and IT, helping them to better leverage emerging (Web 2.0) and tried-and-true (email) technology to multiply their organizational impact. NOI

also trains young activists, aiming to create a talent pool that can fill the great need for online organizers and Internet directors.

NOI plans to conduct state-based trainings and organizer summits for state-based collaborative tables to increase their ability to coordinate issue advocacy and enhance field work with online tools. In partnership with State Voices, a Democracy and Power Fund grantee, NOI is now taking these trainings to Colorado, Michigan, Minnesota, New Mexico, Ohio, Oregon, Pennsylvania, Washington, Wisconsin and other states. NOI will also recruit tech-savvy college graduates and place them with groups to enhance organizational integration of online and offline organizing and advocacy strategies.

NOI is working with a group of technologists, funders, and organizations to improve nonprofit civic engagement infrastructure. This includes support on voter registration, data management, processes and accuracy, and ensuring that a broader array of groups is effectively engaged with the Catalist voter database and related membership resources.

Rationale for Recommendation

The Democracy and Power Fund recommends a renewal grant of $200,000, over two years, to the New Organizing Institute for its work to advance these key Fund goals: Utilizing innovative social engagement through technology to inspire public participation, civic engagement, community activism, and issue advocacy; and building a strong leadership development pipeline for the social justice organizational ecosystem through trainings and targeted outreach to young people to develop and share their expertise in online organizing.

In recent years the work of nonprofit organizations and campaigns has been transformed through the Internet, radically shifting the way that people communicate, get information, and organize. For instance, 77% of American adults are now online, compared with just 9% a decade ago. Additionally, 50 million Americans consider the Internet to be their primary news source, up from 27 million in 2002. New tools, tactics, and strategies are available to organizations of all sizes as the costs of technology and barriers to online access decline. As the fiscal environment for social justice non-profits worsens, many groups are now compelled to increase the efficiency of their work. Online tools provide some of the most cost-effective ways to improve advocacy and outreach.

Online organizing, tapping the Internet as a vital source of income, volunteer organizing, and activism for campaigns and organizations has been utilized successfully by many activists and organizations seeking social justice. NOI was conceived of and created by leaders from the first generation of experienced online organizers, or "new organizers" - that is, organizers who use all available new and seasoned technologies to catalyze and coordinate activity both online and offline. NOI's founders and collaborators are veterans of campaigns and nonprofits that have created some of the foremost online success stories. By training new online organizers and technologists, NOI is infusing this field with talented staff, to connect and energize a new generation of activists and help solidify long-term power to advance social justice.

We note that NOI helps to build the capacity of groups working in the field - across issue and constituency lines - to be more effective in harnessing the power of new technologies to engage people in taking action on issues of concern to OSI, such as comprehensive immigration reform, climate change, reproductive health, economic opportunity, and other issues that are part of our open society agenda. NOI partners with many organizations that are field leaders in these issues and its work strengthens the broader issue advocacy organizational ecosystem.

In addition to its partnership with State Voices, NOI collaborates with other training groups and sends trainers to partner organization trainings, including those of Democracy and Power Fund grantees Wellstone Action Fund and United States Student Association Foundation in order to share the curriculum more broadly. These trainings emphasize proven strategies that maximize other OSI investments, like those in Catalist and the Civic Engagement Fund. In addition, NOI has created a network of bloggers to help promote the issues and work of voter engagement groups.

Key to NOI's success has been its work to downplay the influence of consultants and vendors who often sell systems that lock groups into proprietary relationships and make it hard for them to adapt to changing conditions without paying a big price. NOI has carefully situated itself as an honest and knowledgeable broker that is not beholden to any technology or group and is thus well situated to help leaders make the decisions that will lead to the best outcome in terms of their civic engagement results. OSI support will enable NOI to make these tools available to an even greater number of organizations and collaborative efforts. As U.S. Programs assesses our grantees’ technology capacity across programs, NOI will continue to serve as a useful resource and thought partner.

Name of Organization: Drum Major Institute

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

Purpose of Grant: to provide general support

Previous OSI Support: $779,125
$400,000 from Democracy and Power Fund (2008-2009)
$334,125 from Progressive Infrastructure (2006-2007)
$30,000 from Justice Fund (2006)
$15,000 from Charitable Events Fund (2005-2006)

Organization Budget: $1,609,575

Project Budget: N/A

Major Sources of Support:

William Wachtel	$100,070
Horace Hagedorn Foundation	$100,000
Ford Foundation	$75,000
Arca Foundation	$75,000
Edgar Bronfman	$50,000
Sandler Family Supporting Foundation	$50,000

Amount Requested: $350,000 over two years

Amount Recommended: $350,000 over two years

Term: Two years, beginning January 1, 2010

Description of Organization

The Drum Major Institute for Public Policy (DMI) is a New York City-based nonpartisan think tank focused on promoting progressive economic and social policies. Founded during the civil rights movement, DMI conducts research to hold policymakers accountable for their support of policies that strengthen and expand the middle class; highlights models of progressive policymaking that should be replicated in our nation's cities; advances the arguments that help progressive leaders and advocates to govern effectively; and trains the next generation of policy advocates who can put these ideas into practice. With an agenda that encompasses both New York issues and national affairs, DMI seeks to position itself as a progressive version of the Manhattan Institute, using a "middle class squeeze" frame to work on several key issues.

In the past, these issues have included predatory lending, immigration and civil justice reform, along with the need to elevate the discussion of urban issues in presidential debates. In the upcoming two year period, DMI will continue with messaging on urban issues to highlight the roles of cities as models for the need for government safety nets

and the sharing of public resources. DMI has been successful in producing original research and aggressively marketing it to inform and reframe the attention of policymakers, journalists and other opinion leaders.

Description of Program for Which Funding Is Sought

The proposal recommends general operating support.

Rationale for Recommendation

The Democracy and Power Fund recommends a renewal grant of $350,000, over two years, to the Drum Major Institute (DMI) for its work to advance these key Fund goals: Connecting policy to action through multi-issue policy research, analysis, and advocacy that is deeply linked to grassroots communities and organizations; elevating and advancing economic justice policies through a broader equity lens; and contributing to increased youth engagement and the development of a social justice leadership pipeline through its DMI Scholars program.

DMI plays an important, and underserved, role in the think tank universe through its work to drive a discourse around middle-class issues. Using a combination of generating new ideas, modeling policies at the local and state levels, integration of creative communications strategies, and new leader trainings that bring new voices to policy circles, DMI connects with activists to impact state and national policy agendas. DMI presents bold offerings of policy change that connect to many OSI priorities, notably predatory lending, immigrants' rights, the role and integrity of government, and economic and social justice issues for people of color.

Uniquely in the think tank universe, DMI is led and staffed by women and people of color. Consequently, it tends to elevate different issues than many other think tanks. Importantly for an increasingly diverse nation and organizational ecosystem, a core part of DMI's mission is to cultivate a new generation of policy leaders and specialists from diverse backgrounds. With OSI funding over the next two years, DMI will complete its strategic planning process and continue to develop young people of color as policy experts through the DMI Scholars program.

Building on its core strengths – and a recognition that it could more effectively assume a public policy leadership role if it were to revisit and modernize its mission – DMI plans to shift its branding, programs, staffing, and leadership to become "America's progressive, urban policy and ideas shop." DMI plans to fill a void in the social justice landscape in a way that will shift the debate to the accomplishments of past efforts that lifted up low- and moderate-income families and current ways that we can reduce the wealth gap and build a social safety net for all Americans. Using cities and the urban environment as its focal point, DMI will highlight the success of social justice policies that have benefited communities through active, democratic governments. The focus on cities highlights the important role that cities play in national demographics and the health of the U.S. economy and the crucial role advocates have played in successfully

incorporating local government responses to issues such as global warming, immigrants' rights, and economic inequality.

DMI's strategic pivoting of its framing, to now focus on cities will allow it to continue to counter conservative policies and ideas and reframe an urban agenda, through an active demonstration of the ways government can change peoples' lives for the better.

The new framing, called DMI Urban, is already in its early stages and will, the organization hopes, help it emerge as a major player in the national discourse around a new vision for urban America. It will serve as new headquarters for those interested in putting cities on the national agenda and for advancing a social justice agenda within cities. DMI has had success with new media communications strategies that involve video clips, the netroots, and bloggers in order to publicize its work beyond New York, finding audiences among state and national policy makers and opinion leaders.

DMI will release important new research and policy analysis on cities and their challenges; lift up policies that are already working in cities to inspire their replication; introduce an important new vehicle for idea generation in the form of PoliCity, a journal focused on urban policy (with New York City as its anchor); develop deeper relationships with urban policymakers and grassroots advocates; and use web 2.0 technology to create a broader constituency of people who want to see urban issues at the forefront of the national agenda.

DMI's principal constituencies are policymakers (both current and aspiring), policy influencers (advocates, organizers, labor, bloggers) and the press. DMI distinguishes itself among think tanks by establishing a close working relationship with front line organizations – most of which organize in and advocate for low- and moderate-income communities that are not typically counted among the political elite. Their alliances include work with other Democracy and Power Fund grantees, including national grassroots networks like the Right to the City Alliance, Center for Community Change, and Pushback Network. The new urban frame for DMI seems an especially strong fit for the urban organizing and advocacy focus of the Right to the City Alliance.

DMI brings groups together to inform their work and utilize research to advance their agendas. An example of this includes this past February, when DMI convened members of labor unions and immigrant rights groups to advance a pro-worker, pro-immigrant agenda to push back against the right-wing's desire to split the two constituencies in order to derail comprehensive immigration reform. During this conversation, DMI used its 2005 report, "Principles for an Immigration Policy to Strengthen and Expand America's Middle Class," which put forth an argument for a shared national interest in policies that recognize the contributions of immigrants to the economy while strengthening their rights, and the rights of all workers, in the workplace.

While it has had some success in finding a national audience for its "middle class squeeze" frame, our due diligence has revealed that DMI's work lacks recognition and lacks the ability to advance policy ideas beyond New York State (or in Albany, too). It is

our belief that a new cities focus and urban agenda frame could offer a compelling way for the organization to seize the current political moment and elevate its profile and thinking at the national stage. We'll continue to monitor how this organizational evolution unfolds and how DMI enters a new role in the social justice ecosystem, working with groups like U.S. Programs grantee PolicyLink and others that have already staked out a clear niche on metropolitan issues from an equity frame.

We have also begun to shift our funding priorities to instill some measure of consistency in grant size awards, particularly among those grantees that received OSI funding prior to the existence of the Democracy and Power Fund. Accordingly, we've been in conversation with DMI leadership to discuss a gradual reduction in its funding; to this end, the first year of this grant award will be for $200,000 and the second year at $150,000.

DMI has two experienced leaders at its helm. Mark Winston Griffith is currently serving as the Executive Director of the Drum Major Institute for Public Policy. Mark is a Brooklyn (Bed-Stuy, specifically) based community economic justice activist and journalist whose articles have appeared in dozens of publications including *The New York Times*, *The Nation*, *New York Daily News*, *The Village Voice*, *The Source*, and *Spin* and *Essence* magazines. Mark is also a columnist with *Gotham Gazette*, a board member of Free Speech TV and a board member of City Futures, which includes *City Limits* magazine and the Center for an Urban Future. Andrea Batista Schlesinger, DMI's Executive Director, is currently on leave working for Michael Bloomberg's re-election campaign. She will return to DMI in November 2009. During her tenure, DMI has essentially relaunched itself to become relevant in the new millennium, producing the only progressive analysis of the immigration debate addressing the concerns of the squeezed middle-class; creating a Marketplace of Ideas series to highlight successful social justice policies from across the country; launching two policy blogs that reach several thousand readers each day; and initiating the DMI Scholars program.

The landscape is ripe for bigger, bolder ideas and for new participants in efforts to develop and advance social justice oriented policies. With OSI's continued support, DMI will be better positioned to build on its core strengths and past accomplishments, shift its branding and program areas, and realize its mission as a leading voice for social justice and urban policy change.

Name of Organization: Economic Policy Institute

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

Purpose of Grant: to provide general support

Previous OSI Support: $5,020,750
$300,000 from Four Pillars Fund (2009-2011)
$3,000,000 from Progressive Infrastructure (2005-2008)
$501,400 from Global Policy Fund (2004-2008))
$660,000 from Strategic Opportunities Fund (2003-2005)
$375,000 from Gov + Pol Dev/Effective Gov't (2000-2002)

Organization Budget: $6,800,000

Project Budget: N/A

Major Sources of Support:

Rockefeller	$550,000
Ford Foundation	$500,000
Annie E. Casey	$150,000

Amount Requested: $550,000 over two years

Amount Recommended: $550,000 over two years

Term: Two years, beginning September 1, 2009

Description of Organization

The Economic Policy Institute (EPI) examines the economic landscape, analyzes what is happening to real living standards, heightens public awareness and formulates policy proposals to promote broadly shared prosperity and opportunity, reduce poverty and improve the well-being of poor and low- income families. Founded in 1986, EPI is well known for reports on issues including job growth, wages, taxes and budget, the safety net, the steady erosion of health care coverage, globalization, job quality, and retirement security. EPI disseminates its products and analyses to the general public, media, policymakers and membership/advocacy groups, and also maintains an extensive network of academic economists.

Research and analysis have always been at the heart of EPI's work. Reports like *The State of Working America* (a biennial report that covers family incomes, wages, taxes, unemployment, wealth, and poverty national living standards), are considered essential and authoritative by journalists, advocates, and academics.

Two years ago, after evaluating its programs, EPI decided that it needed to move beyond describing problems and critiquing conservative policies and begin to work with its allies and networks to propose affirmative policy solutions. EPI publicly launched a new initiative, calling it the Agenda for Shared Prosperity, in January 2007. It assembled a team of more than sixty experts drawn from academia and other think tanks to tackle a broad range of issue areas, including full employment/macroeconomic, health, education, retirement security, corporate governance, work/family, poverty and inequality, state and local, globalization and manufacturing, energy and sectoral, and labor policies.

EPI has focused on expanding its communications and outreach capacity goal to make the Agenda for Shared Prosperity's policies central to the public discussion of how to achieve broad-based income growth. EPI also seeks to have its policy recommendations accepted and echoed by grassroots organizations and their constituencies, championed by elected officials and candidates, and eventually enacted into law at the state and national levels.

EPI works on sound economic policy that will contribute to:

- Growing incomes across wage and demographic spectrums
- Creating “good jobs”—those that provide high wages, sound benefits, and career paths
- Providing income and wealth security, especially for older Americans
- Lowering poverty rates and greater upward mobility
- Instituting a national infrastructure that will support economic growth
- Protecting against substantial economic risk –including job loss, illness, or other unexpected events.
- Providing educational opportunities to ensure full participation by all in a vibrant economy

In addition to its national work, EPI also serves as the hub of the Economic Analysis and Research Network (EARN), which currently has 54 groups in 42 states. Aggregated, they have staff of about 350 and budgets over $30 million. EARN groups do research and policy work on a broad range of issues, including economic development, education, health care, minimum wage, corporate accountability, and voters' rights. EPI assists EARN groups with policy development and economic analysis, organizational development, and training. It also organizes collaboration; strategizing and information sharing among EARN groups and between EARN groups and national organizations. For example, it orchestrates communications campaigns that utilize EARN groups as local outlets for national messages on issues as the state of the economy, the minimum wage, and Social Security.

Description of Program for Which Funding Is Sought

The proposal seeks general operating support.

Rationale for Recommendation

The Democracy and Power Fund recommends a $550,000 general support renewal grant, over two years, to the Economic Policy Institute for its work to advance these key Fund goals: Connecting policy to action through multi-issue policy research and advocacy that is deeply linked to grassroots communities and organizations; providing economic policy research and analysis that connects social justice organizations to advocacy efforts; and elevating and advancing economic justice policies through a broader equity lens.

EPI has long been a lead voice arguing that the health of the nation's economy should not be judged simply by stock market performance or GDP growth, but by the living standards of American families. Through scrupulous research, EPI has shown, over the years, that the gains from America's economic growth and rising productivity have accumulated at the very top of the income spectrum, while the rest of the population has had to contend with stagnating or declining real incomes. In the last couple years, these arguments have finally begun to penetrate conventional economic wisdom. EPI deserves credit for this shift.

EPI's living standards research program also continues to distinguish itself. For example, EPI recently developed a method for determining family budgets for over 400 metropolitan and rural areas (and six family types) that are sufficient to cover basic necessities (e.g. local housing costs, child care, health care, transportation, and taxes). Like others researchers and advocates, EPI has been critical of federal poverty threshold measures, and is working to popularize its family budgets as benchmarks for a more accurate representation of what a safe and decent standard of living would look like.

Important new areas of EPI’s research include immigration and job displacement. On immigration, EPI examines the impact of new immigrants on different labor market sectors and provides technical assistance to EARN groups so they can better analyze the impact of immigrants on a range of state policy questions. EPI will also build off of the work of Princeton Professor Alan Blinder to begin to paint a more detailed picture of the educational, ethnic, gender, wage and regional compositions of the jobs that are going to be most vulnerable to job displacement.

Since its founding in 1986, EPI has focused on producing and distributing this sort of research and analyses. The launch of the Agenda for Shared Prosperity marks its first serious effort to develop affirmative public policy proposals. This is an exciting and much needed development and EPI is hoping to continue its expansion.

EPI has had success with many of their policy ideas, most notably their universal health care plan developed by Yale political scientist Jacob Hacker. EPI has worked with Hacker to take the plan from a broad conception to a detailed proposal and has energetically promoted it. Both John Edwards and Hillary Clinton used the Hacker plan as the model for their respective health care proposals in their presidential campaigns. In addition, EPI’s former Director of Living Standards, Jared Bernstein, recently became the Chief Economist and Economic Policy Adviser to Vice President Joseph Biden, heading

up the new White House Task Force on the Middle Class. Leading EPI's research and policy work is John Irons, who joined EPI in 2007; his areas of research include the U.S. economy and economic policy, with an emphasis on federal tax and budget policy. He previously worked as the Director of Tax and Budget Policy at the Center for American Progress (2004-2007) and as a tenure-track Assistant Professor of Economics at Amherst College (1999-2003). His academic publications have appeared in several journals including the *Journal of Monetary Economics*, *Journal of Applied Econometrics*, and the *Review of Financial Economics*. He has won several awards for his economics Web sites, including top-5 awards from *The Economist* and *Forbes*. He currently serves on the Committee on Electronic Publishing for the American Economic Association, and on the Board of Governors of the National Economists Club.

The EARN network has also supported major victories in state-based legislative and referendum fights to increase the minimum wage. With EPI support, EARN groups were instrumental in writing and releasing reports, organizing economist support, and supplying data and expertise to state-based allies and the media. Altogether, 21 states raised their minimum wages in 2006 and 2007.

This Democracy and Power Fund's renewal recommendation is for a sizable reduction in previous funding for EPI, from $600,000 annually to $550,000 over two years. While we continue to support the organization, prior funding levels for think tanks – established in the Progressive Infrastructure era – are not sustainable in our current portfolio and are significantly out of scale compared to many other worthy grantees that we are supporting. To that end, we are tying off several think tanks but EPI remains an organization that we wish to continue to support. We've communicated clearly and in an upfront manner with EPI's leadership our need to reduce funding and have noted that the reduction in Democracy and Power Fund support will be lessened by other, new OSI investments in its work, including funding through Bailout Watch (roughly $100,000, through the Seize the Day Initiative) and the Immigration Integration Fund, (a two year grant of $300,000 was recently awarded).

Name of Organization: Center for Civic Policy

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

Purpose of Grant: to provide general support

Previous OSI Support: $25,000 from Democracy and Power Fund (2008)

Organization Budget: $1,301,676

Project Budget: N/A

Major Sources of Support:

McKay Foundation	$150,000
Tides Foundation	$145,000
Panta Rhea Foundation	$100,000
Mott Philanthropic	$100,000
Kellogg Foundation	$75,000
FACT Services	$50,000
General Service Foundation	$35,000

Amount Requested: $150,000 over one year

Amount Recommended: $200,000 over two years (including $100,000 from the Seize the Day Initiative T1:21079 and $100,000 from the Democracy and Power Fund T1:21091)

Term: Two years, beginning July 1, 2009

Description of Organization

The Center for Civic Policy (the Center) is an Albuquerque-based group that builds 501(c)(3) non-partisan civic engagement capacity and advances social justice issues from the state level. The Center has piloted a high impact and well regarded model of building state-based capacity in New Mexico and beyond in order to effectively shape the issue landscape and shift public will toward social justice perspectives and policy changes. Since the 2004 elections, the Center has been a leader in the national non-profit and philanthropic dialogue around civic engagement metrics and methods, activist/funder collaboration, and innovative usage of communications tools to more effectively inspire public participation from people of color, young people, and people from rural communities.

Within New Mexico, the Center has led fights to win campaign finance reform and green jobs legislation that serve as models for other states. It has also played the lead role in building out an infrastructure to support social justice by creating several new communications vehicles, organizing the c3 voter engagement table and providing access to high level voter file databases, expanding leadership and training programs for

grassroots leaders, and facilitating a model program to strengthen the capacity of New Mexico organizations with the McKay Foundation's Capacity Building Project.

Several recent successes demonstrate the Center's importance:

- C3 Table Coordination: The Center coordinated the 2008 nonpartisan, statewide c3 civil engagement voter engagement table for New Mexico, comprising 12 organizations making 668,000 voter contacts (particularly impressive in a large rural state of only two million residents). The Center introduced many groups to the Voter Activation Network (the software to organize the voter lists into turf, maps and call, walk, and mail lists) and Catalist (the voter file database), services provided nationally by Democracy and Power Fund grantee State Voices, for the first time, saving groups hundreds of thousands of dollars. The Center also assisted many groups in their first ever treatment-and-control experiments to measure the impact of direct mail, radio, and communications programs so that they could discern which voter contact methods worked and which did not. In New Mexico alone, c3 table groups spent close to $2 million and deployed over 1,000 individuals, primarily on field activities related to nonpartisan voter education.

- Civic Engagement: The Center itself was responsible for 60,000 field contacts with 30,000 targeted, low propensity voters, or about 3.7% of the eventual total turnout in New Mexico. Beyond New Mexico, the Center, in conjunction with State Voices, created nonpartisan metrics to measure civic engagement. For example, the Center is working to increase the socially responsible vote so that those voters comprise a larger share of the electorate each year. With this larger vote share, social justice advocates can increase their ability to hold elected leaders accountable for their actions and push candidates and parties to address the issues that are important to local communities.

- Leadership Development: The Center is perhaps best known for its services to strengthen civic engagement at the state level and to serve as a national strategic leader in helping state-based organizations expand their non-partisan voter participation efforts. It selects national consulting projects based on the group's existing capacity and whether the project will contribute to the national dialogue on civic engagement. The Center focuses its leadership development on civic engagement models, funder dialogues and campaigns. For example, regarding civic engagement models, the Center provides tailored assistance to organizations and funders, focusing consultancy services on the lessons learned at the state level. The Center has already been asked to share these lessons with colleagues in Colorado, Florida, Georgia, Maryland, Pennsylvania, Washington, and other states.

- Communications: The Center works year-round to frame the issue environment so that community members, voters, candidates, and opinion leaders are talking about and responding to socially responsible issues. It utilizes direct mail, radio,

- Issue Campaigns: The Center utilizes issue campaigns to change the public debate on critical issues facing the country. It assists organizations in developing aggressive issue campaign strategies, whether at the local, state, or national levels. This work helps to provide a clear understanding of how to maximize the role of 501(c)3 organizations in educational, advocacy and voter engagement arenas. Recent examples of this work include consulting with the New Mexico Coalition to Repeal the Death Penalty. The Center is currently consulting on drug treatment and criminal justice reform issues, primarily by providing strategic and technical assistance to the New Mexico affiliate of the Drug Policy Alliance.

To create greater activist strategic engagement with funders, and push for an increase in resources for state-based capacity building and issue advocacy, the Center has played a leadership role in two national pilot projects – the State Integration Pilot Project (SIPP) and the Civic Engagement Networks Project – that brought together nonprofit and philanthropic leaders to work in tandem to tackle strategic challenges facing the field. The purpose of SIPP, for which the Democracy and Power Fund supported its final evaluation and convening, was to create a working set of external metrics by which to judge civic engagement. Lead statewide groups from four states (CO, MI, NM, and OR), working with very different state political environments, organizational structures, and advocacy styles, were selected to participate in order to determine if diverse organizations could work towards a common set of metrics for civic engagement.

The four metrics selected were 1) reaching a relevant share of the electorate; 2) changing the issue environment in a more socially responsible manner; 3) developing leaders from communities that have been historically disenfranchised; and 4) increasing the "return on investment" in the state by sharing services and developing economies of scale across numerous organizations. SIPP, a short-term project, held its final meeting in April 2009 and will be issuing its project evaluation in the coming weeks, but its impact has already been felt. For example, in Colorado, SIPP's lead partner was the Colorado Progressive Coalition which led, with 9to5 National Association of Working Women, efforts to defeat a 2008 state anti-affirmative action ballot initiative for the first time in the nation's history.

Description of Program for Which Funding Is Sought

The proposal seeks general operating support.

Rationale for Recommendation

The Democracy and Power Fund recommends a $200,000 grant, over two years, to the Center for Civic Policy for its work to advance these key Fund goals: Expanding public participation through grassroots organizing, civic engagement, and coalition building in order to build power for those who do not currently have it; and building state-based capacity through bolstering issue advocacy efforts and technical assistance for state-based organizations working on multiple OSI priorities at the local, metropolitan, state, and national levels. From this recommendation, $100,000 in funding would come from the Democracy and Power Fund.

The remaining $100,000 in funding would come from the Seize the Day Initiative to support CCP's work to advance these key Initiative goals: Increasing public participation, in short- and long-term issue advocacy fights, through capacity building support for state-based organizations; and supporting innovations in advocacy, in this instance through creatively building state-based power through multiple strategies.

At a time when building state-based capacity is vitally important to advancing more social justice friendly local, state, and federal agendas, the Center is in heavy demand nationally for its innovative and coalitional strategies to build state power. Recently, the Center was invited by OSI-Baltimore to speak to its staff and community-based partners about state power building strategies for Maryland and to guide our OSI colleagues in the steps necessary to develop a c3 civic engagement table to increase voter participation work among non-profits in the state. This work has long-term benefits as it builds power for communities and organizations to advance issue change. OSI funding – through matching support from the Democracy and Power Fund and the Seize the Day Initiative – would underwrite the Center's work to provide strategic consulting assistance to state-based organizations around the country.

The State Integration Pilot Project developed new and valuable metrics that will both enhance the ability of community based c3 organizations to reach more voters more effectively and conserve ever limited philanthropic dollars through steering investment to collaborative efforts that are proven to work. Moreover, the constituencies of the groups served though these consultancies are overwhelmingly people of color and low and medium income families, likely also to be located in urban areas and seats of state power—priority areas for the Democracy and Power Fund.

The Center is led by Eli Il Yong Lee, its founder and Executive Director. We have been impressed with Eli and have heard consistently strong feedback from peer civic engagement funders (including Carnegie Corporation, McKay Foundation, and others) and from state organizations. Additionally, he received very positive reviews for his panel participation at the December 2008 U.S. Programs Board Meeting, inspiring Diana Morris to promptly invite him to visit OSI-Baltimore and share his state-based power building expertise as a possible guide for Maryland. Eli is a key state leader with keen insight in state-based capacity building, strategy development and issue campaigns and, prior to founding the Center, he has 20 years of issue and political campaign experience.

His experience includes serving as campaign manager or strategic consultant for over eighty electoral and issue campaigns, serving as a board member for the Asian Pacific Islander American Vote (APIA Vote) project, a Democracy and Power Fund grantee, and as 2004 lead trainer for the Native Vote Project of the National Congress of American Indians.

As federal issue fights increasingly demonstrate the need for strong state based activist networks that can inspire participation – and political accountability – in the hometowns of elected leaders, we also note that many of the best opportunities for advancement of open society policies exist at the state level. Recent legislative or referenda victories to end the death penalty and advance a green economy (New Mexico), win public financing of elections (Vermont), establish marriage equality (Maine and New Hampshire), establish near universal health care (Massachusetts), and win minimum wage victories (Colorado, Florida, Ohio, and others) show that states can be incubators or instigators of significant change.

To quote former Speaker of the House Tip O'Neill, "all politics is local." With thoughtful and targeted funding for state-based capacity building in 2009 we can enhance issue advocacy work this year and build the permanent, state infrastructure necessary to maintain high levels of voter participation in 2010 and beyond. Accordingly, we believe that the Center for Civic Policy's thoughtful leadership in both of these areas, in New Mexico and increasingly across the nation, makes for a worthy and timely investment.

Name of Organization: Western States Center

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

Purpose of Grant: to provide general support

Previous OSI Support: $985,049
$100,000 from Democracy and Power Fund (2008-2009)
$200,000 from Progressive Infrastructure (2006-2008)
$35,049 from Justice Fund (2002-2003)
$450,000 from Governance & Public Policy (1999-2004)
$200,000 from Political Campaign Reform (1997-1999)

Organization Budget: $1,524,000

Project Budget: N/A

Major Sources of Support:

Ralph Smith Foundation	$500,000
Ford Foundation	$150,000
Carnegie Corporation	$100,000
Social Justice Fund Northwest	$40,000
Veatch Program	$40,000
Marguerite Casey Foundation	$25,000

Amount Requested: $100,000 over one year

Amount Recommended: $100,000 over one year

Term: One year, beginning October 1, 2009

Description of Organization

Western States Center, a Portland, Oregon based nonprofit, builds social justice infrastructure in the eight Western states of Oregon, Washington, Idaho, Montana, Wyoming, Utah, Nevada and Alaska. Western States Center's (WSC) mission is to build a movement for social, economic, racial and environmental justice; build long term, strategic alliances among community, environmental, labor, social justice and other public interest organizations; and develop the capacity of informed communities to participate in the public policy process and in elections.

WSC is organized around three goals: 1) to develop long term capacity for greater constituent mobilization; 2) to deepen skills in issue and community organizing, organizational development and strategic planning; and 3) to build a network of leaders and organizations who can work effectively as allies beyond single-issue approaches. Racial justice is a concern in all of the WSC's activities and it strives to build intentionally multi-racial coalitions among organizations and individuals in one of the

least racially diverse regions of the nation. As such, WSC's work is inherently collaborative. They work on an "open source" model, engaging scores of organizations in a set of programs designed to deepen and sustain multiple networks of groups who work in complementary ways across a wide array of geographic locations, issues and constituencies.

In addition to developing capacities and skills, the Center has taken a lead role in building collaborative, cross-constituency approaches to addressing potentially divisive public policy issues, especially via their *Research and Action for Change and Equity (RACE)* and *Gender Justice* programs. Historically, WSC was built around environmental work, and on countering the conservative, "wise use" movement that rose in the Northwest in the late 1980s and 1990s. As its interests have broadened, WSC now includes – and even centers - its work on such OSI priority issues as criminal justice, racial justice, immigrants' rights and political participation.

During the proposed grant period, the Center will work towards the following goals:

- Civic Engagement: Foster a deeper understanding of civic engagement strategies to ensure that historically marginalized communities are heard within the political and public policy process and can address structural barriers to their participation.
- Leadership Development: Identify and support leaders from various constituent based organizations to build analysis, skills, and mutually supportive relationships.
- Capacity Building: Strengthen the capacity of community organizations to build power for their members through in-depth consultation and technical assistance, especially among communities of color and immigrant communities.
- Research and Action for Change and Equity: Support organizations that build power in communities of color and that address vital racial justice issues.
- Gender Justice**:** Articulate a multi-issue gender justice analysis and support organizations led-by and serving immigrants, women of color, LGBTQ people of color and low-income women and families in working towards an explicit gender justice agenda.

Using community organizing, WSC plays a critical role that many voter mobilization groups are not willing or able to, i.e. motivating and engaging unlikely and discouraged voters into the continuum of civic life. WSC works with community organizations that have standing and credibility with their constituents to overcome entrenched cynicism towards political parties and candidates so that they may see their critical role in preserving democracy. WSC's Voter Organizing, Training and Empowerment (VOTE) Project, a year round civic engagement project established in 2004, was founded to address these challenges. The project increases the capacity of community organizations to involve members in defining, shaping and leading policy issues critical to their constituencies, missions and values. VOTE recently expanded and now works closely with twelve organizations, providing funding, training, convenings, and assistance in leveraging other resources. VOTE supports a movement building approach to policy engagement that encompasses voter registration, education, and mobilization as tools to

strengthen the leadership and capacity of groups to sustain their civic engagement beyond any given electoral cycle. Some of the organizations involved that receive both funding and technical assistance from WSC include The Center for Intercultural Organizing; Community Alliance of Tenants; Oregon Student Association; Progressive Leadership Alliance of Nevada (PLAN); Rural Organizing Project; and Voz Hispana/CAUSA. In addition, WSC is working to create a new 501 (c)(3) civic engagement table in Oregon with State Voices (a Democracy and Power fund grantee).

VOTE Project groups focus on issue campaigns that play out in local and statewide venues such as school boards, city and county councils, and state legislatures. Therefore, their model is one of year-round civic engagement: after Election Day they shift attention towards helping groups to (a) consolidate the new resources that they have accumulated during the intense election period, and (b) implement plans for continuing to develop their new leaders and mobilize their members and constituents in issue campaigns.

WSC's programs train emerging local leaders in effective organizing (culminating each year in a four-day training institute); create permanent, multi-issue coalitions among community, environmental, labor and social justice organizations; run a dismantling racism training program and offer organizing help to communities of color; and bring together public officials and various communities (especially those often excluded from such conversations) to find sustainable solutions to the region's social justice problems.

In addition, WSC has worked to bring about campaign finance reform for twelve years, by disclosing campaign contributions to legislative and statewide elections (it helped to compile the country's most comprehensive database on such contributions, which spun off as the National Institute on Money in State Politics, a Transparency and Integrity Fund grantee), and to inform the public about the political sway such contributions have and the obstacles they present for grassroots movements.

Description of Program for Which Funding Is Sought

The proposal seeks general operating support.

Rationale for Recommendation

The Democracy and Power Fund recommends a $100,000 renewal grant, over one year, to the Western States Center for its work to advance these key Fund goals: Expanding public participation through grassroots organizing and civic engagement in order to build power for those who do not currently have it; building state-based capacity through bolstering issue advocacy efforts on multiple OSI priorities at the local, state, and national levels; and constructing a strong leadership development pipeline for the broader social justice organizational ecosystem through ongoing training and technical assistance.

The Western States Center has trained thousands of leaders in the Northwest, Northern Rockies, and Great Basin states through deepening their skills and competencies and bringing them into relationship with peers and mentors who can help sustain their work

over their careers in often daunting and isolating rural communities. WSC develops long-term capacity for greater constituent mobilization, with particular emphasis on political analysis and education for members, staff, and leaders; deepens skills in issue and community organizing, organizational development and strategic planning; and builds a network of leaders and organizations who can work effectively as allies beyond single-issue approaches.

WSC uses its research and training curricula across the region and the country to help groups forge new and vital alliances, finding new ways to work across differences. WSC is also committed to finding, developing and sharing the best voter engagement and mobilization tools and strategies to help spread innovation widely across the region.

WSC is especially focused on integrating discussions of racial justice into debates about social and economic policy change and has been working with organizers, policy organizations and other nonprofits to develop coordinated programs focused on racial justice, immigration and economic justice.

In addition, WSC's annual training conference, the Community Strategic Training Initiative (CSTI), draws 400 diverse organizational leaders and activists yearly from throughout the northwest for four days of sessions on issue campaigns, including immigrants' rights and criminal justice reform, and organizational capacity issues, including fundraising and management challenges. The annual event is seen by social justice non-profit leaders as a premier training opportunity for smaller, grassroots groups that work in some of the nation's most conservative, rural communities. Organizational capacity building, particularly around financial health and sustainability matters, take on particular significance at this time when many non-profits are struggling to stay alive.

WSC is headed up by a well respected team, led by Dan Petegorsky, its Executive Director. Dan joined WSC in 1996 after serving on the board for four years. He has worked as Western Regional Director for the Peace Development Fund, where he supported many key grassroots organizations in the Western states, and served on the boards of directors of the Ballot Initiative Strategy Center, Public Campaign, and the National Institute on Money in State Politics (all present or former OSI grantees). WSC's Associate Director, Kelley Weigel, is a well known Western activist who has worked for the Rural Organizing Project, where she worked with Marcy Westerling, a newly selected OSI Global Fellow, to combat divisive issue fights on LGBTQ equality, immigrants' rights, and conservation and development issues in conservative Oregon communities.

The Democracy and Power Fund is supportive of WSC's work but will weigh future funding considerations based upon our emerging state funding interests. Among the states where WSC works, Nevada is the only one of the six states where D&P is currently conducting field research for new state-based funding in 2010. If we decide not to fund in Nevada, we may seek to tie-off WSC funding in order to be able to invest elsewhere. For this reason, we recommend a one year grant to the Western States Center at this time.