

**U.S. PROGRAMS  
DEMOCRACY AND POWER FUND  
Summary of Recommended Grants  
Docket I - April 12, 2010**

Organization	Recommended	Term
<b><u>U.S. Programs, Democracy and Power Fund, T1: 21091</u></b>		
<b><u>Grassroots Organizing &amp; Civic Engagement</u></b>		
Gamaliel Foundation	\$300,000	2 years
Jobs with Justice Education Fund	\$150,000	1 year
National Association of Latino Elected and Appointed Officials Education Fund	\$250,000	1 year
USAction Education Fund	\$300,000	2 years
<b><u>Leadership Pipeline &amp; Youth Engagement</u></b>		
Americans for Informed Democracy	\$50,000	1 year
People For the American Way Foundation (Young Elected Officials Network and Young People For) <sup>1</sup>	\$850,000	2 years
Jewish Funds for Justice (Social Justice Leadership)	\$100,000	1 year
<b><u>Innovative Social Engagement</u></b>		
League of Young Voters Education Fund (Citizen Engagement Lab) <sup>2</sup>	\$300,000	2 years
<b><u>Paradigm Shifting Policy Generation</u></b>		
Applied Research Center (add-on)	\$200,000	2 years
American Rights at Work Education Fund	\$150,000	1 year
Franklin and Eleanor Roosevelt Institute <sup>3</sup>	\$94,200	1 year
<b>TOTAL</b>		<b><u>\$2,744,200</u></b>

*Angel New*

Approval Signature

*April 12, 2010*

Date

<sup>1</sup> The total grant to People for the American Way Foundation (Young Elected Officials Network and Young People For) is to be split between Democracy and Power Fund T1:21091 (\$600,000), Neighborhood Stabilization Fund T1:21083 (\$145,000), Campaign for Black Male Achievement T1:21098 (\$50,000), Transparency & Integrity Fund T1: 21093 (\$30,000) and National Security and Human Rights T1: 21095 (\$25,000)

<sup>2</sup> The total grant to League of Young Voters Education Fund (Citizen Engagement Lab) is to be split between Democracy and Power Fund T1:21091 (\$100,000), Equality and Opportunity Fund T1:24023 (\$100,000) and USP Drug Policy T1:21031 (\$100,000)

<sup>3</sup> Transfer of previously approved funds, will not impact Democracy and Power Fund's 2010 grantmaking budget

## MEMORANDUM

To: Aryeh Neier  
From: Ann Beeson and Bill Vandenberg, for the Democracy and Power Fund  
Date: April 5, 2010  
Re: Democracy and Power Fund Docket I

We look forward to discussing with you the first 2010 Democracy and Power Fund docket on Monday, April 12. The write-ups and a docket sheet are attached here.

As you know, the Democracy and Power Fund is intended to enhance U.S. Programs' issue-specific funding and to build the collective power of individuals, communities, and organizations to develop and demand solutions to advance open society in the United States. As we have witnessed with the challenging first 15 months of a new administration and the rise of a new cycle of right-wing populism, the need for strategic, collective action via public participation and community engagement may be more important than ever for the advancement of an open society.

To this end, we are pleased to note that Democracy and Power Fund grantees played particularly vital roles in recent policy victories on health care reform – with the Center for Community Change, Faith in Public Life, Gamaliel Foundation, PICO National Network, and USAction Education Fund conducting essential field and policy work in Washington and across the nation – and on student loan financing reform, with the United States Student Association playing a central role. D&P grantees are also actively engaged in advancing other key national priorities, including comprehensive immigration reform (the Center for Community Change along with many others), job creation (the Economic Policy Institute is leading broad scale efforts here as is the League of Young Voters on the Youth Promise Act), and foreclosure policy and financial regulatory reforms (with the Roosevelt Institute and National People's Action leading national policy and field efforts).<sup>1</sup>

The Democracy and Power Fund is now solidly on track to implement its three year plan and has shifted significant funding resources into grassroots community, congregational, and constituency based organizing efforts that are connected to targeted policy outcomes. The Fund continues to refine its policy and idea generation portfolio to best support the development of a new economic paradigm for the U.S. and D&P staffers are playing key national leadership roles in efforts to develop strategies around non-partisan voter engagement, confronting the census undercount, supporting non-profit donor development and diversification, state-based capacity building, and cultural organizing. Lastly, D&P has spent considerable energy since the fall developing its new “building state-based power” program. Now that North Carolina and Texas have been selected as the Fund's two priority states, D&P staff – with USP colleagues – have traveled extensively to meet with over 100 leaders throughout the states. Our first North Carolina and Texas grantmaking recommendations will appear in our June docket and we

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<sup>1</sup> OSI funded organizations are explicitly prohibited from using OSI funding for lobbying on legislation.

look forward to discussing state-based work with you and know that this was an important legacy of your long-time ACLU leadership.

In this first docket, the Democracy and Power Fund recommends funding for eleven organizations, including seven renewals, two new grantees, one add-on grant, and one transfer of previously approved funds. These recommendations total \$2,744,200, of which \$450,000 is co-funded from other USP programs and initiatives, including \$145,000 from the Neighborhood Stabilization Initiative; \$100,000 from the Criminal Justice Fund; \$100,000 from the Equality and Opportunity Fund; \$50,000 from the Campaign for Black Male Achievement; \$30,000 from the Transparency and Integrity Fund; and \$25,000 from the National Security and Human Rights Campaign.

Our eleven recommendations include six general support grants, four fiscally sponsored projects, and one project grant. Five have grant terms for more than one year and one, Americans for Informed Democracy, is recommended for a tie-off grant.

Lastly, we are pleased to introduce you to the Democracy and Power Fund's new program associate, Nashay Jones. Nashay joins us from Amnesty International USA where she worked in the Atlanta, GA office on several projects, including death penalty abolition, and in New York, where she served as executive assistant to the executive director.

Our recommended grantees for Docket 1 are:

**Grassroots Organizing & Non-Partisan Voter Engagement:**  
**Four recommendations, \$1,000,000**

**Gamaliel Foundation, Faith and Democracy Campaign**

To support the Gamaliel Foundation, a Chicago-based confederation of 60 local and regional grassroots organizing affiliates in twenty states, which are collectively composed of 1,600 dues paying congregations representing more than one million clergy and laypeople of multiple faiths. Gamaliel builds independent grassroots faith-based community organizations so that ordinary people can have an impact on the political, social, economic, and environmental decisions that affect their lives. Using a “metro-equity” lens, affiliates work on a range of issues, including housing, education, jobs, health care, immigration, and criminal justice.

**Jobs with Justice Education Fund**

To support the Jobs with Justice Education Fund (JWJEF), a Washington, DC-based national network of 47 coalitions in 25 states comprised of both member organizations and over 100,000 individual activists that engage workers and allies in campaigns to win justice in workplaces and in communities where working families live. Since its founding in 1987, JWJEF has built a base of diverse constituencies at the local level and provided training, coordination, and networking at the national level to more effectively advance economic and social justice.

### **National Association of Latino Elected and Appointed Officials Education Fund**

To support the National Association of Latino Elected and Appointed Officials Education Fund (NALEO), a Los Angeles-based national network of over 6,000 Latina/o elected and appointed officials. NALEO facilitates full Latina/o participation in the American political process, from citizenship to public service, through integrated strategies that include increasing the effectiveness of Latina/o policymakers, mobilizing the Latina/o community to engage in civic life, and promoting policies that advance Latina/o civic engagement. Responding to the historic immigrant's rights mobilizations of 2006, NALEO has spearheaded the "Ya Es Hora" campaign linking naturalization to census to voter participation under a single message: "it's time."

### **USAction Education Fund**

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

### **Leadership Pipeline and Youth Engagement:**

**Three recommendations, \$1,000,000**

#### **Americans for Informed Democracy**

To support Americans for Informed Democracy, a Washington, DC-based youth engagement organization that empowers young people in the U.S. to address global challenges such as poverty, disease, climate change, and conflict through awareness and action. Through a network of 30 chapters and hundreds of individual activists on campuses across the U.S., AID promotes just and sustainable solutions at the campus, community, and national levels. AID has been a part of prior USP youth engagement funding but, despite its great work, is now an outlier to D&P's current youth organizing and engagement field building. As such, we are making a tie-off grant recommendation.

#### **Social Justice Leadership (fiscal sponsor: Jewish Funds for Justice)**

To support Social Justice Leadership (SJL), an innovative, Harlem-based organizational cohort model training program that started as a joint pilot project of the Rockwood Leadership Program and New York Jobs with Justice. Through its NYC cohorts and emerging cohorts in Miami and New Orleans, SJL provides high-quality leadership training to staff of community organizations, labor unions, and other grassroots social justice organizations.

#### **Young Elected Officials Network and Young People For (fiscal sponsor: People for the American Way Foundation)**

To support the Young Elected Officials Network (YEO) and Young People For (YP4), two leadership development programs housed at the People For the American Way Foundation. Led by Andrew Gillum, a 30 year old elected City Commissioner and

Mayor Pro Tem of Tallahassee, FL, each program is geared toward different phases in young people's personal, political, and professional development. YP4 is a leadership development program which identifies and trains leaders while they are still in college. YEO is a one of a kind national network that continues the pipeline of leadership development by providing support to more than 525 social justice minded local, state, and federal elected officials – from all 50 states – who are 35 and younger.

**Innovative Social Engagement through Arts, Culture, or Technology:**

**One recommendation, \$300,000**

**Citizen Engagement Laboratory - Color of Change, Presenté (fiscal sponsor: League of Young Voters Education Fund)**

To support the Citizen Engagement Laboratory (CEL), an Oakland, CA-based online organizing innovator, and its projects, Color of Change (CoC) and Presenté. CEL's programs are dedicated to developing innovative online vehicles to enhance civic engagement and amplify the advocacy voice of people of color communities. CEL uses digital media and technology to organize issue and identity-based communities, with a focus on amplifying the voices of underserved groups in order to make government more responsive and to bring about positive social change. With a base of 700,000 members (600,000 in Color of Change and 100,000 in Presenté), CEL projects have successfully activated bases around Jena Six justice system racism, confronting police brutality in the Oscar Grant case, spotlighting Sonia Sotomayor's judicial record, advancing immigrant's rights, and removing Lou Dobbs from CNN.

**Paradigm-Shifting Policy Generation:**

**Three recommendations, \$444,200**

**American Rights at Work Education Fund**

To support American Rights at Work Education Fund (ARAWEF), a Washington DC-based national organization that advocates for equality in the workplace through coalition-building, research, public relations, policy analysis, and organizing. ARAWEF investigates and exposes workplace discrimination and the inadequacy of U.S. labor law; stimulates debate about the state of workplace equality among journalists, policymakers, advocacy groups, and the public; researches policies that can lead to enhanced levels of unionization in the U.S.; and highlights public policy that protects workers from hostile employers and weak laws.

**Applied Research Center**

To support the Applied Research Center, a New York- based racial justice think/act tank and communications center for engaging critical constituencies in confronting structural inequality. This add-on grant would continue D&P's and the Equality and Opportunity Fund's co-funding of ARC's work in 2009 and would coordinate D&P's funding cycle of ARC with the Equality and Opportunity Fund, its USP lead.

**Franklin and Eleanor Roosevelt Institute**

To support the merger of the New Vision Institute, a Washington, DC-based public policy organization and the Roosevelt Institute, a New York-based D&P grantee that focuses on the development of paradigm shifting economic policy. New Vision, funded from 2006 by the USP Progressive Infrastructure fund, sought to bridge the gap between academia and public policy by building the next generation of progressive public policy intellectuals. This work will now be subsumed into Roosevelt's Campus Network, composed of 8,000 members organized at 86 chapters across the country.

Full write-ups of each recommendation are attached. We look forward to discussing them with you when we meet next week. Please let us know if there is further information we can provide in advance of the docket meeting on April 12. Thank you.

**Name of Organization:** Americans for Informed Democracy, Inc.

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

**Purpose of Grant:** to provide general support

**Previous OSI Support:** \$340,750  
\$200,000 from Progressive Infrastructure (2007-2009)  
\$750 from Matching Gift Program (2006)  
\$140,000 from OSI DC Multilateral Issues Grant (2004-2006)

**Organization Budget:** \$358,500

**Project Budget:** N/A

**Major Sources of Support:** Community Foundation/National Capital Region \$91,890  
Rockefeller Brothers Fund \$60,000  
CARE \$50,000  
Summit Charitable Foundation \$50,000

**Amount Requested:** \$50,000 over one year

**Amount Recommended:** \$50,000 over one year

**Term:** One year, beginning April 1, 2010

**Description of Organization**

Americans for Informed Democracy (AIDemocracy), a Washington, DC-based student organization, was founded by a group of American students who studied abroad just after the September 11<sup>th</sup> attacks. AIDemocracy’s vision is that every American young person is empowered to effectively contribute to peaceful, healthy, just, and sustainable solutions to the world’s greatest challenges.

AIDemocracy’s founding student members were traumatized by 9-11 and wary of being overseas so soon after the tragedy. To their surprise, they were met with sympathy and solidarity from people from around the world. For these students, the tragedy revealed the potential for a global community of shared values. When they returned to the U.S. after studying abroad, the students were often greeted with questions about why the rest of the world hated America and its values. The students then realized that the picture of the rest of the world that Americans were seeing through the mainstream media was very different from their experiences of the world. While the mainstream media and opportunistic politicians often present extremism and threats, U.S. students do not see the moderates from across the globe or the global partners that the U.S. could work with to

confront the largest global threats. This is why Americans for Informed Democracy was established.

AIDemocracy facilitates educational dialogue through conferences, workshops, film screenings, and earned media work and provides advocacy toolkits to support students in talking to their peers and to policymakers. AIDemocracy also supports students in organizing local and national campaigns and initiatives to address global challenges that include poverty, disease, climate change, U.S.-Muslim relations, U.S. support for international institutions, and international conflict.

AIDemocracy has a small but dedicated central staff and a broad campus network that is organized around four primary issue clusters: global peace and security; global health; global development; and global environment. Although its staff shared with us through our due diligence that it has student members “on hundreds of campuses” – public, private, local, and state colleges and universities all across the U.S. – AIDemocracy’s core consists of roughly 30 campuses, facilitated by seven regional coordinators who are themselves students. Its network is strongest in the Northeast and Midwest, is drawing increased interest in the Southeast, and is weakest in the West.

AIDemocracy’s four issue clusters focus on offering a positive vision for U.S. engagement in the world. Highlights of recent work include:

### **Global Peace and Security**

AIDemocracy has worked to facilitate a deeper U.S. student understanding of the politics and culture of the Middle East and North African countries via peer-to-peer dialogue and cultural exchanges. This includes connecting U.S. students with peers in Egypt, Jordan, Kenya, and Morocco to discuss current U.S. interventions in the region and to develop policy recommendations for the Obama Administration. Through successful partners with filmmakers and producers, AIDemocracy has brought films, including *Nobody’s Enemy: The Youth Culture of Iran*, *Beyond Belief*, and *Inside Islam: What a Billion Muslims Really Think* to fourteen campuses in eleven states, reaching more than 1,400 audience members. Additionally, AIDemocracy provided support to various student campaigns at 15 campuses, ranging from celebrating diversity within the Muslim-American identity to petitioning Secretary of State Hillary Clinton to pursue diplomatic relations with Iran. In most cases, these campaigns were mounted on an individual campus basis depending on local interest.

### **Global Health**

AIDemocracy student activism in this cluster has focused on building partnerships – with groups ranging from the Sierra Club’s Population and Environment Program to Advocates for Youth – to increase student activism around issues of access to essential medicines and health services. Among the sixteen student campaigns it has supported include several focusing on sexual and reproductive health and rights, international



family planning, and comprehensive adolescent reproductive health services around the world.

### **Global Development**

AIDemocracy has supported advocacy for modernized U.S. foreign assistance policies and programs through partnerships with CARE and the Modernizing Foreign Assistance Network (MFAN). Through its collaboration with CARE, AIDemocracy has increased student engagement on issues of international food security, climate change, and sexual- and gender-based violence. Working together with MFAN, AIDemocracy has pushed for a modernized U.S. strategy for global development and has reached 2,000 students through film screenings regarding improved aid effectiveness via Tim Klein's *What Are We Doing Here?*

### **Global Environment**

AIDemocracy has recently opened conversations within its network about the links between climate change and development. In this issue cluster, AIDemocracy has partnered with OSI grantee Energy Action Coalition in supporting the Campus Climate Challenge and also facilitated decentralized activism – via an online short video – among its chapters for the October 24, 2009 International Day of Climate Activism.

### **Description of Program for Which Funding Is Sought**

The proposal seeks general operating support.

### **Rationale for Recommendation**

The Democracy and Power Fund (D&P) recommends a \$50,000 grant, over one year, to Americans for Informed Democracy for its work to advance this key Fund goal: Building a healthy, long-lasting, and dynamic social justice ecosystem through youth organizing and engagement. Despite the importance of AIDemocracy's mission, the Democracy and Power Fund recommends that this grant serve as a tie-off from continued U.S. Programs funding for reasons detailed below.

AIDemocracy's diffuse network is unique among U.S. Programs grantees in that its primary focus is on engaging U.S. students in global challenges. AIDemocracy was initially brought into OSI funding via the Cooperative Global Engagement portfolio, overseen by Mimi Ghez and Alison Giffen, and was brought into the prior Progressive Infrastructure portfolio by Anna Lefer, in consultation with Alison Giffen. AIDemocracy has also received prior support from CONNECT US, a USP grantee.

Since the prior U.S. Programs grant was made in 2007, AIDemocracy has had a rough transition from its founding director to a new president who had a bumpy ride in her two year tenure that ended in 2009. A new director, Karen Showalter, a former Peace Corps volunteer and staffer with Oxfam International and the Princeton Refugee Initiative, has

just joined the staff and brings a specialization in the use of new technologies for advocacy along with policy analysis expertise. Within AIDemocracy, the issue cluster with the greatest potential overlap for USP issue-based interests is its Global Peace and Security Program. The cluster coordinator position for this program has been vacant for some time and programmatic work here is less developed than it likely should be.

The Democracy and Power Fund believes AIDemocracy's work to engage American students in global challenges to be worthy of support – hence our recommendation for one final year of funding from us – but not as a core of our youth funding portfolio that is focused on domestic advocacy, organizing, and civic engagement efforts on immigration reform, economic justice, educational access, and climate change. AIDemocracy's work is overly broad for its limited capacity and is quite disconnected, making it difficult to quantify the organization's impact in advocacy efforts due to the disparate nature of its structure – a 'let a thousand flowers bloom' strategy. Additionally, and perhaps most significantly in a time when we are making a reduction in our youth funding, the organization is not connected to the field building that USP has now done for youth organizations over the past several years. AIDemocracy is an outlier for D&P.

We have made certain to provide a good deal of advance notice for AIDemocracy, beginning in the late summer/early fall of 2009 and have briefed the National Security and Human Rights Campaign (NSHR) regarding this decision as well, sharing updates with NSHR over the past few months. D&P thought that NSHR could perhaps be interested in AIDemocracy as the organization had mentioned that it sought to develop programmatic work to unravel the politicization of fear among American students and to broaden the way that U.S. national security is defined (in relation to human security, such as poverty, and collective security, including climate change). Upon further review and additional questioning of AIDemocracy, the organization has not yet taken steps to develop concrete plans on either subject. In light of this and the organization's weak infrastructure and small membership base, NSHR will not be providing co-funding for this recommended grant.

AIDemocracy is taking on issues that most U.S. student based organizations do not address, including several that are OSI international priorities. For that reason, as well as our concern about the organization's sustainability as a new director takes the reins, we are recommending one final year of Democracy and Power Fund support.

**Name of Organization:** American Rights at Work Education Fund

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

**Purpose of Grant:** to provide general support

**Previous OSI Support:** \$150,000  
\$150,000 from Democracy and Power Fund (2009)

**Organization Budget:** \$1,006,740

**Project Budget:** N/A

**Major Sources of Support:**

Annual Awards Event	\$350,000
Public Welfare Foundation	\$250,000
Union Contributions	\$100,000
Veatch Program at Shelter Rock	\$60,000

**Amount Requested:** \$150,000 over one year

**Amount Recommended:** \$150,000 over one year

**Term:** One year, beginning March 1, 2010

**Description of Organization**

American Rights at Work Education Fund (ARAWEF) is a Washington, D.C.-based national organization that advocates for equality in the workplace through coalition-building, research, strategic media outreach, policy analysis, and organizing. ARAWEF investigates and exposes workplace discrimination and the inadequacy of U.S. labor law; stimulates debate about the state of workplace equality among journalists, policymakers, advocacy groups, and the public; researches policies that can lead to enhanced levels of unionization in the U.S.; and highlights public policy that protects workers from hostile employers and weak laws. ARAWEF has been largely known to date as the lead pro-worker organization in the Employee Free Choice Act (EFCA) debate.

Since its founding in 2003, ARAWEF has informed the American public about the struggle to improve working conditions for farmworkers, nurses, delivery drivers, retail cashiers, and a variety of occupations that are backbones of the economy and community life. For example, ARAWEF has led the fight, together with the Leadership Conference on Civil Rights Education Fund, another Democracy and Power Fund grantee, to properly characterize thousands of workers as “employees” and not independent contractors. Portraying regular workers as contractors allows companies to circumvent minimum wage, overtime and antidiscrimination laws. Workers classified as contractors do not receive unemployment insurance if laid off or workers’ compensation if injured, and they rarely receive the health insurance or other fringe benefits regular employees do.

Over the last year, ARAWEF has risen to become an effective coalition builder, bringing together business, civil rights, environmental, human rights, labor, and social justice organizations to press for workplace law reform. Through partnership development, media outreach, research, online education, and organizing, ARAWEF has presented a compelling narrative of the American worker's experience and has played a critical role in bringing the right of workers to organize to the forefront of the national policy agenda.

Over the period of last year's grant, ARAWEF strategically expanded its coalition well beyond its labor and economic justice base by recruiting new organizations such as VoteVets.org, League of Rural Voters, National Coalition on Black Civic Participation, National Black Caucus of State Legislators, and Catholics in Alliance for the Common Good, a Democracy and Power Fund grantee. Within this broad coalition, ARAWEF amassed a list of one million people in support of the right to organize.

With its broadening and diverse coalition, ARAWEF has been able to undertake a series of actions in support of workers. For example, ARAWEF launched Business Leaders for a Fair Economy, a network of more than 1,000 members who understand that working in partnership with their employees is good for the bottom-line. This coalition—chaired by American Income Life President and CEO Roger Smith— sent a letter to policymakers, launched a website, and was featured in several prominent publications. ARAWEF mobilized nearly 8,000 business owners to sign a petition stating that the U.S. Chamber of Commerce does not represent them and launched a Twitter campaign against the Chamber of Commerce that is the top performing petition to date on Twitter.

In addition to coalition building and related actions, ARAWEF continued to produce research and education materials. In collaboration with partners such as the Economic Policy Institute, a Democracy and Power Fund grantee, ARAWEF produced fact sheets that provided data and talking points about the urgent need for reform, described the chilling effect of union-busting activities on the right to organize, and documented how unions can help rebuild the middle class. ARAWEF's "Labor Day List" report showcased employers whose employment practices exceed what is required by current labor law and also support labor law reform. Three reports made the case for reform by documenting union-busting and the fact that 33.5 million workers have no legally-protected right to join a union. In *ICED OUT: How Immigration Enforcement Has Interfered with Worker's Rights*, ARAWEF and its partners offered an analysis of how the division between labor and immigration enforcement has eroded, and provided a blueprint for how the new administration can restore the balance.

Yet, despite the vast efforts by ARAWEF and its allies to champion federal-level workplace reform in what many considered a "moment" for change, the quagmire in D.C. has thwarted positive movement on a number of fronts. With few exceptions, advocates for workplace protections and worker organizing have been unable to press for a host of reforms, whether legislative, such as the Employee Free Choice Act, or administrative, such as modification of regulations related to Title VII of the Civil Rights Act of 1964.

Recognizing the reality of the political moment, going forward in 2010 AWAREF will continue to engage its network of allies to protect workers, but its focus will broaden from large-scale labor law reform to spotlighting the National Labor Relations Board (NLRB). The NLRB is an independent federal agency created by Congress in 1935 to enforce the National Labor Relations Act, the primary law governing relations between unions and private sector employers.<sup>2</sup>

In recent years the NLRB was a disaster for working people—issuing decision after decision that rolled back workers’ rights, including dramatically increasing the number of workers who no longer have the right to join a union. The NLRB could revisit those decisions, reinvigorate workers’ protections under the law, stop employers that engage in illegal actions, and make full use of available enforcement tools. ARAWEF will mobilize its allies in advocating for ramping up the NLRB by filling long open board seats (three of five board member positions have been unfilled until very recently) and pushing for increased and consistent funding for the NLRB, including its field offices. On March 26, 2010, President Obama announced two recess appointments to the NLRB and both appointees are looked upon favorably by ARAWEF.

### **Description of Program for Which Funding Is Sought**

The proposal seeks general operating support.

### **Rationale for Recommendation**

The Democracy and Power Fund (D&P) recommends a renewal grant of \$150,000, over one year, to the American Rights at Work Education Fund 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; and providing economic policy research and analysis to support economic justice advocacy.

The recent recession’s detrimental impacts are compounded by what appears to largely be a jobless (or, at least, not enough jobs) recovery and the limited availability of remedies for workers. One stark example of this is the misclassification of many groups of employees as independent contractors. When these workers are laid off, the misclassification excludes them from unemployment benefits. Immigrant workers, especially in the agricultural sector, are more likely to be misclassified as independent contractors, leaving them and their families in peril. ARAWEF offers a sophisticated, coalitional approach advocating for workers at a time when it is most needed and has proven itself especially strong on the issue of independent contractors.

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<sup>2</sup> The NLRB has two primary functions: (1) to determine through secret ballot elections whether employees want to be represented by a union, and if so, which union, and (2) to prevent and remedy unfair labor practices. The Labor Board is comprised of five members who are appointed by the President to five-year terms with Senate consent. They primarily act as a quasi-judicial body in deciding cases appealed from administrative law judges. In addition to the Board, the President appoints a General Counsel to a four-year term with Senate consent. The General Counsel is independent from the Board and is responsible for the investigation and prosecution of unfair labor practice cases and for the general supervision of the NLRB field offices in the processing of cases.

We believe that ARAWEF's strong advocacy for workplace rights is a priority for OSI support, particularly in this economic downturn. Fair work environments lead to higher wages and better benefits for all workers, greater pay parity for workers of color and women workers, and regions with higher rates of worker organizing have lower rates of poverty, crime, and failing schools. These realities reveal for us that American Rights at Work Education Fund's mission and programs are complementary to a number of U.S. Programs efforts, including the Special Fund for Poverty Alleviation's work to fight poverty, the Equality and Opportunity Fund's new funding around low-income worker organizing, and the Campaign for Black Male Achievement's work to increase access to quality employment.

ARAWEF notes that the benefits of a fair workplace are especially profound for immigrants, people of color, and women. In terms of immigration, workplace organizing helps confront discrimination and firing based on immigration status. Since many immigrants are more favorably inclined to support workplace organizing than other constituencies, it can also lead to an increase in support for organized efforts to advance comprehensive immigration reform.

ARAWEF is perhaps the only pro-worker organization that has consistently tracked and broadly publicized the actions of the little-known and rarely-covered NLRB. Since its founding, ARAWEF has educated journalists, allies and the public about anti-worker NLRB decisions and actions, including placing pressure on conservative appointees and forcing them to defend their actions in the media. Its groundwork in this arena will be invaluable as workers will need to rely more heavily on the NLRB to protect their rights.

ARAWEF was, until recently, led by Mary Beth Maxwell, a highly skilled organizer and campaign strategist who joined the Department of Labor as a senior advisor to Secretary of Labor Hilda Solis. Maxwell was replaced by Kimberly Freeman Brown, who joined the organization at its inception in 2004 and has served as both Communications Director and Deputy Director prior to accepting the Executive Director post in November 2009. While new as an E.D., during the past year and a half Brown played a critical role in significantly diversifying ARAWEF's funding, doubled its staff size, and took on a prominent role in workers' rights legislative efforts. We have been impressed by Brown and believe that she is capable of continuing to strengthen ARAWEF.

Through its effective coalition building, collaborations between diverse constituencies, and linking of grassroots communities to policymakers, ARAWEF is effectively advocating for workers in a rough economic time for millions of people. We are confident that ARAWEF will continue to build on its accomplishments, and are pleased to make this recommendation. However, because of the recent leadership transition and ARAWEF's pivot away from advocacy around the Employee Free Choice Act (formerly its centerpiece campaign and now stuck in the DC quagmire), we recommend a one year renewal in order to monitor how ARAWEF weathers the changes and builds a more multi-faceted identity beyond its previously EFCA dominant one.

**Name of Organization:** Applied Research Center

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

**Purpose of Grant:** to provide add-on general operating support

**Previous OSI Support:** \$1,180,000  
 \$315,000 from Equality and Opportunity (2009-2012)  
 \$100,000 from Democracy and Power (2009)  
 \$7,500 from Strategic Opportunities (2007)  
 \$357,500 from Racial Justice Initiative (2004-2009)  
 \$100,000 from Education Program (2000-2001)  
 \$200,000 from US Programs General Grants (1999-2002)  
 \$100,000 from Government & Pol Dev/Effective Government (1999-2000)

**Organization Budget:** \$2,238,500

**Project Budget:** N/A

**Source of Support:**

Ford Foundation	\$250,000
Marguerite Casey Foundation	\$100,000
Public Welfare Foundation	\$100,000
Akonadi Foundation	\$75,000
Atlantic Philanthropies	\$50,000
Unitarian Universalist Veatch Prog.	\$50,000
Mitchell Kapor Foundation	\$35,000

**Amount Requested:** \$417,500 over two years

**Amount Recommended:** \$200,000 over two years

**Term:** Two years, beginning July 1, 2010

**Description of Organization**

Founded in 1981 in Oakland, California, the Applied Research Center (ARC) is a racial justice think tank that produces national advocacy-based research; provides training to grassroots organizations; and conducts communication campaigns to explicitly inject race into public policy dialogue. Through its three programs, Media and Journalism, Strategic Research and Policy Analysis, and the Racial Justice Leadership Action Network, it has generated stories and content that offers new frames and concepts that help to eradicate structural inequality. ARC publishes *ColorLines* magazine, a well-regarded printed and online journal that provides journalistic coverage on issues important to communities of

color. ARC's staff of twenty operates field offices in Chicago, New York City, and Oakland and is a major convener for the racial justice field through its biennial "Facing Race" conference. The Equality and Opportunity Fund is the lead U.S. Programs liaison for ARC and the organization has been co-funded with the Democracy and Power Fund in recognition of ARC's role in engaging critical constituencies, developing new leaders, and advancing a community rooted systemic change policy agenda.

### **Expanding its Legislative Report Cards for Racial Equity**

With enhanced, multi-year D&P general support funding, ARC will, among other priorities, expand its Legislative Report Cards for Racial Equity project. The legislative report cards provide a policymaking standard for state elected leaders by assessing the equity implications of new and proposed state policies. It currently produces report cards for California, Colorado, Illinois, Minnesota, and Washington State that spotlight, in a non-partisan fashion, the voting records of state legislators and statewide elected leaders on legislation that addresses a broad range of racial justice issues. The Democracy and Power Fund has identified this project as an important model for building state-based policy change capacity and increasing political accountability from state elected leaders to social justice organizations and people of color communities and organizations.

### **Building a New Web Magazine**

At its annual Facing Race conference in 2010, ARC will launch a new, web-based magazine that it describes as a cross between *The Huffington Post* and *ColorOfChange* (a current Seize the Day Initiative grantee that is also recommended in this docket). This new magazine could, if successfully developed, catalyze greater engagement in racial justice oriented advocacy campaigns. It will:

- Focus on young political news consumers between the ages of 18 and 30, with a focus on college-aged readers;
- Publish daily content on current affairs via a cadre of young bloggers;
- Prioritize analysis, rather than investigative work (as ARC states it, the new, web-based magazine will "break down the news, rather than break the news");
- Cover culture and politics – and the intersections of both – in a rapidly diversifying society and media environment;
- Be highly interactive, providing space for user-generated content, discussion, and debate; and
- Be designed for all screens (televisions, computers, and mobile devices) in order to reach the largest possible readership.

### **Deepening its Expertise in a Range of Racial Justice Issue Areas**

ARC's priority issue areas include the U.S. economy; gender and sexuality (including a new initiative focused on improving the lives of men from people of color backgrounds in California); health; immigration (with an emphasis on prisons, deportation, and child welfare); and education (including a partnership with a Campaign for Black Male



Achievement grantee, the Schott Foundation, to support the rights of all children to receive a quality education).

**Description of Program for Which Funding Is Sought**

The proposal seeks general operating support.

**Rationale for Recommendation**

The Democracy and Power Fund (D&P) recommends a \$200,000 add-on general support grant, over two years, to the Applied Research Center to advance this key Fund goal: to support policy and research generation, conducted by multi-issue policy organizations that are deeply linked to grassroots communities. A three-year grant to the Applied Research Center, with co-funding from both the Democracy and Power and Equality and Opportunity Funds, was approved in EOF's second docket of 2009. At the time of that grant recommendation, the Democracy and Power Fund was only able to provide one year of support. At this time, we recommend adding two additional years of support to support ARC's important work to advance racial justice at the state and national levels.

**Name of Organization:** Franklin and Eleanor Roosevelt Institute

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

**Purpose of Grant:** to support the merger of New Vision into the Franklin and Eleanor Roosevelt Institute

**Previous OSI Support:** \$672,100  
 \$300,000 from Seize the Day (2009-2011)  
 \$200,000 from Democracy and Power Fund (2009-2011)  
 \$100,000 from Progressive Infrastructure (2007-2009)  
 \$47,100 from Progressive Infrastructure (2006-2007)  
 \$25,000 from Chairman’s Fund (1997)

**Organization Budget:** \$4,708,174

**Project Budget:** N/A

**Major Sources of Support:**

Jim Chanos	\$150,000
Dyson Foundation	\$127,500
Atlantic Philanthropies	\$100,000
Jamie Mai	\$100,000
Dan Berger	\$100,000

**Amount Requested:** \$94,200 over one year

**Amount Recommended:** \$94,200 over one year

**Term:** One year, beginning June 1, 2010

**Description of Organization**

The Franklin and Eleanor Roosevelt Institute is a New York-based nonprofit that focuses on the development of paradigm shifting economic policy. The Roosevelt Institute successfully advances its work by integrating elite and grassroots strategies, including noted economic experts such as Nobel winner Joseph Stiglitz and Rob Johnson, and its student-led network of campus think tanks that connect student ideas and activism to the political process. Since its formation, the Roosevelt Institute has been devoted to sharing the ideals and achievements of Franklin and Eleanor Roosevelt with a new generation. Through programs, events, and publications, the Roosevelt Institute has made lessons of the past relevant for understanding today’s challenges, including protecting and expanding upon the successes of New Deal programs as Social Security and the Fair Labor Standards Act. This grant recommendation is for the transfer of funds from a now-defunct grantee of the Progressive Infrastructure Fund – New Vision – to the Roosevelt Institute which will now absorb New Vision’s mission and work.

## **New Vision**

New Vision was founded in 2003 to provide a bridge between academia and public policy advocates. Its aim was twofold: 1) to build the next generation of progressive public policy intellectuals; and 2) to generate fresh, outside of the Beltway public policy ideas grounded in research and evidence. New Vision created a network of 25 young scholars (assistant professors and doctoral students in economics, political science, and sociology). New Vision was able to return a significant portion of its OSI grant, awarded through the now defunct Progressive Infrastructure grantmaking program, due to successful fundraising for project work, which left less demand for OSI's general support funding. Also, despite having raised money, the organization continued to run on volunteer hours with neither co-founder drawing a salary. It was this decision not to hire a dedicated staff person that New Vision now recognizes as a misstep in being able to move the work forward.

The work of New Vision will now be absorbed by the Roosevelt Institute and its Campus Network.

## **Roosevelt Institute Campus Network**

The Roosevelt Institute Campus Network, formerly the Roosevelt Institution and a current D&P Fund grantee, was founded in the wake of the 2004 presidential elections. The election was marked by a debate lacking in vitality and new ideas, and, not unrelated, was one in which young people were often overlooked and underutilized. Six years later, even after the success of the Obama campaign, which energized and captivated young people nationwide, there still exists a failure to sustain the generation's political engagement post-election, with polling indicating that mid-term election turnout in 2010 is projected to drop significantly. Although youth engagement and non-partisan youth voter participation is a priority for OSI's Democracy and Power Fund, this underscores a more fundamental problem in politics: In each election cycle, candidate campaigns work hard to recruit student volunteers. Volunteering on campaigns can be a deeply valuable experience, but not one that tends to empower young people for sustained engagement.

The Roosevelt Institute Campus Network is composed of over 8,000 members organized at 86 chapters across the country. Chapters organize educational events, foster debate and dialogue on campus, sponsor and teach for-credit policy courses, establish extra-curricular working groups, engage with local policymakers, generate policy, and promote student ideas for legislative impact. The Campus Network has centered its efforts on what it calls "Think Impact" – an approach that emphasizes drafting policy with the potential for short-term political action in mind. The Think Impact model engages community members, local nonprofits, and elected officials from school boards to state legislatures, and promotes the writing of policies that are tailored to the needs of their communities (OSI funding does not support lobbying efforts). Some examples of this work include: an analysis of the potential for a publicly-sponsored political news television station to support the void of lost newspapers in North Carolina; development of a Vermont

campus banking clinic that assists immigrants with remittances; and the development of The Intersect Fund, a student-run micro-lending organization at a Rutgers campus.

The Campus Network is coordinated by a national staff headquartered in Washington, DC, and led by executive director Hilary Doe, who was formerly the founder and president of the University of Michigan chapter of the Campus Network. In Michigan, Doe designed *Roosevelt Relief*, a program that engaged Network members with stakeholders in New Orleans to write policy solutions aimed at aiding recovery after Hurricane Katrina. The Campus Network's staff is supported by the Roosevelt Institute's board of directors, and a distinguished advisory board – on which Congresswoman Rosa DeLauro, Katrina vanden Heuvel, and Robert Reich are particularly active.

### **Description of Program for Which Funding Is Sought**

The proposal seeks general operating support.

### **Rationale for Recommendation**

The Democracy and Power Fund (D&P) recommends the transfer of \$94,200 in previously approved grant funds to support the merger of New Vision into The Franklin and Eleanor Roosevelt Institute. This transfer to the Roosevelt Institute would support its work to advance this key Fund goal: Supporting paradigm-shifting policy generation, conducted by multi-issue policy organizations that are deeply linked to grassroots communities and that seek to advance a new economic agenda.

Through its work to fold young people into the public policy world, Roosevelt fills an important gap in the youth engagement ecosystem where OSI is seen as a key field builder. Traditionally, involvement in policymaking has not been available to students, and many students interested in social and public policy have struggled to gain access to a sometimes insular world of ideas. Roosevelt's Campus Network – funded by OSI since 2007 – connects to the larger organization's national advocacy work and is a unique model for bringing young people into substantive policy efforts.

The Democracy and Power Fund is excited about the work of the Franklin and Eleanor Roosevelt Institute and its ability to connect to and build alliances with grassroots networks on intricate policy issues, like financial regulatory reform. In 2009, The Institute hired Andy Rich as the new president and CEO. Andy, a former university professor at City University of New York and consultant to USP on think tanks, brings a commitment to deepening and broadening Roosevelt's engagement in contemporary policy discussions and has extensive academic and consulting experience related to the role of think tanks, advocates and organizers in American policy making. He has scanned the think tank landscape to identify unmet niches in economic policy and has recruited Joe Stiglitz, Elizabeth Warren, Rob Johnson, and other notables (including George Soros, who served as a respondent at Roosevelt's recent "Make Markets Be Markets" symposium) to support the Institute's efforts. We enthusiastically recommend this one-time transfer grant.

**Name of Organization:** Gamaliel Foundation

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

**Purpose of Grant:** to support the Faith in Democracy Campaign

**Previous OSI Support:** \$796,500  
\$250,000 from Seize the Day (2009-2011)  
\$300,000 from Democracy and Power (2008-2010)  
\$150,000 from Progressive Infrastructure (2007)  
\$56,500 from Progressive Infrastructure (2006)  
\$40,000 from Strategic Opportunity (2004-2005)

**Organization Budget:** \$2,887,953

**Project Budget:** \$759,200

**Major Sources of Support:**

Ford Foundation	\$125,000
Rockefeller Foundation	\$100,000
Surdna Foundation	\$50,000

**Amount Requested:** \$400,000 over two years

**Amount Recommended:** \$300,000 over two years

**Term:** Two years, beginning June 1, 2010

**Description of Organization**

The Gamaliel Foundation is a Chicago-based confederation of 60 local and regional grassroots affiliates, in twenty states, that are composed of roughly 1,600 dues paying congregations that represent more than one million clergy and laypeople of multiple faiths.<sup>3</sup> Gamaliel’s mission is to assist local community leaders as they create, maintain, and expand independent, grassroots faith-based community organizations so that ordinary people can have an impact on the political, social, economic, and environmental decisions that affect their lives. Affiliates have traditionally worked on a range of economic and social justice issues, including affordable housing, quality education, job creation, health care access, immigrant’s rights, and prison reform. A decade ago, Gamaliel also adopted a “metro-equity lens” that identifies urban sprawl, abandonment of core cities, and a fragmented tax base as root causes of the “seemingly endemic and intractable urban problems” faced by its affiliates. Gamaliel staff and organizers provide the local affiliates and congregations with leadership training programs, consultation,

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<sup>3</sup> The twenty states include California, Connecticut, Georgia, Hawaii, Illinois, Indiana, Iowa, Kansas, Maryland, Michigan, Minnesota, Missouri, New Hampshire, New Jersey, New York, Ohio, Pennsylvania, Virginia, West Virginia, and Wisconsin.

research and analysis on social justice issues while working to promote a network for mutual learning, coalition building, and collective power.

### **Description of Program for Which Funding Is Sought**

The Gamaliel Foundation is in the last two years of a four-year “Faith and Democracy Campaign” aimed at transforming the way members of its congregations organize for social and policy change. Although its affiliates are based in congregations, until this campaign Gamaliel organizers never actively engaged their members in a process to explore how their faith values inform their politics. Instead, the congregations were historically used only as bases for organizing and resources, with faith serving merely as a backdrop to provide a common language for discussion.

In recent years as Gamaliel built a more racially and socio-economically diverse membership base, it began to bump up against the limitations of its own traditional organizing methodology. They used the (Saul) Alinsky method, which views the political world as a battle of clashing interests that relies on poor communities building power through autonomous local groups if they wish for their particular interests to prevail. The challenge of linking together inner-city African American congregations, Latina/o immigrant Catholic communities, and white suburban mainline Protestant and ethnic Catholic churches is part of what forced Gamaliel to construct a values-based framework – the Faith and Democracy Campaign – that transcends narrow interests.

In 2007, Gamaliel moved forward with the Faith and Democracy Campaign in three states– Minnesota, Missouri, and Wisconsin – and it began the process in congregations in a number of additional states, including Alabama, Kansas, New York, and Virginia. Leaders of the campaign travel to Gamaliel affiliates to monitor the campaign’s trainings and workshops and the campaign draws on key intellectual allies for advice on how to integrate issues of racial justice and multi-racial coalition building into the heart of the campaign. Richard Healy from the Grassroots Policy Project and John Powell from the Kirwan Institute have been particularly active as campaign advisors.

In each place where the campaign is underway, organizers identify key policy change targets that are compatible with the broader, long-term and systemic change goals of the campaign. These policy goals might not be the most easily achieved changes, but they are issues that unite congregations across racial and geographic divisions around a common long-term vision for change. These issues vary in different parts of the country, but over the past year, the campaign’s leaders have moved to make the effort to achieve universal health care and comprehensive, progressive immigration reform central elements of the organizing that goes on in the campaign across the country. Both of these issues require ambitious efforts and, more importantly for the campaign, they challenge individuals and congregations to unite in their faith and values across differences. Looking ahead, efforts to achieve health care reform and immigration reform will remain central to the Faith and Democracy Campaign across the country.

Through the Faith and Democracy Campaign, Gamaliel has built a close partnership with the Center for Community Change (a Democracy and Power Fund anchor grantee). The

two organizations co-sponsored a post 2008 election event, “Realizing the Promise,” that drew thousands of community- and faith-based activists to Washington, DC for meetings with key White House leaders on post-election policy accountability.

### **Rationale for Recommendation**

The Democracy and Power Fund recommends a renewal grant of \$300,000, over two years, to the Gamaliel Foundation’s Faith and Democracy Campaign to advance this key Fund goal: to expand public participation and strategic collective action for social justice through grassroots organizing, base building, and non-partisan voter engagement. At the heart of the Faith and Democracy Campaign is an effort to connect grassroots organizing and mobilization with new ideas and broader intellectual strategies for change. In these efforts, Gamaliel partners and/or builds coalitions with a number of other OSI grantees, including the Center for Community Change, Grassroots Policy Project, Kirwan Institute, and the Partnership for Working Families.

Gamaliel has made noteworthy progress in its campaign over the past two years and OSI’s last grant included a challenge to diversify the funding support for this campaign. Gamaliel has successfully secured funding from Ford, Rockefeller, and Surdna for the Faith in Democracy work and their continued plans include extensive support of grassroots fundraising for their local affiliates to increase their ability to decrease foundation dominance in their organizational income.

The Faith and Democracy Campaign has strong leadership, especially with Doran Schranz, the leader of Gamaliel’s Minnesota affiliate, who travels the country to train Gamaliel leaders and organizers to run the campaign locally. Gamaliel’s plans to tie the Faith and Democracy Campaign closely to efforts to achieve health care and immigration reforms should better ground the campaign in policy specifics, without diminishing its potential for long-term, systemic change. We are also impressed that Gamaliel staff and leaders have shown a commitment to having internal, hard conversations on race and they have developed an internal process to confront racial division within the organization and congregations. Doing this directly, and not avoiding it as many organizations try to do, has built a stronger, more unified, and triracial base organization.

This internal work has also made for expanded organizing and policy impact. Gamaliel local affiliates promote affordable healthcare policies, working to expand eligibility and improve access for poor and low-income people. In Michigan, affiliates won Michigan Rx, a discount drug card for low-income people that saves \$130,000 per month and serves 50,000 poor children and low-income adults. In Missouri, the affiliate restored funding for healthcare to 90,000 low-income children. For civil rights, the Detroit affiliate organized a racially diverse coalition and worked closely with the police to secure model “anti-profiling” ordinances that protect citizens and provide guidelines for policing. New Jersey affiliates won a landmark bill eliminating a loophole in the state’s Fair Share housing law which had allowed wealthy communities to pay poorer communities to remove their responsibility to provide their share of public housing. In Baltimore, the Gamaliel affiliate is building rare city/county solidarity and expanding its

presence in the suburbs. Additionally, a Gamaliel sponsored (and housed) effort, the Transportation Equity Network (TEN), has built a dynamic national coalition of public transportation, sustainable growth, conservation, civil rights, and low-income advocates to monitor and analyze state and federal transportation funding and advocate for more mass transit, less highway construction, and enhanced transportation contracting and employment for women and people of color. TEN received \$250,000 from the Seize the Day Initiative in 2009.

Lastly, Gamaliel is facing a transition from its founding director, Gregory Galluzzo, who has led the network for more than twenty five years. Galluzzo, a fiery organizer, who doesn't seem to mind a fair amount of internal dissent and upheaval, will step down in 2013. During this interim period, the Board of Directors has named a dynamic woman of color – Ana Garcia Ashley – as the network's Associate Director and Ms. Garcia Ashley has assumed control over the direction and oversight of all domestic operations of the Gamaliel Foundation. Should she be named director of the network she would become the only woman of color in that position among the major, long-standing congregation-based organizing networks. As part of this process, Gamaliel has recommitted itself to carry out the recommendations of its 2008 report on inclusion and racial equity, a document that emerged from a comprehensive process of internal dialogue, private interviews, and candid and contentious conversations. The publication, authored by John Powell, revealed ways in which Gamaliel failed to live up to its ideals and made a series of recommendations to become a thoroughly inclusive, democratic and anti-racist organization. We are impressed with Gamaliel's work to transform itself and modernize its internal and external approaches in order to more effectively respond to the challenges of the moment and build power for its large and diverse base.



**Name of Organization:** Jewish Funds for Justice  
(fiscal sponsor for Social Justice Leadership)

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

**Purpose of Grant:** to provide support for Social Justice Leadership

**Previous OSI Support:** \$100,000  
\$100,000 from Democracy and Power Fund (2009)

**Organization Budget:** \$5,000,000 (fiscal sponsor budget)

**Project Budget:** \$1,100,000

**Major Sources of Support:**

Ford Foundation	\$327,500
Nathan Cummings Foundation	\$200,000
Surdna Foundation	\$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, 2010

**Description of Organization**

The Jewish Funds for Justice (JFJ), the fiscal sponsor of Social Justice Leadership, 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 (S JL) operates an innovative organizational training program that started as a joint pilot project of the Rockwood Leadership Program (a Democracy and Power Fund grantee) and New York Jobs with Justice, a community/labor coalition. S JL was established to provide high-quality leadership training to staff of community organizations, labor unions, and other social justice organizations in New York City. It has since expanded its program to New Orleans and Miami, areas that lack sustained social justice capacity building investment, and will soon launch a larger, national leadership program reaching other key regions.

SJL trains leaders for a new, more sustainable model of social justice organization: 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 (i.e., a more un-siloed, intersectional, and long-term vision) leadership development through all levels of organizations, from frontline organizing staff to executive directors. 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 six years, SJL has trained over 300 staff from nearly 90 social justice organizations, including the Juvenile Justice Project of Louisiana, a core Criminal Justice Fund grantee, among others, in multi-session training programs lasting at least three months and as long as twelve months. The trainings are considered to be far more intensive than a typical one time only two-day session and draw positive reviews from their primarily people of color and immigrant activist participants.

In 2009, SJL completed the inaugural year of its Transformative Organizing Initiative, a highly intensive training program in New York City. This flagship program involved 75 staff from fifteen organizations in ongoing training and field-building activities that focused on strengthening community organizing competence, supervision of mid-level staff, strategic relationship building among local executive directors, and social change advocacy history.

SJL also completed leadership programs in Miami and New Orleans that involved 16 organizations, including grantees from several U.S. Programs funds or special initiatives: the Miami Workers Center, Florida Immigrant Coalition, Florida Legal Services, Juvenile Justice Project of Louisiana, Families and Friends of Louisiana’s Incarcerated Children, the New Orleans Workers Center for Racial Justice, and several others.

As SJL’s work has grown there has been increasing demand for a program that fosters relationships between leaders from across regions and not just within each metropolitan area. To meet this need, in 2010 SJL will launch its new National Leadership Program to serve as a platform for helping several grassroots, people of color, and immigrant led alliances come together in four to six regions across the country. The networks that will participate in the program include the Right to the City Alliance and the National Domestic Workers Alliance, both Democracy and Power Fund grantees, and several other leading-edge networks and grassroots organizations that, in turn, represent many thousands of community-based activists across the country.

### **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 this key Fund goal: building a healthy, long-

lasting, and dynamic social justice ecosystem through the development of a leadership pipeline that supports multiple layers of social justice leadership, from new activists to long-time leaders.

While many social justice organizations in the U.S. are highly skilled in implementing effective and occasionally victorious issue-based campaigns, few have succeeded in leveraging their successes to achieve broader and more lasting systemic change. This often has to do with performance capacity as most grassroots organizations have limited access to the resources, expertise, and leadership development necessary to build high performing organizations. These limitations hinder the possibilities for developing campaigns that can be systemic and lasting vs. shorter-term and temporal in impact.

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 and strategically nimble 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 activists is crucial, as they are the main source of power and leadership for social justice campaigns. Social Justice Leadership helps to fill this need through training, organizational development, and alliance building for organizations led by low- and moderate-income people, people of color, immigrants, and other marginalized communities. In addition to its trainings, SJL provides a discursive table among grassroots community organizations – a space where local leaders feel comfortable discussing the challenges of sustaining organizations and growing them to scale. This builds deeper relationships among leaders, an essential benefit in tough economic times.

Through our due diligence we have been unable to identify any other social justice 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. This speaks to the need for new models of organizational development.

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 and has received certification as an executive coach through the Strozzi Institute. Prior to joining SJL, Ng’ethe was among the founders of AGENDA, a grassroots community-based organization in Los Angeles that is often noted for its work to transform the politics of the Los Angeles region.

We noted in our first write-up for Social Justice Leadership in 2009 that it is an innovative model, but one that has not fully proven its impact. We further noted that because it is 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 that reason, we recommended only a one year grant and promised a high level of due diligence.

While SJL may be filling a necessary gap we are concerned that SJL is pulling out of its New Orleans program while simultaneously launching a new national program. We recommend a renewal grant of \$100,000 over one year and believe that ongoing scrutiny is warranted.

**Name of Organization:** Jobs with Justice Education Fund

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

**Purpose of Grant:** to provide general support

**Previous OSI Support:** \$195,000 (For fiscal sponsorship and participation in the Inter-Alliance Dialogue)  
\$70,000 from Democracy and Power Fund (2009)  
\$125,000 from Democracy and Power Fund (2009)

**Organization Budget:** \$1,844,909

**Project Budget:** N/A

**Major Sources of Support:**

Member Organizations	\$350,000
Ford Foundation	\$150,000
Marguerite Casey Foundation	\$100,000
Unitarian Universalist Veatch Program	\$80,000

**Amount Requested:** \$200,000 over one year

**Amount Recommended:** \$150,000 over one year

**Term:** One year, beginning April 1, 2010

**Description of Organization**

The Jobs with Justice Education Fund (JwJ) is a Washington, D.C.-based national network of 47 coalitions in 25 states comprised of both member organizations and over 100,000 individual activists that engage workers and allies in campaigns to win justice in workplaces and in communities where working families live. Since its founding in 1987, JwJ has built a base of diverse constituencies at the local level and provided training, coordination, and networking at the national level to more effectively advance economic and social justice.

JwJ roots its work in issues that are fundamentally important to workers and low-income communities, while creating intersections of allies across the broader social and economic justice movements. It focuses on building long-term, multi-issue coalitions that are driven and led by grassroots membership to address four current key issue areas:

- The economic crisis and its impact on workers and communities;
- The gradual declining quality of life for workers and low-income families;
- The gap between national policy-change forces and grassroots movements, and;

- The lack of cohesive national/international movements for social and economic justice.

With the country still reeling from economic recession, JwJ will, with OSI support, embark on a national campaign on jobs and economic recovery; and work to improve and strengthen its existing organizational infrastructure.

### **National Campaign on Economic Recovery**

Key JwJ allies have formed the Jobs for America Now Coalition to save/create four to five million jobs. The Coalition includes: the AFL-CIO, SEIU, and OSI grantees NAACP, National Council of La Raza, USAction Education Fund, Center for Community Change, and Leadership Conference on Civil and Human Rights. Together, the Coalition will uplift the need to extend the lifeline for jobless workers; increase aid to state and local governments to maintain vital services; establish a federal, community jobs program targeting distressed communities; rebuild public infrastructure; and put TARP (federal bank bailout) funds “to work for Main Street.”

JwJ’s value added in this coalition is bridging the gap between policy and lobbying organizations and grassroots action. Working in conjunction with this coalition, JwJ will center its efforts on a grassroots strategy that mobilizes its base of 100,000 activists to push reform around job creation and unemployment.

In addition to the coalitional work described above, JwJ will also continue to collaborate with the Center for Community Change, the Center for Economic Policy Research, and Legal Momentum (fka NOW Legal Defense and Education Fund) to address the tattered social safety net. In 2009, this collaboration released a report, “*Battered by the Storm*,” that focused on the need to strengthen the safety net. In the coming months this collaboration will identify and promote policy solutions. At that time, the Seize the Day Initiative could consider additional funding for this work as strengthening the safety net and job creation advocacy are SDF’s key 2010 funding priorities.

### **Infrastructure, Capacity & Movement Building**

Over the past 23 years, JwJ has built an extensive grassroots infrastructure. The JwJ web includes a network of 47 coalitions in 25 states with 66 local staff across the country that support over 1,300 member organizations. That amounts to a mobilization capacity with over 100,000 activists and an active email list of 74,866. JwJ also has a strong youth component: the Student Labor Action Project (a joint effort with the U.S. Student Association, a Democracy and Power Fund grantee) and its 27 student coalitions and a Young Workers Project that engages young people in the workers’ rights movement.

In the coming year, JwJ will seek to strengthen its infrastructure to better equip it for the types of pitched battles that were the hallmark of 2009. To do so it will:

- Develop strategic growth plans to support five to eight local and state coalitions that are engaged on the economic recovery campaign;
- Explore active expansion in one to two strategic locations across the U.S.;
- Work with a communications consultant to develop a network-wide communications strategy with tools that enhance its ability to win campaigns;
- Diversify its funding base to ensure growth and stability by increasing the revenue it derives from donors by strengthening sustainer programs, direct mail program, and online fundraising, and;
- Launch its national leadership and development program by conducting four core trainings and one train-the-trainer meeting with the goal of building a more sustainable and powerful coalition. Trainings will focus on campaign capacity building, organizing skills building, and political analysis.

### **Description of Program for Which Funding Is Sought**

The proposal seeks general operating support.

### **Rationale for Recommendation**

The Democracy and Power Fund (D&P) recommends a \$150,000 grant, over one year, to the Jobs with Justice Education Fund 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; and building state-based capacity through bolstering issue advocacy efforts on multiple OSI priorities at the local, state, and national levels.

We have been impressed with JwJ's model and constituency-- JwJ strives to build a movement that is led by those who have the most at stake. That means, for example, that through its economic recovery campaign, JwJ will engage and develop the leadership of individuals and communities who have been impacted the most through the crisis: low-income workers, laid-off workers, the unemployed, African-American and immigrant communities, and young and older workers.<sup>4</sup> Indeed, JwJ is one of the only national networks developing a plan to engage millions of jobless individuals in having a direct voice in the debate over creating jobs.

We have likewise been impressed with Sarita Gupta, JwJ's Executive Director since 1997 and recent panelist at a U.S. Programs board meeting. Sarita previously served as JwJ's National Field Director, leading on strategic programs such as health care and immigrant workers' rights. She also previously served as President of the U.S. Student Association. Sarita is supported by a diverse, 23 member board comprised of seven representatives from national unions; seven representatives from local coalitions; seven representatives of allied organizations from community, student, and faith organizations; and legal counsel (non-voting).

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<sup>4</sup> In 2008, 83% of JwJ campaigns involved people of color and over a third involved immigrant and low-wage workers.

This grant would be coupled with a watchful eye on JwJ's efforts over the next year as JwJ is currently pulled in many directions with a potentially detrimental impact on its core work. Because of its participation in multiple coalitional efforts, such as the lead role JwJ plays in coordinating the Inter-Alliance Dialogue, a Seize the Day Initiative grantee, and its new role as a lead member of the Jobs for America Now Coalition, there is a risk that its resources, particularly its executive leadership, may be stretched too thin, diminishing its ability to have a high impact in its work.

In a positive sign that the organization recognizes its over-commitment, JwJ requests capacity development support (in addition to support for its jobs creation campaign) in this proposal. We concur with JwJ that as it continues to build its network to scale, it is critical that it moves forward three discrete projects: a national communications planning process, a national training program, and a grassroots fundraising planning process and initiative. Additionally, as the Seize the Day Initiative finalizes its strategies for 2010, including advocacy to strengthen the social safety net and create jobs, JwJ may be a strong candidate for funding.

We are pleased to recommend this \$150,000 grant to JwJ for its inclusive, strategic, and thoughtful advocacy work on behalf of marginalized workers and their families.



**Name of Organization:** League of Young Voters Education Fund  
(fiscal sponsor for the Citizen Engagement Laboratory)

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

**Purpose of Grant:** to support the project, Citizen Engagement Laboratory and its projects, Color of Change and Presente.org

**Previous OSI Support:** \$250,000  
\$250,000 from Seize the Day (2009)

**Organization Budget:** \$1,200,000

**Project Budget:** \$2,828,488

**Major Sources of Support:**

Ford Foundation	\$400,000
Atlantic Philanthropies	\$350,000
Nathan Cummings Foundation	\$75,000
CREDO Mobile	\$50,000
The Roddick Foundation	\$25,000

**Amount Requested:** \$600,000 over one year

**Amount Recommended:** \$300,000 over two years (including \$100,000 from the Democracy and Power Fund, T1: 21091, \$100,000 from the Equality and Opportunity Fund, T1: 24023, and \$100,000 from the USP Drug Policy Reform, T1: 21031)

**Term:** Two years, beginning June 1, 2010

**Description of Organization**

The League of Young Voters Education Fund ("The League") supports young people, particularly non-college youth and youth from low-income communities and communities of color, helping them to build power and lead and actively participate in creating change in their communities. The League makes civic engagement relevant to its constituents through a model of peer-to-peer outreach and cultural organizing and works on issues identified by and important to young people, such as violence prevention, green jobs, access to higher education, and improving public education.

The League was incorporated as a 501(c)(3) organization by the Tides Center in 2004. It grew out of several pre-existing networks of youth organizers, hip-hop activists, and union and community organizers that noticed a lack of leadership development infrastructure for and sustained participation by young people. It has formal affiliates in eight states (California, Florida, Maine, Minnesota, Missouri, Ohio, Pennsylvania and

Wisconsin), each led by a staff and volunteer base of local youth activists. The national staff is dispersed throughout the country, but headquarters are located in Brooklyn, NY.

### **Description of Program for Which Funding Is Sought**

The Citizen Engagement Laboratory (CEL) and its projects, the Color of Change (COC) and Presente.org, based in Oakland, CA and established in 2006, are dedicated to developing innovative online vehicles to enhance civic engagement and amplify the voice of people of color communities. CEL uses digital media and technology to organize issue and identity-based communities, with a focus on amplifying the voices of underserved groups in order to make government more responsive and to bring about positive social change.

Color of Change, established to elevate the voice of the African-American community, has effectively leveraged organizing moments through national incidents like Hurricane Katrina, policy battles including immigration reform, and compelling pieces of media like *An Inconvenient Truth*. Using the internet, Color of Change identifies the individuals inspired by particular moments, convenes them into a virtual community, and provides them with ongoing opportunities for strategic social justice action.

During the past two years, Color of Change's 600,000 members (this figure is based on email identified supporters and is not a reflection of a dues paying membership) have been an influential voice on inequality in the criminal justice system, drawing international attention to specific cases like the Jena Six and the Oscar Grant shooting by Oakland police. In 2009, Color of Change activated its members around the crack/powder sentencing disparity; a joint video project with the Brennan Center for Justice documenting the disenfranchisement of people with criminal convictions; and joined with the Lawyer's Committee for Civil Rights to promote awareness about voter registration modernization. Color of Change regularly launches campaigns in conjunction with MoveOn.org, has worked with Brave New Films on projects related to examining bias at Fox News, and works with Credo Mobile on projects like the Pollworkers for Democracy.

Presente.org, founded in May 2009, began with a simple pledge calling for an end to immigration policies that divide families, deny educational access, and exploit workers. Its mission is to strengthen the political voice of the Latina/o community and Presente.org understands the great potential for online organizing in the Latino community with an approach that recognizes the community's unique dynamics: lower rate of Internet usage, high cell phone penetration, and generally tight-knit community structures. Despite being the largest and fastest growing minority group in the United States, no significant online organizing initiative focused on Latino community concerns existed prior to Presente.org. Indeed, the past years have been marked by key missed opportunities, like the 2006 immigration marches, to turn flashpoint events into a sustained, technically networked movement. In under one year, Presente.org has grown from 100 initial founders to more than 100,000 members who sign up to receive calls to action via email and text messaging. Recent successes include its "*BastaDobbs*" campaign that pressured CNN's continued support of anti-immigrant pundit Lou Dobbs.

The campaign took advantage of two strategic openings at CNN, the network's efforts to define itself as a neutral alternative to Fox and MSNBC and its desire to court Latino viewers through its high profile "*Latino in America*" series. Presente.org's core message, that CNN "can't have it both ways," was deployed through a number of online and offline tactics, including a letter to CNN President Jon Klein that was signed by 100,000 people, a YouTube video that went viral, and on-the-ground actions in 18 cities on the eve of the "*Latino in America*" airing. A second successful campaign spotlighted the case of Luis Ramirez, a Mexican immigrant beaten to death in a small Pennsylvania town by four racial epithet spewing white teenagers. After the assailants were acquitted of all serious charges, Presente.org worked with a coalition of state-based Latino and social justice groups to mobilize 23,000 people to petition Pennsylvania Gov. Ed Rendell to speak out on the case. Soon after, Rendell publicly urged that federal hate crime charges be brought and the U.S. Attorney's office announced hate-crime charges against those involved, including three local police officers.

While Color Of Change is the most successful and well recognized project of the Citizen Engagement Laboratory, CEL is incubating several other projects including:

### **Criminal Justice/Drug Policy**

The United States is a global leader in incarceration and has more than seven million people currently under some form of correctional supervision, a number that continues to swell even with crime rates down. While the scope of the problem is daunting, its sheer size represents a potential silver lining from an organizing perspective. There are tens of millions of Americans directly impacted by the criminal justice system, either from personal experience or through a family member. And many of these people are online, participating in chat rooms and criminal justice-focused social networks.

Among the most active and effective citizen advocates include those concerned with drug policy. Just recently, marijuana legalization supporters were successful in forcing their issue into the mainstream media by gathering enough votes to place high priority of discussion interest in the inaugural online presidential town hall. CEL is in the process of researching the overlapping issues of criminal justice and drug policy to determine the existing online organizing capacity in the space and the viability of a new initiative. This would advance the shared interests of the U.S. Programs Criminal Justice Fund, OSI-Baltimore, and the International Harm Reduction Development Initiative in enriching the drug policy reform debate by engaging communities most directly impacted by the war on drugs, especially communities of color. This could also grow the base of criminal justice activists at all levels of activity and support its elevation as a national priority.

### **Get EQUAL**

Get EQUAL is an online- and offline -organizing effort that seeks to unite LGBTQ communities and their allies in demanding full legal and social equality. The project is being launched by the lead organizers of the October 2009 National Equality March, and seeks to build on that signal event by launching campaigns on the Employee Non-Discrimination Act, Don't Ask Don't Tell, and other topics of concern to LGBTQ

constituencies. Get EQUAL's premise is that an increasing base of the LGBTQ community is dissatisfied with the pace of change and with advocacy by the traditional institutions that represent the community and that they are ready to take decisive actions to demand equality now. Get EQUAL will launch in the first quarter of 2010.

### **Rationale for Recommendation**

The Democracy and Power Fund, the Equality and Opportunity Fund, and the Criminal Justice Fund jointly recommend a grant of \$300,000, over two years, to the Citizen Engagement Laboratory to advance these key goals to: support organizations that use innovative means of social engagement, through arts, culture, and/or technology, to inspire and sustain participation in social justice organizing and advocacy; and expand public participation in issue advocacy, particularly from communities most impacted by structural inequality.

CEL's work is rooted in people of color communities and effectively links the community based concerns of people of color to the online advocacy world where they can garner more awareness, press coverage, and public participation. Through its focus on many OSI priority issues, such as criminal justice, voter disenfranchisement, and immigration, CEL elevates issues that rarely get attention from online advocacy groups (such as MoveOn.org) that do not lead with a racial justice framework. As evidenced by their work on voter disenfranchisement, CEL engages citizens in taking an active role in improving government accountability. Video the Vote grew out of the award winning film *American Blackout*, a documentary chronicling the legacy of African-American voter suppression. CEL connected to the need for a citizen-based election monitoring project that led to 3,700 volunteers submitting over 1,000 videos ensuring that voting irregularities and voter disenfranchisement were documented and addressed. The project also provides powerful video evidence to inform the debate around election systems reform, a Transparency and Integrity Fund priority.

CEL leaders are very well respected in the field of online organizing. James Rucker, Co-Executive Director, was a recent panelist at a USP board meeting and has served as Director of Grassroots Mobilization for MoveOn.org, where he developed and executed fundraising, technology, and campaign strategies. Ian Inaba, Co-Executive Director of CEL, is an award-winning director and producer with a wide range of experience in media, technology, and business strategy. His directorial credits include the 2006 Sundance Award-winning *American Blackout* and he is the co-founder of Video the Vote and GNN.tv, an independent news organization, and a co-author of the book *True Lies*.

OSI funding support for the Citizen Engagement Laboratory will provide necessary capacity building funding for a leading and one of a kind high impact online organizing effort that is rooted in people of color communities. On-line organizing requires the same need for diversity that off-line organizing efforts do in order to build up a vibrant set of issues and discussions, particularly from communities that remain marginalized. CEL provides an important mechanism for bringing those voices to the forefront.

**Name of Organization:** National Association of Latino Elected and Appointed Officials Educational Fund

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

**Purpose of Grant:** To provide general support

**Previous OSI Support:** \$1,175,000  
\$50,000 from U.S. Programs (2001)  
\$150,000 from ELF Advocacy & Policy (1999-2000)  
\$225,000 from ELF Los Angeles Office (1999)  
\$750,000 from ELF Direct Services (1997)

**Organization Budget:** \$7,215,617

**Project Budget:** N/A

**Major Sources of Support:**

Ford Foundation	\$500,000
James Irvine Foundation	\$266,668
Bill and Melinda Gates Foundation	\$250,000
John S. and James L. Knight Foundation	\$200,000

**Amount Requested:** \$125,000 over one year

**Amount Recommended:** \$250,000 over one year

**Term:** One year, beginning May 1, 2010

### **Description of Organization**

The National Association of Latino Elected and Appointed Officials Education Fund (NALEO) is a Los Angeles-based national network of over 6,000 Latina/o elected and appointed leaders. NALEO facilitates full Latino participation in the American political process, from citizenship to public service, through integrated strategies that include increasing the effectiveness of Latino policymakers, mobilizing the Latino community to engage in civic life, and promoting policies that advance Latino civic engagement.

NALEO provides national leadership for important public discussions on key issues that affect Latino participation in our political process, including immigration and naturalization, election reform, the Census, and the appointment of qualified Latinos to top executive and judicial positions. Its programs are divided into two spheres of activity:

### **The Constituency Services Department**

The Constituency Services Department aims to increase the number of Latinos who serve in elected and appointed positions, and help them succeed by educating Latino elected and appointed officials on a variety of issues such as higher education access, childhood obesity, and economic development. Activities include skills and leadership development in campaign management and governance, as well as public service internships for college youth.

This department also works to enhance the public policy, governance, and leadership skills of Latino policymakers to shape policies that will help eliminate the academic achievement gap between Latino and non-Latino students. In order to achieve this goal, NALEO holds “Policy Institutes” throughout the country to provide policymakers with the opportunity to learn about pertinent education policy issues. In addition to the structured institutes, policymakers are provided technical assistance to ensure that they are benefiting from the initiative.

### **The Policy, Research and Advocacy Department**

NALEO’s Policy, Research and Advocacy Department promotes public policies that help ensure full Latino political participation and representation. This department provides the public and policymakers with insights on critical questions that have a profound impact on our democracy. The department focuses its research and advocacy efforts on naturalization and immigration, Census policy, presidential appointments, election and governance issues, and civic research.

Under this rubric, in response to the historic immigrant’s rights mobilizations of 2006, NALEO has spearheaded the three-pronged “*Ya Es Hora*” campaign linking naturalization to Census to voter participation under a single message: “it’s time.”<sup>5</sup> In 2009, NALEO pivoted the campaign from naturalization to the Decennial Census and the organization is now leading a massive effort to increase mail response rates among Latino households in the U.S. through a sustained and aggressive community education initiative. By serving as the link between community organizations and Spanish language media, the *Ya Es Hora* campaign aims to expand the message platform to go beyond paid advertising to community programming and Spanish language media’s innovative infoterial programming to raise awareness of the importance of being counted in the Census.

In 2010, NALEO will pivot to the third prong in its civic engagement continuum, focusing its efforts on the General Election as 36 U.S. Senate seats, all 435 seats of the U.S. House of Representatives, and 38 gubernatorial seats will be up for a vote. NALEO’s non-partisan voter engagement work aims to increase the generally low voter participation in the Latino community through a multi-pronged strategy that includes mobilization, education, and protection, supported by research and strong support from Spanish-language media partners.

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<sup>5</sup> During Federal Fiscal Year 2007, the United States Citizenship and Immigration Services (USCIS) received over 1.4 million citizenship applications. As stated in Congressional testimony, the USCIS acknowledged the *Ya Es Hora* campaign’s positive impact on the surge in naturalization applications.

More specifically, NALEO will continue its partnerships with leading organizations across the country to mobilize the Latino community to register to vote. For example, in Texas (one of two Democracy and Power Fund priority states) NALEO will continue its partnership with the League of Women Voters of Houston to register the newly naturalized at citizenship oath ceremonies, which resulted in 22,281 new voter registrations in 2008. NALEO's Get Out the Vote effort will target 150,000 Latino registered voters who are likely to be ignored by candidate and issue campaigns in the 2010 general elections in California, Florida, New York, and Texas.<sup>6</sup>

In order to provide information to the Latino electorate, NALEO will continue to implement its national hotline and informational website. Serving as the official Spanish-language hotline of the Ya Es Hora campaign, the toll-free hotline provides real-time answers, from live bilingual operators, to Latino voters on questions pertaining to every aspect of the electoral process. During the 2008 election season, the hotline received more than 35,740 calls. The hotline also serves as the official Spanish-language hotline for the Election Protection Coalition, which consists of a collaboration of 20 legal, 40 community, and seven media partners including: the American Civil Liberties Union, the American Bar Association, the Asian American Justice Center, Common Cause, the Leadership Conference on Civil and Human Rights, the NAACP, National Education Association, Native Vote, NBC News, Our Faith Our Vote, SEIU, and YouTube.

### **Description of Program for Which Funding Is Sought**

The proposal seeks general operating support.

### **Rationale for Recommendation**

The Democracy and Power Fund (D&P) recommends a \$250,000 grant, over one year, to the National Association of Latino Elected and Appointed Officials Educational Fund 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; and building state-based capacity through bolstering issue advocacy efforts on multiple OSI priorities at the local, state, and national levels.

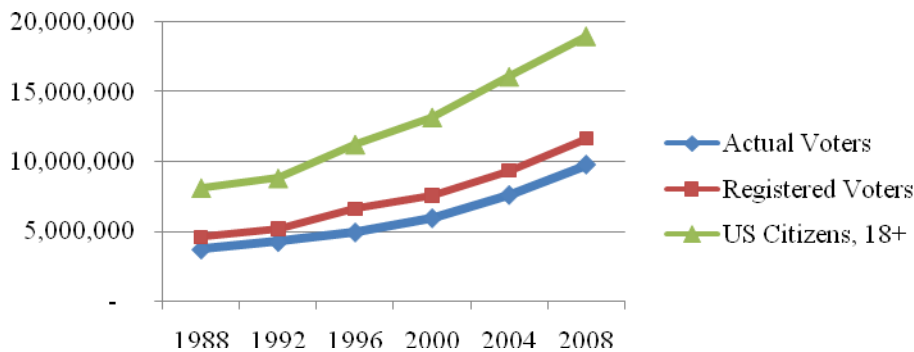
NALEO's efforts to engage and mobilize the Latino community in order to fully integrate it into the American political process are closely aligned with the strategies and priorities of the Democracy and Power Fund. We strongly support NALEO's work to bring down the social, political, and institutional barriers that have impaired the advancement of Latino civic participation and to build the collective power of the Latino community in order to enable them to access the naturalization process, participate in the electoral process, and partake in the Decennial Census.

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<sup>6</sup> Independent political scientists have tested the effectiveness of the NALEO's GOTV efforts. According to research, effective phone-based GOTV outreach typically results in about a 5 percent increase in turnout. However, the NALEO's efforts during the February 2008 primary election season increased turnout by 8.2 percent overall and 11.4 percent in Los Angeles.

An additional parallel between NALEO’s work and our priorities is NALEO’s focus on historically overlooked segments of the Latino community, particularly young people. NALEO’s GOTV efforts, for instance, have been credited with expanding the Latino electorate by targeting Latino registered voters who are: (1) between 18 and 29, (2) newly-registered, and (3) infrequent voters. Indeed, NALEO was the most successful at reaching Latino youth of all Catalist subscribers.<sup>7</sup>

Indeed, for this grant we are recommending \$125,000 beyond our initial \$125,000 core support recommendation to enhance NALEO’s voter engagement work aimed at infrequent voters in 2010. While the historic voter turnout in the 2008 election cycle signaled fuller incorporation of Latinos into the American political process, a pronounced disparity between Latino and non-Latino political participation persists. As can be seen in the table below, many Latinos remain unregistered, and the gap between those eligible to vote and those who actually vote widens with every election cycle.



Should Latino turnout fall short of expectations this year, the community may once again become a “secondary” target for political candidates, not worthy of full and aggressive engagement. The real and perceived power of the Latino community also has an impact on the level of intensity from elected leaders for pushing immigration reform.

While NALEO’s work is national in scope, it does a solid job of focusing its expertise at the community level, ensuring that initiatives build and strengthen the grassroots capacity of communities. Some examples of grassroots partners that have benefited from NALEO’s community approach include the Border Network for Human Rights, an Equality and Opportunity Fund grantee, and the Dolores Huerta Foundation. Further, NALEO maintains a large footprint in Texas, which along with North Carolina, are the two priority states selected by the Democracy and Power Fund for deeper, direct investments to complement our primarily national grantmaking.

We have been impressed with NALEO’s Executive Director, Arturo Vargas. Arturo is a nationally recognized expert in Latino demographic trends, electoral participation, voting rights, the Census, and redistricting, and also serves on the 2010 Census Advisory Committee, appointed by the U.S. Secretary of Commerce. Prior to becoming E.D., Arturo served as Vice President of the Mexican American Legal Defense and Educational

<sup>7</sup> Catalist is a prominent and widely used voter file service.



Fund. He is ably supported by a board of elected officials, chaired by Harris County Commissioner Sylvia R. Garcia from Houston, TX.

It is our pleasure to recommend NALEO—a leading non-partisan, non-profit organization working to empower Latinos to participate fully in the American political process, from citizenship to public service—for this \$250,000 grant. Because NALEO is new to the Fund, and has not received direct OSI support for several years, we are recommending only a one-year grant at this time, and will couple the grant with careful due diligence as the year progresses.

**Name of Organization:** People for the American Way Foundation

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

**Purpose of Grant:** to support Young People For (YP4) and Young Elected Officials Network (YEO)

**Previous OSI Support:** \$1,600,000  
\$1,200,000 from Progressive Infrastructure (2005-2008)  
\$500,000 from Democracy & Power (2008)

**Organization Budget:** \$5,567,473

**Project Budget:** \$1,848,188

**Source of Support:**

Anonymous	\$400,000
Sandler Family Supporting Foundation	\$100,000
NEA	\$100,000
New World Foundation	\$50,000

**Amount Requested:** \$600,000 over one year

**Amount Recommended:** \$850,000 over two years (including \$600,000 from Democracy and Power Fund, T1: 21091, \$145,000 from Neighborhood Stabilization Fund, T1: 21083, \$50,000 from Campaign for Black Male Achievement, T1: 21098, \$30,000 from Transparency and Integrity Fund, T1: 21093, \$25,000 from National Security and Human Rights, T1: 21095)

**Term:** Two years, beginning June 1, 2010

**Description of Organization**

People For the American Way Foundation (PFAWF), based in Washington, DC, works to promote and protect constitutional and American values. PFAWF fights to defend church-state separation and religious liberty, promote equality, expose and counter the Radical Right, protect the right to vote, and ensure fair and just courts. PFAWF has been active in recent years in battles over judicial nominations and on issues including school class size, separation of church and state, civil rights, voting rights for Washington, DC, equal rights for lesbian, gay, bisexual, transgendered, and queer identified (LGBTQ) people, and promotion of civic participation. With new leadership – Michael Keegan, formerly a board leader, is the new PFAW executive director and Ralph Neas has not been connected to the organization for a few years now – and a more strategic and narrowly targeted set of priorities, the organization appears to be on a much better track than in recent years.

## **Description of Program for Which Funding Is Sought**

Young People For (YP4) and Young Elected Officials Network (YEO), are two innovative leadership development programs housed at the People For the American Way Foundation, each of which is geared towards different phases in young people's political and professional development. YP4 is a leadership development program which identifies and trains tomorrow's leaders while they are still in college. YEO continues the pipeline of leadership development by providing non-partisan support to federal, state, and local elected officials who are 35 and younger and social justice oriented in their world views and policy agendas.

Young People For, launched in 2004 and based in DC, is a leadership development program which engages a diverse cohort of new campus leaders and activists and provides young leaders with continued support. The core of YP4 is its Fellowship Program: a one year program for 150 college students, usually sophomores, in which students receive seed funding, hands-on guidance, valuable leadership skills and innovative strategies to implement self-designed Blueprints for Social Justice on their campuses or in their communities.

YP4 runs three additional programs to provide ongoing support to fellowship alumni and new leaders:

- 1) The Leadership Academy, a ten-month paid fellowship for 20 leaders, age 21 to 30, in transitional states of their careers; the program includes three leadership retreats in addition to one-on-one coaching, group coaching, mentorship and leadership evaluations;
- 2) The Internship Program which places 25-35 young college leaders and activists into paid internships yearly in addition to providing one-on-one coaching, group coaching, intensive leadership training, and work with a mentor, and;
- 3) The Progressive Academy Online, six-week online seminars that teach skills relevant to a career in progressive politics or community-based organizations. These skills include how to start an organization, using the media and arts to spread a message, and using strategic communications to strengthen and disseminate your vision.

Young Elected Officials Network (YEO), based in Tallahassee, FL, is a one of a kind network that seeks to unite and support social justice minded elected officials ages 35 and under who are committed to building communities that reflect values of freedom, fairness, and opportunity but who may know little about navigating the political process. YEO provides a network of support by offering these elected leaders a forum to exchange ideas and connect to each other, make connections to policy development and think tank organizations, and receive leadership and personal development skills trainings. Currently, YEO has over 530 members in all 50 states, at the school board, city council, and state legislative levels and beyond. More than 200 of its members are regularly involved in YEO's work.

YEO holds National Conferences at which it offers issue briefings and skills trainings on topics identified by its membership. Recent issues identified by YEOs include economic development, affordable housing, public education, health care, immigration policy, national security and paid sick leave. Skills trainings include media strategy, public speaking, fundraising and financial management, working across the aisle, and ethics of a public officials. It also holds regional and policy training summits to help YEOs build relationships with peers, coordinate their agendas to achieve greater regional impact, and share lessons learned. Because YEO sponsors the total cost of every YEO to attend, the national Conference attendance is capped at 120-140 participants. Similarly, regional and policy academies are capped at anywhere between 40 to 60 participants.

YEO also holds Policy Academies designed to help its members develop and refine their political philosophy and develop model, replicable policies that help them effectively address important public policy issues across the nation. Recent YEO academies have been held on creating racially just public education (2008) and on immigration policy (2009). OSI's Neighborhood Stabilization Initiative's recommended support, as part of this larger recommendation, is for YEO to develop a policy academy in 2010 to focus on strengthening the capacity of young elected leaders to make develop and advance wise public policy around the foreclosure crisis.

YEO's website ([www.yeonetwork.org](http://www.yeonetwork.org)) is a resource of news alerts, research, successful model legislation, political trends, current events, and a catalog of social justice policy best practices. The YEO monthly e-newsletter also highlights these updates: a recent newsletter advertised a model Inclusionary Housing ordinance, a policy which mandates that new developments of more than a certain number of units include at least ten percent of homes priced at moderate- and low -income levels. It hosts bi-monthly teleconferences focused on issues and skills development that are facilitated by either a young elected or a recognized progressive leader or representative from a notable organization in the field. A March 2010 teleconference focused on the *Citizens United* case and how it will impact the election process with the increased impact of local and state chamber of commerce campaign dollars on YEO members' communities.

To encourage YP4 students to be involved in the political process, YP4 and YEO jointly run an intensive program, the Front Line Leaders Academy, which equips young leaders with basic knowledge, skills, and tools necessary to participate in the political process either as candidates, campaign professionals, or community organizers.

### **Rationale for Recommendation**

The Democracy and Power Fund recommends a renewal grant to Young People For and the Young Elected Officials Network for \$850,000 over two years (\$600,000 to both from D&P plus additional co-funding for the Young Elected Officials Network from the Neighborhood Stabilization Initiative, Campaign for Black Male Achievement, Transparency and Integrity Fund, and National Security and Human Rights Campaign) to advance this key D&P goal: to build a healthy, long-lasting and dynamic social justice ecosystem through youth organizing and engagement and the development of a

leadership pipeline that supports multiple layers of social justice leadership from new activists to long-time leaders. Both YP4 and YEO are anchors in this field and together, they recruit, engage, and activate a diverse and talented next generation of social justice leaders.

The Young Elected Officials Network has catalyzed interest from several other USP funds and initiatives for its work to connect emerging elected leaders with issue-based experts and organizational leaders in order to develop model policies for advancement at the local and state levels. YEO is filling a void and addressing the needs of emerging leaders in the progressive movement through leadership development programming, networking opportunities, and partnerships with policy organizations. YEO will be taking on special initiatives – thanks in part to U.S. Programs staff interest in connecting its issue priorities more effectively to elected leaders – related to national security, neighborhood stabilization, and the judiciary.

Through intentional outreach to ensure that a diverse composition of young people are participating, both YP4 and YEO seek to diversify leadership in social justice activism and support young leaders to effect change now. Critical to the larger nonprofit social justice ecosystem and the ongoing goals of U.S. Programs, the programs address a host of needs at different points in a young activists' trajectory in order to ensure that these leaders are sustained in their leadership over the long term.

Both the YEO and YP4 programs are led by and staffed by young people age 30 and younger. YP4 is now led by Rebecca Thompson, formerly from the U.S. Student Association, a charismatic young leader and team player who is well regarded among peer youth organizations.

YEO is directed by Andrew Gillum, a young African-American man who ran for Tallahassee City Commissioner at age 23 (and won) and who then founded YEO in response to his own experience of isolation as a young, progressive-minded elected leader who found no organization to provide support to help him develop and implement a socially just policy vision. His staff includes Alisha Thomas Morgan, the first African American to serve Cobb County in the Georgia House of Representatives, and Raquel Simon-Petley, an experienced Florida activist and communications professional. Through our due diligence, we know of no other U.S. organization that fills the niche that YEO does and Andrew is nationally recognized for his innovative, collaborative, and high impact leadership. He was recently spotlighted in a national magazine, *ColorLines*, for being one of its "top 10" innovators for 2009 and is among the most impressive grantee leaders among D&P's 100 organization grantee portfolio.

Since its launch, YP4 and YEO have continued to diversify their leadership and staff while also refining their programs and curriculum. This year, YP4 welcomed a diverse class of 150 fellows from 86 campuses – including community colleges, state universities, historically black colleges and universities, tribal colleges, liberal arts colleges and Ivy League universities – in 29 states. Of these fellows, 65% are people of color, 27% identify as a first generation college student, and 24% identify as a member of

the LGBTQ community. These motivated and talented YP4 students are already working on their Social Blueprints for the year

In addition to continuing to increase its membership and its active membership, the Young Elected Officials Network conducts surveys of its membership in order to better serve and respond nimbly to the needs of those members. As a result, in 2009, YEO launched an employment fellowship stipend due to its members' needs for "out of office" employment. Such employment is critical to a young elected leader's ability continue in elected service due to the part-time or unpaid nature of many elected positions at the local and state levels. YEO will identify community based organizations that can benefit from having an elected ally on staff, thus expanding the YEO's experience and knowledge while also filling needs of organizations with people with practical, inside knowledge of how policymaking occurs.

The Democracy and Power Fund supports a host of youth engagement and fellowship programs, but these two are gateway groups into the social justice field. YP4 helped found, and both YP4 and YEO are key partners in, the Generational Alliance, a national collaborative of social justice, community based, campus and non-campus based, leadership development and cultural/media advocacy youth organizations working across sectors to build an integrated youth civic engagement movement.

YP4 develops its curriculum with other Democracy and Power grantees, including the Movement Strategy Center and Campus Camp Wellstone. It also collaborates with a number of youth and other organizations to help connect its students to the expertise most helpful to their goals, including United States Student Association, The Center for Progressive Leadership, The Roosevelt Institute, League of Young Voters, Ruckus Society, New Organizing Institute and the Center for Community Change (all D&P grantees). YEO also continues to identify organizations and leaders which can serve as mentors or build mutually-benefiting relationships with young elected leaders. YEO and its member partners include Progressive States Network, Applied Research Center, Campus Camp Wellstone, and Center for Community Change (all D&P grantees).

Although YEO and YP4 are two separate programs their work is inextricably linked in the leadership pipeline and because they share development staff, we are recommending one grant. Both programs work closely with each other and with PFAWF leadership, and due to OSI's strong funding support of these programs and the new and vastly improved PFAW executive leadership, young people have much more internal clout within PFAWF than before. Through this grant, we seek to provide \$850,000 over two years, including \$300,000 to YP4 and \$550,000 to YEO.

**Name of Organization:** USAction Education Fund

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

**Purpose of Grant:** to provide general support

**Previous OSI Support:** \$667,500  
\$150,000 from Democracy and Power Fund (2009)  
\$350,000 from Seize the Day (2009)  
\$100,000 from Democracy and Power Fund (2008)  
\$2,500 from Charitable Events (2006)  
\$65,000 from Strategic Opportunities Fund (2005)

**Organization Budget:** \$3,294,954

**Project Budget:** N/A

**Major Sources of Support:**

Anonymous	\$550,000
The Stoneman Family Foundation	\$500,000
The Bauman Foundation	\$175,000
The California Endowment	\$100,000
The AMJ Foundation	\$10,000
Philippe Villers	\$10,000

**Amount Requested:** \$300,000 over two years

**Amount Recommended:** \$300,000 over two years

**Term:** Two years, beginning April 15, 2010

**Description of Organization**

The USAction Education Fund (USAEF) is a Washington, D.C.-based national network of 27 independent, state-based, grassroots, and multi-issue organizations that educate, engage, and empower people to participate in the democratic process.<sup>8</sup> USAEF devotes its primary attention to multi-issue, multi-constituency organizations that are committed to empowering low- and moderate-income communities and individuals through issue advocacy campaigns for tax and budget fairness, health care reform, preservation of Social Security, expansion of Medicaid and Medicare, and creating jobs. USAEF assists its state-based affiliates in developing strategic advocacy campaigns around federal issue priorities and expanding civic participation, especially for historically under-represented constituencies.

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<sup>8</sup> The states where USAEF is active in include Arizona, Colorado, California, Connecticut, Florida, Georgia, Idaho, Illinois, Iowa, Maine, Maryland, Michigan, Minnesota, Missouri, New Hampshire, New Jersey, New York, North Dakota, Ohio, Oregon, Pennsylvania, Rhode Island, Tennessee, Vermont, Virginia, Washington, West Virginia, Wisconsin.

Over the course of this grant USAEF will focus on three primary areas: health care implementation; budget and tax reform relating to jobs creation and protection of the safety net; and non-partisan civic engagement.

### **Healthcare**

Many of the USAEF state affiliate organizations have been leaders in the Healthcare for All movement since the 1980s, and since the fall of 2007, USAEF has helped lead the Health Care for America Education Fund (HCAEF). The coalition's goal is to create a nationwide movement to win the implementation of health care reform. In 2009, HCAEF made gains in educating the public about what is at stake in health care reform, how the budget process has an impact on that reform, and how important tax policy reforms will be in making quality, affordable health care available to those who need it.

Despite the bitter hyper-partisan quagmire in Washington, USAEF will continue to work alongside its state partners to conduct public education and organizing around the need for health care reform. USAEF has conducted a number of major organizing events throughout the winter in support of reform and now, with the passage of historic albeit incomplete reform, USAEF will now pivot its healthcare efforts to engage in a multi-faceted national and state regulatory effort to make sure that reform is implemented in a way that addresses the needs and interests of low-income families. Among other concerns, USAEF will work to ensure that the program is funded adequately, and that policy loopholes are addressed. Although not addressed specifically in its proposal, we anticipate that USAEF will seek to protect the just signed into law reforms from attacks from conservative political forces.

### **Tax and Budget Reform**

In the summer of 2008, USAEF recruited partners to form a coalition to address the difficulty of organizing around tax policy. With a planning grant from the Democracy and Power Fund, USAEF—along with partners the Center for American Progress, the Center on Budget and Policy Priorities (both Democracy and Power Fund grantees), and the National Women's Law Center—developed research, messaging, and field plans with the goal of changing the terms of the tax debate. That effort culminated in the Tax Education Initiative (TEI), which injects tax framing and messaging in other ongoing coalition efforts. A second grant in 2009 from Democracy and Power Fund and Seize the Day Initiative allowed USAEF to fund Organizing Fellows who worked with its state partners to organize and carry out leadership development around these tax issues.

For much of 2009, TEI focused on conducting the research and message development around the most effective way to communicate the necessity of tax reform, including the need for new revenue generation, to the public. Building on that effort, in 2010 USAEF will continue to work within the TEI coalition to promote progressive tax policy and continue public education and organizing efforts in support of a federal budget that



focuses on funding for critical social needs programs and tax fairness for lower- to middle-income families.

### **Job Creation**

Recognizing that the United States is facing the worst unemployment crisis in 70 years, with over 15 million unemployed, USAEF has helped to found a new coalition—Jobs for America Now—comprised of 60 national organizations that have come together to help develop the policy, messaging, and organizing solutions aimed at tackling the jobs crisis. USAEF and its partners in the Jobs for America Now Coalition are working based off of a comprehensive policy work plan developed by the Economic Policy Institute, a Democracy and Power Fund grantee, in the late months of 2009. This “Five-Point Plan to Stem the Jobs Crisis” calls on our nation to:

- Provide relief through continued and expanded unemployment benefits, COBRA and SNAP (Supplemental Nutrition Assistance Program);
- Extend substantial fiscal relief to state and local governments;
- Create jobs that put people to work helping communities meet pressing needs, including in distressed communities that face severe unemployment;
- Invest in infrastructure improvements in schools, transportation and energy efficiency, thus providing jobs in the short run and productivity enhancements in the longer run; and
- Spur private-sector job growth through innovative incentives and providing credit to small and medium-sized businesses.

Through its policy development, public education efforts and organizing function, the Jobs for America Now coalition will work to generate public education around policy options on the jobs issue in 2010.

### **Civic Engagement**

USAEF’s 2010 civic engagement efforts will focus on voter education and GOTV work, with a particular emphasis on under-represented constituencies. Such constituencies will include people of color, unmarried women, and youth voters, and may also include people who are newly economically-stressed, such as young people entering the workforce for the first time or older workers (45- to 65-year-olds) who have lost their jobs in the economic downturn. Through its non-partisan civic engagement efforts, USAEF expects to maintain or surpass contacts made during the last midterm elections (2006) to generate tens of thousands of door-to-door, phone, e-mail, and direct mail contacts among key constituencies in the 2010 cycle.<sup>9</sup>

### **Description of Program for Which Funding Is Sought**

The proposal seeks general operating support.

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<sup>9</sup> Specifically, USAEF’s civic engagement program will focus on the states of Connecticut, New Hampshire, Illinois, Missouri, and Ohio.

## **Rationale for Recommendation**

The Democracy and Power Fund (D&P) recommends a \$300,000 grant, over two years, to support the USAction Education Fund 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; and building state-based capacity through bolstering issue advocacy efforts on multiple OSI priorities at the local, state, and national levels.

Despite significant activity around healthcare reform, including actions, petitions, alliance building and public education events, reform was bogged down for months in hyper-partisan gridlock. As a key leader in the healthcare reform effort, USAEF has learned valuable lessons that will benefit it and the new Jobs for America Now coalition. Its experience organizing around health care reform and its decent presence at the state level in a number of states make it qualified to lead the job creation effort in these areas.

USAEF personnel are well regarded as strong coalition builders in federal policy fights. The USAEF Executive Director, Jeff Blum, has extensive experience in grassroots organizing and strategic campaign development, having founded and directed Pennsylvania Citizen Action, serving in a number of leadership roles on transportation policy, and founding the Advisory Board of the Jewish Fund for Justice.

In our last grantmaking cycle with USAEF around its efforts to shape the national dialogue and increase public participation in the battle over the federal budget, we voiced concern that the coalition lacked diversity, especially from organizations supporting communities of color, immigrant communities, women, and low income individuals. Based on our due diligence, it appears that USAEF, in leading and building the Jobs for America Now Coalition, has been careful to include these organizations—thus far, Center for Community Change, NAACP, Leadership Conference, National Council of La Raza, National Urban League, United States Student Association, and Jobs with Justice (also recommended in this docket) are all listed as endorsers. It is unclear, at present, whether these organizations are in leadership roles necessary to shape the direction, policy priorities and strategies of this burgeoning effort. We'll continue our due diligence to discern whether that is the case and may determine that future additional support from the Seize the Day Initiative is warranted to fund this job creation related advocacy. Nevertheless, we are pleased to recommend this general support renewal grant for USAEF.