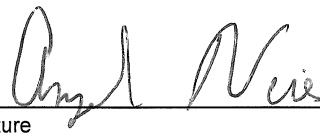
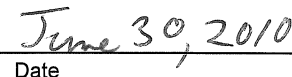


**U.S. PROGRAMS
DEMOCRACY AND POWER FUND
Summary of Recommended Grants
Docket II - June 30, 2010**

<u>Organization</u>	<u>Recommended</u>	<u>Term</u>
<u>U.S. Programs, Democracy and Power Fund, T1: 21091</u>		
<u>Grassroots Organizing, Base-Building and Non-Partisan Voter Engagement</u>		
Interfaith Education Fund, Inc	\$200,000	1 year
The National Korean American Service & Education Consortium (Power Vote 2010 Project)	\$75,000	1 year
Tides Foundation (Youth Engagement Fund)	\$375,000	1 year
<u>Youth Organizing and Leadership Development</u>		
Foundation for National Progress (Wiretap Magazine) ¹	\$100,000	1 year
Grassroots Institute for Fundraising Training	\$200,000	2 years
Grassroots Policy Project	\$100,000	2 years
Jewish Funds For Justice (Funders Collaborative on Youth Organizing)	\$200,000	2 years
National Immigration Law Center (United We Dream Network) ²	\$75,000	1 year
<u>Policy Generation</u>		
Northwest Federation of Community Organizations (Main Street Alliance)	\$200,000	2 years
United for a Fair Economy (Tax Fairness Organizing Collaborative Project)	\$150,000	1 year
<u>Building State-Based Power</u>		
National Association for the Advancement of Colored People (NC NAACP, Houston NAACP) ³	\$200,000	1 year
<u>North Carolina</u>		
Democracy North Carolina	\$100,000	1 year
Beloved Community Center of Greensboro, Inc	\$75,000	1 year
North Carolina Latino Coalition	\$75,000	1 year
North Carolina Justice Center	\$50,000	1 year
<u>Texas</u>		
Texas Legal Services Center, Inc (Texas Organizing Project Education Fund)	\$150,000	1 year
La Unión del Pueblo Entero (¡Votamos y Venceremos! Project)	\$100,000	8 months
The Center for Public Policy Priorities	\$75,000	1 year
Border Network for Human Rights (Reform Immigration for Texas Alliance Project)	\$100,000	1 year
Youth and Family Alliance (Texas Civic Engagement Table Project)	\$150,000	1 year
TOTAL	\$2,750,000	


Approval Signature


Date

¹ To support the transfer of Wiretap Magazine to Foundation for National Progress (fiscal sponsor change, initial grant was approved in 2009 so this grant will not be applied against Democracy and Power's 2010 grantmaking budget)

² The total grant to National Immigration Law Center (United We Dream) is to be split between Democracy and Power Fund T1:21091 (\$37,500) and Equality and Opportunity Fund T1:24023 (\$37,500)

³ Total grant to be awarded to the national office of the National Association for the Advancement of Colored People with \$125,000 going to the North Carolina State Conference of the NAACP split between Democracy and Power Fund T1:21091 (\$75,000) and Equality and Opportunity Fund T1:24023 (\$50,000); and \$75,000 going to the Houston Branch of the NAACP all from Democracy and Power Fund

MEMORANDUM

To: Aryeh Neier
From: Ann Beeson and Bill Vandenberg, for the Democracy and Power Fund
Date: June 22, 2010
Re: Democracy and Power Fund Docket II

We look forward to discussing with you the second 2010 Democracy and Power Fund docket on Wednesday, June 30. The write-ups and a docket sheet are attached here.

Twenty months after the election of Barack Obama, America's policymaking and advocacy climate is unquestionably a mess. With the rise in right-wing populism via the Tea Party, increasing white supremacist activity across the nation (targeting both the president and immigrants), profound state and local fiscal crises forcing painful cuts to essential services, a jobless economic recovery and elevated federal budget deficit hawk activism, and ever deepening partisan entrenchment, the role of the Democracy and Power Fund's grantees to break through this gridlock and advance open society has perhaps never been more necessary. Our mandate continues: to enhance U.S. Programs' issue-specific funding and to build the collective power of individuals, communities, organizations, and strategic alliances to develop and demand solutions to advance open society in the U.S. To this end, we are pleased to share with you our recommendations for this second docket of 2010.

Democracy and Power Fund (D&P) grantees continue to play leadership roles in nearly every major federal advocacy battle – currently on comprehensive immigration reform, big bank accountability, climate change, and public job creation to name a few – and this docket contains several recommendations for organizations engaged in these advocacy fights. Beyond the better known D&P grantees like the Center for American Progress, Center on Budget and Policy Priorities, or the Center for Community Change, we are identifying emerging efforts that complement the large national groups with strategic and high impact work at the local and state levels. Of note in this docket are two new D&P recommendations, The United We Dream Network and the Main Street Alliance. United We Dream is an emerging immigrant youth organizing and advocacy alliance – including a large number of undocumented youth members – that is courageously challenging leaders from all political stripes to step up efforts for immigrant justice and comprehensive immigration reform. The Main Street Alliance is a dynamic national network that brings the voices of thousands of social justice minded business owners to federal advocacy on health care, tax policy, lending reform, and immigration. These business leaders are already providing a counterweight to the National Federation of Independent Businesses, a dominant small business lobby with a decidedly right-wing agenda. The Main Street Alliance was initially identified for OSI support in 2009 via the Seize the Day Initiative.¹

In this docket, we are particularly excited to share with you our first set of state-based grant recommendations for North Carolina and Texas. As we shared in our first

¹ OSI funded organizations are explicitly prohibited from using OSI funding for lobbying on legislation.

docket meeting of this year, D&P has now spent ten months developing its new “building state-based power” program. This funding will complement our largely national grantmaking with state-based funding to build open society and social justice organizational capacity and impact in two key states. You will find 11 recommendations in this docket, six for Texas and five for North Carolina, totaling \$1.075 million. In addition to our regular write-ups for these recommendations, we have attached a memo to you detailing why we’ve selected these states, how they advance broader OSI and USP priorities, and what strategic path we propose for our state-based grantmaking.

In this first docket, the Democracy and Power Fund recommends funding for twenty organizations, including eight renewals, 11 new grantees (primarily our state-based recommendations), and one fiscal sponsorship transfer of a previously approved grant. These recommendations total \$2,750,000, of which \$87,500 - for the NAACP’s North Carolina State Conference and the United We Dream immigrant youth organizing network – is co-funded by the Equality and Opportunity Fund.

Our 20 recommended grantees include eight general support grants, seven fiscally sponsored entities, and five project grants. There are a total of 21 write-ups attached as we are making two grant recommendations, written separately, for the NAACP’s North Carolina State Conference and its Houston Branch. Four recommended grantees have grant terms for more than one year and one, Interfaith Education Fund, is recommended for a tie-off grant. Half of these recommendations are for organizations that are led by people of color, half of the recommended grantees are led by women, and one third of the organizations are led by immigrants or first generation Americans.

Last, but not least, on our third docket – in September – we expect to bring a recommendation to you for one final year’s renewal for Campus Progress, which would constitute a tie-off grant. Per prior email and in person dialogue with you, we are aware of your concerns regarding the organization’s leadership and accountability to the broader youth field. Following additional due diligence, conversations in the field, and a meeting with David Halperin, we share your concerns. We will soon be communicating this to David and welcome further conversation with you as you wish.

Our recommended grantees for Docket II are:

Grassroots Organizing and Non-Partisan Voter Engagement
Three recommendations, \$650,000

Interfaith Education Fund

The Interfaith Education Fund (IEF), based in Austin, TX, provides organizing, training, and research support to community organizations affiliated with the Industrial Areas Foundation, the congregation-based community organizing network that was founded by Saul Alinsky. Tie-off general support grant recommendation.

National Korean American Service & Education Consortium (Power Vote 2010 Project)

The Los Angeles-based National Korean American Service & Education Consortium (NAKASEC) is a national alliance working to promote the full participation of Asian American and Pacific Islanders, with the greater goal of building a national movement for social change. This grant would support NAKASEC's technical assistance on non-partisan voter engagement work in several states with organizations that represent a wide range of AAPI communities.

Youth Engagement Fund (fiscal sponsor: Tides Foundation)

The Youth Engagement Fund, a Washington, DC-based national, nonpartisan 501(c)(3) collaborative table of youth civic engagement organizations, exists to provide technical assistance and regranting to increase youth voter registration and mobilization goals.

Youth Engagement and Social Justice Leadership Development
Five recommendations, \$675,000

Funders Collaborative on Youth Organizing (fiscal sponsor: Jewish Funds for Justice)

The Funders' Collaborative on Youth Organizing, a Brooklyn-based national intermediary, seeks to increase funding for youth organizing organizations across the U.S. and develop strategies to promote to other funders the importance of investment in the leadership of low-income youth of color in social justice organizing.

Grassroots Institute for Fundraising Training

The Oakland-based Grassroots Institute for Fundraising Training, a national training and technical assistance organization, promotes the connection between fundraising, social justice, and social justice movement building, particularly for people of color communities and groups.

Grassroots Policy Project

The Grassroots Policy Project, based in Cambridge, MA, is an educational and research organization working in partnership with grassroots community groups, activist networks, statewide coalitions and other training organizations to encourage strategic approaches to issues of social and economic justice.

United We Dream Network (fiscal sponsor: National Immigration Law Center)

The United We Dream Network, housed at the Los Angeles-based National Immigration Law Center, is a new network founded by immigrant youth activists to better connect immigrant youth organizing efforts throughout the country and aggregate their collective power to impact change.

WireTap Magazine (fiscal sponsor: Foundation for National Progress)

WireTap Magazine is an online journal that is well regarded and utilized by organizations, leaders, and activists in the youth engagement field. WireTap was recommended for its final Democracy and Power Fund grant in 2009 and, upon your approval of our recommendation last year, is now tied off from ongoing D&P support. This recommendation would allow the previously approved OSI funding to follow

WireTap to its new fiscal sponsor, the Foundation for National Progress, a c3 connected to *Mother Jones* magazine.

Policy Generation

Two recommendations, \$350,000

Main Street Alliance (fiscal sponsor: Northwest Federation of Community Organizations)

The Seattle-based Main Street Alliance (MSA) is a national network of small business coalitions that leverages small business voices to advance policies that promote racial, economic, and social equity.

United for a Fair Economy (Tax Fairness Organizing Collaborative project)

Boston-based United for a Fair Economy's Tax Fairness Organizing Collaborative is a national network convened in 2004 to educate and organize for fair and adequate taxation and socially just government budget priorities at the state and federal levels.

Building State-Based Power: Investing in Issue –Based Advocacy and Organizing in North Carolina and Texas

Eleven recommendations, \$1,075,000

North Carolina

D&P's emerging North Carolina funding strategy will build the grassroots organizing, issue advocacy, and civic engagement capacity and impact of African-American, Latina/o, and immigrant communities, along with that of young people across the state. Beginning with this docket, D&P will launch its state-based program in North Carolina. Beyond supporting organizations that meet the priorities stated above, D&P will also fund key statewide organizations that build issue advocacy capacity, expertise, and impact and those that enhance statewide civic engagement collaboration.

Beloved Community Center

The Greensboro-based Beloved Community Center is a grassroots, community-based organization that models a spirit of community that is based upon Dr. Martin Luther King, Jr.'s vision of a "beloved community" through organizing and advocacy for social, racial, and economic justice.

Democracy North Carolina

Durham-based Democracy NC is a nonpartisan statewide organization that uses research, organizing, and advocacy to increase voter participation, reduce the influence of money in politics, and achieve representational government.

North Carolina Justice Center

The Raleigh-based North Carolina Justice Center is a well regarded state level organization that uses litigation, analysis, multi-issue advocacy, community education, and communication strategies to eliminate poverty in North Carolina.

North Carolina Latino Coalition

The Durham-based North Carolina Latino Coalition is a statewide organization dedicated to building power among grassroots Latina/o community-based organizations. The NCLC provides CBOs with technical assistance and participatory opportunities for grassroots Latina/o leaders to work towards social change.

North Carolina NAACP State Conference

The North Carolina NAACP State Conference, one of the nation's largest state NAACP networks, has more than 100 community and youth branches and catalyzes advocacy, organizing, and alliance building on issues of economic and racial justice.

Texas

D&P's emerging Texas funding strategy will complement the long-time work of the Criminal Justice Fund and the expanding watchdog work of the Transparency and Integrity Fund in the state through building the grassroots organizing, issue advocacy, and civic engagement capacity and impact of African-American, Latina/o, and immigrant communities, along with that of young people. Beginning with this docket, D&P will launch its state-based program in Texas. While our work will be statewide in desired impact in this vast state of more than 23 million residents, we'll begin by focusing more resources on two fast growing and very diverse regions: Houston/Harris County and the Rio Grande Valley. Beyond supporting organizations that meet the priorities stated above, D&P will also fund – or help launch – key statewide organizations that build issue advocacy capacity, expertise, and impact and those that enhance statewide civic engagement collaboration.

Center for Public Policy Priorities

The Center for Public Policy Priorities (CPPP), an Austin-based non-profit policy institute, is committed to bettering the economic and social conditions of low- and moderate-income Texans through independent research, policy analysis and development, public education, advocacy, coalition-building and technical assistance.

La Unión del Pueblo Entero (Votamos y Venceremos! Project)

La Unión del Pueblo Entero (LUPE), a San Juan-based non-profit membership organization that was established by César Chávez, engages farmworkers, immigrants, and their families in transforming the communities in which they live.

NAACP Houston Branch

The NAACP's Houston Branch serves the Harris County area, including Houston, the nation's fourth largest city. The Houston Branch is one of the five largest NAACP branches in the nation and serves the community through various programs, including an impressive police misconduct legal redress effort, youth outreach, and health advocacy.

Reform Immigration for Texas Alliance (fiscal sponsor: Border Network for Human Rights)

The Reform Immigration for Texas Alliance (RITA), a new, El Paso-based multi-sector statewide network, is dedicated to building grassroots organizing and advocacy for immigrant rights, including comprehensive immigration reform.

Texas Organizing Project Education Fund (fiscal sponsor: Texas Legal Services Center)

The Texas Organizing Project Education Fund (TOP) is a new Houston-based statewide organization promoting social and economic equality for low- to moderate-income Texans through community organizing and civic engagement.

Texas State C3 Table (fiscal sponsor: Youth and Family Alliance)

This recommended grant would provide seed funding – to be matched by donors identified via Texas in-state fundraising – for a new, statewide c3 civic engagement table, similar to tables that already exist in 16 states via State Voices, a core D&P grantee that provides support to over 600 social justice and progressive non-profits.

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 June 30. Thank you.

DEMOCRACY AND POWER GRANTS

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Name of Organization: Interfaith Education Fund, Inc.

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

Purpose of Grant: to provide general support

Previous OSI Support: \$1,800,000
 \$300,000 from Democracy and Power (2009-2010)
 \$250,000 from Progressive Infrastructure (2006-2007)
 \$75,000 from U.S. Programs General (1999-2000)
 \$575,000 from U.S. New Urban Initiatives (1998-2000)
 \$600,000 from Emma Lazarus (1997-2000)

Organization Budget: \$2,258,000

Major Sources of Support:

Ford Foundation	\$500,000
Gates Foundation	\$477,108
Mott Foundation	\$325,000
The California Endowment	\$200,000
Annie E. Casey Foundation	\$75,000

Amount Requested: \$200,000 over one year

Amount Recommended: \$200,000 over one year

Term: One year, beginning July 1, 2010

Description of Organization

The Interfaith Education Fund (IEF), created in 1989, provides organizing, technical assistance, training, and research support to a broad-based network of local interfaith coalitions known as the Industrial Areas Foundation (IAF). These local coalitions are the inheritors of an institutionally rooted community organizing tradition promoted by Saul Alinsky beginning over 60 years ago in Chicago, IL.

IEF primarily supports the work of 28 IAF affiliates in seven southwestern U.S. states but, through this grant, will work closely with an additional 20 affiliates in the Metro IAF network, covering six states and the District of Columbia. IEF is an Austin, TX based organization with more than 150 affiliated staff organizers based in dozens of communities nationwide.

IEF supports locally based organizations that place community organizing at the center of their work to build power to advance social justice and a more equitable society. IEF and its organizational partners work on several USP priority issues, including immigration reform, affordable housing, and workforce development.

To advance its priorities and shape the public discourse, IEF utilizes public education, neighborhood and congregation based organizing, and civic engagement to increase public participation at the local and state levels.

IEF operates as a clearinghouse for information, facilitating the sharing of winning strategies by local organizations and its partners and provides training for organizers and leaders on organizing strategies and personal development as well as teaching participants on topics as diverse as theology, history, philosophy, or the mechanics of school finance systems. Training sessions and seminars are organized at both statewide and regional levels and serve as an opportunity to strengthen the relationships among individuals and institutions in the statewide networks.

Through one on one conversations and house meetings, agendas for action emerge and all of IEF's public policy work is driven by the concerns expressed at these smaller discussions. Consequently, IEF efforts focus primarily on education, jobs and wages, public infrastructure, health care, water quality, housing, and immigration. Organizers and research staff then work with leaders to develop a sufficient base of leadership, power, and expertise to impact public policies relating to those issues on local, state, and federal levels.

Description of Program for Which Funding Is Sought

This proposal seeks general operating support.

Rationale for Recommendation

The Democracy and Power Fund (D&P) recommends a renewal grant of \$200,000, over one year, to the Interfaith Education Fund to advance this key fund goal: Expanding democracy and building power for those who do not currently have it through grassroots organizing and non-partisan voter engagement. This recommendation is for a final, tie-off grant.

IEF and its partner IAF organizations develop new community leaders from some of the nation's hardest hit and most disenfranchised communities, from inner city Baltimore to the rural Rio Grande Valley, and equip them with the skills of public life that are necessary to pursue solutions to the issues of concern to their families and community. IEF and its IAF partners have won many well documented social change victories at the local and state levels and promote a concept of "active citizenship," which is unrelated to the legal status of residents but rather to their full participation in the public life of neighborhoods and communities on problem solving around school reform, affordable housing, economic development, and job training.

The IAF network is led by two long-time and respected organizers, Ernesto Cortes in the Southwest, and Arnie Graf in the East, who are effective campaign strategists, policy change thinkers, and trainers of new organizers. Graf is much more inclined to working in alliance with others, Cortes is much more resistant to doing so.

Despite its past organizing success, following extensive consultation with organizational and philanthropic leaders across the nation, the Democracy and Power Fund has arrived at a difficult decision: to make this a final grant recommendation for the Interfaith Education Fund and the IAF network. We have conducted considerable due diligence, more than for any other single grantee, meeting with domestic and international IAF affiliates in Austin, Baltimore, Charlotte, Houston, London, and San Antonio and spent long hours getting to know its leaders, discussing its work, understanding the network structure, improving grant reporting, and identifying how IEF's work overlaps with OSI interests.

Like many of the old line institution-based organizing networks, IEF/IAF has a decentralized structure that can make it challenging to discern how the network aggregates local work to advance state and national level issue campaigns. While IEF considers this local control to be a strength and not a barrier to power building, our assessment is that the network's leadership not only does not work well together but that the network is seen by many in the field as anti-coalitional and a hindrance to broader community building and advocacy efforts. We've had hard conversations with IAF leadership about their position in the field, their reputation, and the role of collaboration in building stronger advocacy movements. While IEF/IAF remains effective in winning local power for their defined constituency, their work in the field is fraught with tension with other individuals and community and elected leaders working to advance social justice. A frequent analysis in field conversations is that many IAF affiliates are smaller, more isolated, and less powerful than they were ten or twenty years ago.

Additional concerns include our assessment that the network has not developed effective plans to modernize its model to thoroughly engage young leaders in its base and leadership. As young people continue to move away from church pews this will likely impact IAF's future power building. In some communities, notably Houston, IAF is seen as unwilling to stand up to local Catholic bishops or archbishops. These church leaders can be important allies on immigration reform but their agenda is increasingly set by the *Opus Dei* wing of Catholicism, not by the progressive-minded Catholics who reinvigorated the American church post-Vatican II and who honor a broader set of Catholic social teachings beyond fighting abortion and opposing lesbian and gay equality.

We also note the network's refusal, consistently offered, to collaborate broadly and divorce itself from the rigidity of the Alinsky "no permanent friends, no permanent enemies" mantra. If IEF/IAF were able to achieve victories singlehandedly perhaps this could be excused. Since that is rarely the case, it unfortunately compromises the effectiveness of local advocacy efforts. Instances were shared from Baltimore and the Rio Grande Valley where IAF affiliates were seen as either undermining broader issue advocacy campaigns conducted by peer organizations, conducting direct actions on funders who asked too many questions, or, worse yet, taking credit for the work of others.

We don't shy away from controversial grantees but, generally, what makes our grantees controversial is their positions on issues, not how they operate in their communities and

in alliances. Taken together, these concerns led us to make this tie-off recommendation. Following the conclusion of a final grant to IEF, D&P will have increased capacity to increase grant award sizes to organizing networks that conduct equally high caliber organizing, often at larger scale, and that work more effectively with other organizations and networks as they seek to advance immigration reform, economic justice, neighborhood stabilization, and other OSI priorities.

This was not an easy decision to make as IAF occupies an important place in the organizing field, both historically and in the present-day. The network has well recorded successes that are due to its organizing and strong community building track record and has shown prescient analysis of the subprime lending market's likely demise that led it to structure its housing program in a way that expanded equity for homeowners and minimized their future risk. In the end, however, despite some in the network who do operate more coalitionally, with limited funding and a large number of grantees D&P must make tough decisions as to which organizations meet the greatest number of US Programs priorities. For these reasons we recommend a \$200,000 renewal grant as the final grant for this long standing network.

Name of Organization: The National Korean American Service & Education Consortium

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

Purpose of Grant: to support Power Vote 2010

Previous OSI Support: N/A

Organization Budget: \$815,000

Project Budget: \$75,000

Major Sources of Support:

Four Freedoms Fund	\$295,000
Ford Foundation	\$125,000
Evelyn and Walter Haas Jr. Fund	\$125,000
Bank of America	\$42,000

Amount Requested: \$75,000 over one year

Amount Recommended: \$75,000 over one year

Term: One year, beginning June 1, 2010

Description of Organization

The Los Angeles-based National Korean American Service & Education Consortium (NAKASEC) was founded in 1994, in the aftermath of the post-Rodney King police brutality trial civil unrest in Los Angeles and in the midst of the passage of state and federal anti-immigrant legislation. NAKASEC's mission is to "project a national progressive voice and promote the full participation of Korean Americans as a part of a greater goal of building a national social justice movement."

NAKASEC and its affiliates in Los Angeles, Chicago and Washington, D.C., provide programs in education, social services, culture, civic engagement and organizing. NAKASEC develops sound and informed policy advocacy goals, produces relevant educational products, and coordinates results oriented national grassroots campaigns that are informed by its participation in national strategy formations.

NAKASEC and its affiliates have the capacity to reach over 150 ethnic media outlets, located in seventeen national media markets, to reach hundreds of thousands of limited English speaking community members. It conducts outreach through timely updates and action alerts directly to 25,000 community members, 600 faith-based institutions, and 300 community based organizations in thirteen states. Because of its reach and solid organizing model, NAKASEC plays a leadership role in several campaigns and coalitions including the Center for Community Change's Campaign for Community Values, Fair

Immigration Reform Movement, Reform Immigration For America, and Rights Working Group, among others.

Description of Program for Which Funding Is Sought

In 2008, NAKASEC's Power Vote program registered 10,592 new voters, educated 132,708 community members in the electoral process, assisted 7,021 voters through hotline numbers or face to face for walk-ins; coordinated robo-calls to 23,017 voters to get out the vote; and phone banked and/or precinct walked to 20,606 voters in Illinois and California. Building from the infrastructure created, achievements made, and lessons learned of the 2008 elections NAKASEC will launch Power Vote 2010 to provide technical assistance and re-grant dollars to five local Pan Asian organizations in Philadelphia, Chicago, Los Angeles, New Orleans (a USP wide priority for place-based work), and Houston (a new priority region for the Democracy and Power Fund). In Houston, NAKASEC intends to partner with the Texas Organizing Project, another recommended grantee in this docket, to work with the one of the nation's largest Vietnamese communities, in the southwestern quadrant of that sprawling city.

In 2010, Power Vote staff and volunteers will conduct voter participation efforts to directly mobilize at least 20,600 Asian American and Pacific Islander (AAPI) voters to the polls, most of whom are low propensity voters. Power Vote will also educate thousands of others through ethnic media outreach. The efforts of NAKASEC and its partner groups will result in a marked increase in the voter participation of targeted AAPI voters in the five cities. This short term project is the stepping stone for a longer term project to build their expertise and capacity through peer learning and NAKASEC's coordination and technical support.

While Power Vote 2010 is a nationally coordinated effort, organizations working at the local level are designing voter engagement plans that are appropriate to their organizational capacity and the community in which they work. Past experience has revealed that particularly with low propensity voters, the higher number of contacts or reminders they receive about the election, the more likely they are to vote. These contacts are most effective when done by an organization the community member knows and respects and the methods are in-language and culturally appropriate. Power Vote partners will make multiple contacts to low-propensity voters to best ensure a high AAPI turnout in November 2010.

NAKASEC is the main fiscal and administrative sponsor of Power Vote 2010, responsible for ensuring that grant funds are properly administered and used and that reporting is accomplished in an appropriate and timely manner. NAKASEC will also offer systematic and ongoing technical assistance to assist organizations in fully and successfully executing their local GOTV campaigns, working very closely and frequently with groups with the least electoral experience and periodically checking in with groups that are more experienced. NAKASEC staff also will be on-call at all times during the project period for any questions or assistance needed by partner organizations. Furthermore, NAKASEC will serve as a clearinghouse for electoral information and

materials such as election law requirements, election guides, flyers, voter reminder cards, palm cards, and other voter templates for partner organizations to increase efficiency and prevent time wasted on the creation of pre-existing materials.

Rationale for Recommendation

The Democracy and Power Fund (D&P) recommends a \$75,000 grant, over one year, to the National Korean American Service & Education Consortium for its work to advance this key Fund goal: Expanding democracy and building power through grassroots organizing and non-partisan voter engagement in order to build power for those who do not currently have it.

Asian Americans and Pacific Islanders are the country's third-largest minority—now 15.2 million people, or five percent of the population. In 2008, 3.9 million Asians were registered voters, a small number but significantly up from 3.4 million registered voters in 2006. Due to both high immigration rates and a lack of investment in AAPI voter participation, Asian-Americans have the lowest proportion of eligible voters compared with the populations of any other racial group. And of those, very few (about 50 percent in 2006) actually register to vote and even fewer turn out to vote.

There are multiple obstacles to engaging Asian voters. One key reason is that unlike Latinos, Asian Americans speak different languages. Get Out The Vote efforts can cut Spanish-language ads to run nationwide; it's more difficult to run ads in Vietnamese, Chinese, Japanese, Tagalog, or Korean, for example, and only about 60 percent of Asian-Americans speak English. In order to reach these voters, GOTV efforts need to target ethnic media, which can be costly and difficult unless conducted locally by rooted and trusted messengers in the community. It is in this vein that NAKASEC is launching its Power Vote project.

With this grant, NAKASEC seeks to build the capacity of local communities to civically engage a growing number of Asian American voters. The aim is for the partner groups within the Power Vote project to emerge as strategic partners in their home cities and lay the groundwork for a new, broad-based alliance of Asian organizations with the capacity to engage Asian voters at scale in 2011 and 2012.

NAKASEC is well-positioned to lead this effort – it has a proven track record of offering peer support, skilled technical assistance and re-granting. While NAKASEC is rooted in the Korean community, it has strong ties with a range of Pan Asian organizations, mostly due to the fact that NAKASEC served as the primary liaison, trainer and support provider for APIA Vote's field efforts. This grant recommendation follows the Democracy and Power Fund's decision to end support for APIA Vote. Due to significant board and staffing changes, a desire to hold flashy events instead of prioritizing the hard work of grassroots voter engagement, along with other challenges, our assessment is that APIA Vote is unable to carry out national voter engagement work at scale and we've recently ended our grantmaking relationship.

Following the 2010 elections, NAKASEC will continue to work with both the partner groups and close advisors to evaluate and propose a possible working model for a new national entity to conduct organizing and voter engagement in the broader Asian American community. The likely scenario is that this grant will be a one-time grant to NAKASEC until 2011 when this project is spun off into a new c3 organization. Assuming that the Power Vote 2010 project goes well this year, the Democracy and Power Fund projects to sustain and perhaps expand our support in the future.

NAKASEC is led by its co-founder Eun Sook Lee. Ms. Lee has served as its Executive Director since September of 2003. During this period, to establish a stronger national Korean American and Asian American and Pacific Islander (AAPI) presence, she opened NAKASEC's Washington, DC office and has worked to ensure that NAKASEC plays a leadership role in major national multi-ethnic and multi-sector coalitions focused on civil rights and immigrant rights, including immigration reform and health reform. Ms. Lee will retire from NAKASEC at the end of this year and will lead the effort to launch the new organization referenced above.

AAPI civic engagement is a priority for the Democracy and Power Fund for several reasons. Supporting a wide range of immigrant-rooted community voter efforts complements OSI's immigrants' rights and immigration reform capacity and works in tandem with the interests of the Equality and Opportunity Fund. Groups that are led by and rooted in people of color communities are also better equipped to inspire participation and trust than are less culturally competent organizations that parachute in from the outside to do last minute voter work and then leave the community. Because of this priority and based on our due diligence, AAPIA Vote is no longer a good investment. We are shifting our funding recommendation to NAKASEC in order to build power in the Asian community through expanded participation in the democratic process.

Name of Organization: Tides Foundation
(fiscal sponsor for the Youth Engagement Fund)

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

Purpose of Grant: to support Youth Engagement Fund

Previous OSI Support: \$400,000
\$400,000 from Democracy and Power Fund (2008-2011)

Organization Budget: \$6,073,000

Project Budget: \$3,800,000

Major Sources of Support:

HKH Foundation	\$200,000
Tides Foundation	\$100,000
Melalucca Foundation	\$50,000
Arkay Foundation	\$40,000
Election Protection Fund	\$35,000

Amount Requested: \$375,000 over one year

Amount Recommended: \$375,000 over one year

Term: One year, beginning October 1, 2010

Description of Organization

Since 1976, Tides Foundation has worked with donors committed to social change, bringing resources and people together towards the goal of strengthening community-based nonprofit organizations and the progressive movement through innovative grant making. Tides Foundation has offices in San Francisco and New York City and is a self-sustaining public charity that makes grants across the country and globe.

Tides Foundation offers donor advised funds and other grantmaking vehicles as well as professional philanthropic advice, institutional re-granting services, comprehensive grants management and much more. Since 2000, Tides Foundation granted more than \$400 million to progressive nonprofit organizations. It also coordinates U.S. Programs grantees, such as the Election Administration Fund, Connect US, and many others.

Description of Program for Which Funding Is Sought

In 2008, a record-breaking 22.39 million young voters came out to vote. Their impressive turnout proved that young voters are a fast growing and increasingly diverse constituency. Indeed, young voters have defied their apathetic image by turning out in

unprecedented numbers during the last three elections. Young voter turnout increased in Presidential Elections by eleven percent over the last decade, while turnout among all other age groups did not change significantly.

In order to maximize the potential of this energized generation in the short and long term and to ensure that new voters continue to vote, a 501(c)(3) non-partisan collaborative table of youth civic engagement organizations was launched in 2008 – by U.S. Programs staff and partners such as the Democracy Alliance – to maximize the impact and efficiencies of youth organizations working in this field. This coordinating table is now called the Youth Engagement Fund and Table (“Fund” and “Table”).

Specifically, the Fund seeks to increase the ability of organizations to meet non-partisan voter registration and mobilization goals by providing trainings, capitalizing on economies of scale, sharing best practices, and coordinating field work. By providing a neutral table at which all youth organizations working in this field have a seat to share and compare plans, organizations are able to adjust or change their priorities based on information they glean from participating. The Fund amplifies the work of the youth vote organizations, garners additional funding, and re-grants funds to the organizations.

The Table includes over 30 key youth mobilization organizations in diverse communities and has identified new organizations to bring on moving forward. Members currently include OSI grantees Bus Federation, Democracia-USA, Energy Action Coalition, Generational Alliance, Voto Latino and Hip Hop Caucus which work to register new voters and get-out-the-vote; New Organizing Institute which consolidates members’ data; Campus Camp Wellstone and Young Elected Officials Network which provide training and other resources; and other high-turnout youth voter organization such as Student PIRGs and Rock the Vote.² In addition, the Table coordinates with other (c)(3) non-partisan civic engagement tables at the national and state levels.

The Fund offers a menu of products and services to the youth engagement organizations who participate, including consolidating voter entry data, predictive phone dialer technologies, polling and research to effectively target member resources and develop compelling messages that appeal to young voters, and access to Catalist, a national database of all voting-age individuals in the United States. Importantly, the Fund also re-grants money directly to member organizations. In 2008, the Fund provided over \$3 million in grants to organizations working to increase young voter participation in the 2008 general election. Collectively, these organizations registered over 2 million young people to vote and turned out even more through their GOTV efforts. Because the Fund has already satisfied its operational grantmaking needs for 2010, \$300,000 of this grant would be used for re-granting to key youth voter engagement organizations. This re-

² The complete list is: Alliance for Climate Protection, Bus Federation, Campus Progress, Circle, Democracia USA, Energy Action Coalition, Fair Elections Legal Network, Forward Montana, Future Majority, Generational Alliance, HeadCount, Hip Hop Caucus, Lawyers Committee, League of Women Voters, League of Young Voters, Mobilize, New Era Colorado, New Organizing Institute, New Politics Institute, Oregon Bus Project, Progressive Future, Project Vote, Rock The Vote, Roosevelt Institute, Sierra Club, Sierra Student Coalition, SAVE, Student PIRGs, United States Students Association, VotoLatino, Washington Bus Project, Young Elected Officials Network, Young Invincibles, and Young People For.

granting would be in addition to the core, general support that we provide to a number of youth organizations so that they may set more ambitious goals for expanding young voter participation this year.

Rationale for Recommendation

The Democracy and Power Fund recommends a grant of \$375,000, over one year, to the Youth Engagement Fund and Table for its work to advance this key D&P goal: Expanding democracy and building power for those who do not currently have it through non-partisan voter engagement in constituencies that have been historically disenfranchised and/or are underrepresented in voter participation.

From 1972 to 2000, youth voter turnout steadily declined from 55% to 42%. Many political donors and community leaders downplayed the importance of supporting youth engagement with the rationale that young people did not vote in adequate numbers, and dollars invested elsewhere would yield better results. However, during the last three election cycles, young voters turned out in record numbers. In 2008 for the first time in twenty years, young people made up a larger share of the electorate than voters over age 65.

In 2010, the Fund has set an ambitious goal of increasing young voter participation over the midterm election in 2006, where young people turned out at 25.5 percent (which was a three percentage point increase over 2002). Yet, polls indicate that young people are not interested in voting in 2010 like they were in 2008, or even in 2006. In one recent poll, less than one in four voters aged 18-29 described themselves as "very enthusiastic" about the 2010 midterm election. Those numbers compare unfavorably to voters between 50 and 64 (44 percent "very enthusiastic"), 65 and older (41 percent "very enthusiastic") and 30 to 49 (32 percent "very enthusiastic").

The impact of losing young people, or "Millennials", in critical elections may result in serious consequences for both the long-term participation from young people, and also for advancing open society at all levels of government. A drop-off in Millennial voting coupled with a surge in "Tea Party" voting may present a perfect storm in the 2010 midterm elections and beyond.

Millenials, unlike the average "Tea Partier" are very diverse-- Millenials are the most diverse generation in American history. One in three Millennials are people of color, compared to the G.I. Generation (aka the "Great Generation" that fought in WWII) of which just one in ten are people of color. And the majority of Millennials have opinions on issues such as racial justice, criminal justice, marriage equality, the environment, and foreign policy that track closely to OSI priorities. It is because of concern with the potential youth drop off vote that we are recommending an additional \$225,000 in this grant beyond the base \$150,000 that we originally budgeted for the Fund.

Based on our due diligence, we believe that the Fund is well-positioned to address the youth-vote drop-off and build on its prior success increasing collaboration amongst its

members. The Fund's new Executive Director, Lisa Seitz Gruwell, is a veteran of both philanthropy and electoral politics with deep roots in the youth engagement sector. For nearly five years, she served as the COO of Andy and Deborah Rappaport's Skyline Public Works, where she advised and managed approximately \$5 million in grants annually, largely in the youth sector.

Gruwell is supported by a board of experienced philanthropic and political advisors, including: Allison Barlow, Philanthropic Advisor; Megan Hull, Hull Family Foundation; Anna Lefer Kuhn, Arca Foundation; Ashindi Maxton, Democracy Alliance; Frank Smith, Democracy Alliance, and Paul Yandura, political advisor to Jonathan Lewis. As a long-time leader in supporting work to build philanthropic support for youth engagement, OSI is represented on the board by Bill Vandenberg. To avoid the appearance of favoritism in this grantmaking relationship, however, all due diligence and grantmaking conversations regarding this grant have been led by Cristóbal Alex.

By supporting organizations that have effectively engaged young voters, the Fund helps young people hold elected leaders accountable, deliver the change on energy policy, health care, and the economy they demanded, and grow this base into an even more formidable voting bloc. Perfecting outreach strategies, sharing successes, and coordinating turf is crucial to the success of increasing the youth vote – and mobilizing the next generation of engaged citizens so that voting becomes a habit early on in their lives. With thoughtful and targeted capacity building, technical assistance and re-granting, the Fund has the potential to enhance electoral work this year and build a permanent infrastructure necessary to maintain high levels of youth voter participation beyond 2010.

Name of Organization: Foundation for National Progress
(fiscal sponsor for Wiretap Magazine)

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

Purpose of Grant: to support the transfer of WireTap Magazine to Mother Jones Magazine from Tides Center (fiscal sponsor change)

Previous OSI Support: \$340,000
\$240,000 from Progressive Infrastructure (2006-2009)
\$100,000 from Democracy and Power (2009)

Organization Budget: \$7,672,715

Project Budget: \$350,000

Major Sources of Support:

Nathan Cummings Foundation	\$72,500
Surdna Foundation	\$65,000
The Rockefeller Brothers Fund	\$50,000

Amount Requested: \$100,000 over one year

Amount Recommended: \$100,000 over one year

Term: One year, beginning June 1, 2010

Description of Organization

The Foundation for National Progress is the umbrella organization that publishes *Mother Jones*, a San Francisco- based nonprofit news organization that specializes in investigative, political, and social justice reporting. Mother Jones currently has two main "platforms": an award-winning bi-monthly national magazine (circulation 240,000), and a website featuring new, original reporting on a 24 hours a day, seven days a week basis.

Description of Program for Which Funding Is Sought

WireTap is an independent San Francisco-based news and culture web magazine that generates and amplifies daily content by young people from diverse backgrounds. WireTap (www.wiretapmag.org) provides an online meeting space for students, young activists, bloggers, artists, intellectuals, social justice leaders and less civically engaged young people. By amplifying stories from a youth perspective, and providing a voice in the media for young people, WireTap plays a crucial youth engagement role on issues such as immigration, living wages, and youth incarceration.

Originally started as a small, youth page of Altnet.org in 1998, Wiretap has been a reliable, high-quality online publication that enables youth to articulate their own visions

for a more just and inclusive world, learn about the inspiring work of their peers, and become civically engaged on the grassroots and national levels.

WireTap bridges the gap between young activists and journalism and connects readers to the larger social justice movement. The membership, staff and alumna of United States Student Association, League of Young Voters Education Fund, and Young People For (all are Democracy and Power Fund youth engagement grantees) are among the contributors to the site and these organizations' advocacy victories and struggles are among those chronicled in WireTap's featured stories.

The three critical components of WireTap include:

- 1) Skills building of new leaders through writing mentorships: Recognizing that a young leader's success depends on thoughtful and consistent mentorship, WireTap provides individualized feedback, working with aspiring journalists to hone their research, reporting, writing and critical thinking skills. WireTap encourages emerging writers to develop thoughtful, in-depth, non-reactionary content in a media world saturated with uninformed opinion and gossip.
- 2) Building on-line community: In 2008, WireTap merged with Future5000.com – a comprehensive online database of over 500 youth-led, youth-driven organizations across the country and an important resource for taking inventory of the breadth of the youth engagement field. Launched in 2006 by the Generational Alliance, another D&P grantee, Future5000.com promotes the sharing of resources while enhancing communication and collaboration across the geographic, issue and cultural divides within the youth engagement field.

In order to ensure the high quality of its news, WireTap does not publish all of the articles submitted to it. Consequently, Future5000 is a natural addition to WireTap and a much needed space for young activists. WireTap is currently redesigning the website of Future5000.com to improve its usability and capability as it aims to become the networking niche for the youth field akin to the popular website Craigslist – a one-stop shop for jobs, events, announcements and press releases for the 500 plus youth groups it includes.

- 3) Shaping the broader progressive agenda: WireTap works to impact the public discourse in America by highlighting some of the most compelling and urgent progressive young voices and syndicating them in different media outlets including the *Chicago Sun Times*, *The Nation*, BET.com, Rock the Vote, and Current TV, in addition to college textbooks, papers and magazines. For example, WireTap contributor, Larisa Mann, authored an op-ed, "Download a Song, Lose Your College Loan," which broke the record for online visitors at *The Nation's* Student Page and was syndicated to both Altnet.org and the *Chicago Sun Times*. The article was used as part of an on-line petition that became part of a larger campaign to remove the most punitive language in The College Opportunity and Affordability Act of 2007 (HR 4137).

WireTap covers a broad range of subjects of interest to Open Society Institute. Indeed, here is a brief sample of recent articles it has featured:

- “Organizing Against Policy Brutality” in the wake of the Oscar Grant shooting in Oakland, CA;
- “Boys Charged With Murder Need Help, Not Prison” on juvenile sentencing laws;
- “High Murder Rates for Black Teens” on Northeastern University’s recent report about the rising murder rate among black teens; and
- “Black, Brown and Going Green” on environmental justice and growing tension with an unresponsive and historically white environmental movement.

Rationale for Recommendation

The Democracy and Power Fund (D&P) recommends the transfer of \$100,000, over one year, in previously approved grant funds (the grant was approved in 2009) to support the transfer of Wiretap to its new fiscal sponsor, the Foundation for National Progress. This will replace current fiscal sponsor the Tides Center and, via the connection to *Mother Jones*, will better support Wiretap’s work to advance these key Fund goals: Expanding democracy and building power through youth engagement and connecting young people to issue advocacy.

As an online media organization, Wiretap performs an important function in the field through amplifying the voices of young activists who do not have the larger connections to get their issues or opinions heard. It does so in a medium and style that are culturally competent for its audience. While content providers offer an important addition to the youth field, as a content provider WireTap is an outlier to the Democracy and Power Fund and this grant recommendation and request to transfer funds will be our last for the organization.

Since March 2007, when WireTap became a project of the Tides Center, the organization has grown from one part-time staff member and an annual budget of \$40,000 to three staff, four part-time contractors, seven board members and annual budget of \$280,000 in 2008. Wiretap also continues to gain recognition with traditional print media. Kristina Rizga, WireTap’s director, now serves on the editorial board of *The Nation* magazine. The youngest member of its board, Rizga now advises *The Nation* on how to better cover the work of young activists and bring new audiences to the largest progressive weekly in the country. Rizga is thoughtful, dynamic and well-respected by other D&P youth grantees who depend on WireTap to get their messages into the media.

WireTap’s approach provides a necessary bridge between young journalists and established progressive media, activists, and established journalists. Increasing the impact of young organizers who advocate on the behalf of lower-income and working class youth, WireTap helps activists’ solidify the reporting of their own stories, enabling more people at the community level to embrace the skills of journalism and expand coverage. By connecting the most urgent and compelling young voices to the broader political

discourse and agenda in America, Wiretap's influence and connection with well-established progressive media offers an opportunity and pathway for many activists who sit on the margins to influence the discourse on the most pressing issues, challenges, and opportunities of the day.

Wiretap director, Kristina Rizga, will now become a contributing editor of *Mother Jones* and will continue Wiretap's legacy through her series of reported and assigned content on issues that impact young people, especially those on the margins. Rizga will also identify some of the most promising former reporters, bloggers and young organizers of Wiretap and work with the staff of *Mother Jones* to incorporate their voices and issues in its overall programs.

While Democracy and Power Fund support for WireTap will now come to a close, it continues to play an important role in the youth organizing and journalism fields and we are pleased to support the move of WireTap under the *Mother Jones* umbrella. We thusly recommend the transfer of funds approved in 2009 to the Foundation for National Progress.

Name of Organization: Grassroots Institute for Fundraising Training

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

Purpose of Grant: to provide general support

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

Organization Budget: \$650,000

Project Budget: N/A

Major Sources of Support:

Consulting and Training Fees	\$150,000
Grassroots Fundraising Journal Subscrips	\$120,000
Ford Foundation	\$100,000
California Endowment	\$80,000
Individual Donations	\$55,000
Unitarian Universalist Veatch	\$40,000
David & Lucile Packard Foundation	\$25,000
Jessie Smith Noyes Foundation	\$12,000

Amount Requested: \$200,000 over two years

Amount Recommended: \$200,000 over two years

Term: Two years, beginning October 1, 2010

Description of Organization

The Grassroots Institute for Fundraising Training, (GIFT), an Oakland, CA-based multiracial organization, promotes the connection between fundraising, social justice, and movement-building. GIFT works with organizations to understand the importance to social change organizations to examine how they're funded and links fundraising methods to programmatic goals and budget spending. GIFT provides training, resources, and analysis to strengthen organizations, with an emphasis on those focused on social justice and based in people of color communities. GIFT emphasizes the need for leadership of people of color in fundraising and the building of infrastructure and diversification of organizational funding streams.

GIFT's programs focus on three goals, employing strategies that target individuals, organizations, and the broader social justice ecosystem:

1. Developing fundraising leaders;
2. Changing organizational culture and practice;
3. Influencing and inspiring the social justice movement.

The GIFT Model involves a holistic fundraising approach that considers the political and emotional sides of practice. Training includes discussion on the challenging dynamics and fears associated with money, race, class, and power as well as tax policy, the nonprofit structure, and the importance of incorporating fundraising policies to match an organization's goals and values.

GIFT seeks to impact the social justice field through the following activities:

Internship Program

The Internship Program is a six-month intensive program for people of color who are new to fundraising to learn the politics of fundraising, build skills, work with a mentor, enhance the fundraising capacity of grassroots nonprofits, and develop a national peer network. This program was created to help activists and organizers include fundraising in their work and to increase the number of people of color who fundraise for social justice. Interns are placed in host organizations which have included Legal Services for Prisoners with Children, Los Angeles Indigenous Peoples' Alliance, El Centro Su Teatro, Rights for All People/ Derechos Para Todos, and Ruckus Society (a current Democracy and Power Fund grantee).

Fundraising Academy for Communities of Color

GIFT co-coordinates the Fundraising Academy with CompassPoint Nonprofit Services, a management support organization in the San Francisco Bay Area. This program is solely focused in California, with an emphasis on underserved communities. Similar to the Internship Program, the Fundraising Academy is a six-month long program for people of color working in organizations based in people of color communities. Participants attend monthly training sessions and are provided with extensive resources and a coach. Participants come from a mix of social justice organizations and social service agencies. While social service organizations are not GIFT's main audience, because of the shrinking amount of government support of nonprofits and this sector's traditional reliance on government funding, this program has allowed more discussions around government funding of nonprofits and tax policy.

Training for Trainers (T4T)

This program is a three-day intensive training for people of color that provides participants with an understanding of GIFT's approach to fundraising, along with training techniques that integrate a social justice perspective with a diverse set of teaching methodologies. GIFT then provides participants with hands-on experience by employing them as trainers, consultants, and mentors.

T4T allows GIFT to develop a pool of trainers and consultants with diverse abilities in terms of specific areas of skill and expertise, language capabilities, regional understanding, and a range of cultural competencies. This not only helps build GIFT's Trainers Network but also provides communities around the country with more resources and greater local expertise. GIFT holds Advanced Trainings & Gatherings with the Trainers Network to keep trainers current about what's happening at GIFT and strengthen

relationships with them, as well as to share information and ideas in a peer setting, and to learn advanced skills. There are few programs like this, especially for people of color in the fundraising field.

Grassroots Fundraising Journal

The Grassroots Fundraising Journal is published every other month and to many social justice nonprofit executive directors and development directors is required reading. It covers a wide range of grassroots fundraising topics, and offers case studies, examples, practical advice, worksheets and templates. It is also a way that grassroots and community-based organizations can share their own stories and successes.

To keep it user-friendly and relevant, GIFT recently completed its first readers survey in over five years, and underwent a redesign. To create more synergy between their programs, GIFT will also be looking at how to integrate the journal with the online tools on their website, as more people go to the Internet rather than print publications for information.

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 \$200,000, over two years, to the Grassroots Institute for Fundraising Training for its work to advance these key Fund goals: Expanding democracy and building power through developing a leadership pipeline that supports multiple layers of social justice leadership at the local, state, and national levels; and capacity-building to strengthen social justice organizations' abilities to impact change.

The current economic stress has put a strain on the entire nonprofit community and 2010 is already shaping up to be a particularly hard time for nonprofit organizations, including many OSI grantees. As we know in other areas of the economy such as housing, jobs, and credit, people of color and low-income communities are bearing the brunt of the economic collapse and are predicted to recover later than the rest of the population. Targeted support to nonprofit organizations in those communities most impacted will allow for long-term skills building and development of this sector working toward positive change. Building a solid grassroots fundraising program and base takes time, but the work is rewarded in community investment and sustainability.

The Democracy and Power Fund is excited by GIFT's priority of grassroots fundraising which compels organizations to reach out to their communities and invite financial and programmatic investment, accountability, and ownership. This approach is not promoted by many foundations – and too many grassroots organizations have a disproportionately high reliance on foundation support – yet it strengthens the support base and encourages organizations to mobilize greater numbers of people into their campaigns. This also often

inspires groups to have a more democratic organizational culture because financial planning and literacy is shared throughout the organization. GIFT's work is tightly aligned with the D&P initiated Small Donor Development and Diversification initiative that is jointly funded by OSI, New World Foundation, and the Stoneman Family Foundation. This project, like GIFT's work, seeks to improve the ability of grassroots organizations to reduce foundation dependence while building up funding and accountability to their constituency.

GIFT plays a key intermediary role in the field, emphasizing fundraising as a way to build leadership development. Going beyond the model of grant-writing, which often concentrates all the learning and work in one person and requires a high level of formal education, GIFT prioritizes individual donor development, especially from small donors. Raising money from individuals requires a large number of "askers" and a wide variety of skills can be appropriate, essentially democratizing who can raise money for the organization. By becoming an "asker," staff and community members learn useful fundraising skills and acquire valuable learning and experience, such as being public representatives of their organization, articulating the organization's vision to various constituencies, and learning about finances. Through GIFT's fundraising leadership pipeline, program participants develop fundraising leadership, expertise, and legitimacy – rare in a development field that is still overwhelmingly white and tends to value only narrow definitions of wealth.

From our due diligence, we note that there is a lack of fundraising capacity-building that focuses on long-term change for small to midsize organizations based in people of color and low-income communities and who approach this work from a movement-building perspective. Organizations are left on their own to decipher what is relevant to their situation and what is not. It can be isolating and discouraging, and may actually deter them from embracing a fundraising culture. GIFT has a distinctive model that nurtures fundraising leaders of color in targeted regions around the country with leaders who come with a diverse set of experiences and skills, including first generation immigrants and the formerly incarcerated. GIFT provides training and support, as well as opportunities to build a peer network with each other to provide mutual support and share lessons learned.

GIFT is led by Priscilla Hung, its executive director, a well respected fundraiser and leader who started her career at the Center for Third World Organizing in Oakland, CA. She is a member of The Justice Fund, a social justice giving circle of people under the age of 40, and serves on the Board of Directors of the National Committee for Responsive Philanthropy and of the National Asian Pacific American Women's Forum. We are pleased to offer this recommendation.

Name of Organization: Grassroots Policy Project

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

Purpose of Grant: to provide general support

Previous OSI Support: \$150,000
\$100,000 from Democracy and Power Fund (2008 - 2010)
\$50,000 from Progressive Infrastructure Fund (2007)

Organization Budget: \$335,000

Project Budget: N/A

Major Sources of Support:

Unitarian Universalist Veatch	\$35,000
Angelina Foundation	\$25,000
Bydale Foundation	\$25,000
Consulting Fees	\$157,000
Donations	\$36,000

Amount Requested: \$75,000 over one year

Amount Recommended: \$100,000 over two years

Term: Two years, beginning October 1, 2010

Description of Organization

The Grassroots Policy Project (GPP) is a Boston-based educational and research organization working in partnership with grassroots community groups, activist networks, statewide coalitions and other training organizations to encourage strategic approaches to issues of social, economic, and racial justice. Since GPP's formation by Richard Healy in 1993, the organization has been providing grassroots organizations and organizing networks with the tools, training, and technical assistance to further their long-term social change goals.

With a core staff of four people based in Boston and Minneapolis, and additional consultants as needed, GPP works closely with leaders, members and staff of nonprofits and foundations to design and facilitate workshops that explore the political and economic context of struggles for workers' rights, community power, and social justice. GPP helps groups to incorporate broader strategies and new methods into their work and to institutionalize a process of political education for their leaders and members. Its work challenges organizations to engage often difficult discussions of race and class in their organizing - crucial issues that must be addressed to build long-term power. In addition,

GPP provides policy analysis to assist groups in shaping their campaigns, supports group strategic planning processes, and offers courses focused on participatory democracy and leadership development for those in the nonprofit and philanthropic sectors.

GPP develops written resources for groups concerned with issues of strategy and social change and offers trainings and facilitates workshops around the country on these issues. In the past year, GPP has brought strategy development issues into national events and conferences, such as the Center for Community Change's convening on community values, the foundational meeting of the Progressive Ideas Network, the Free Press conference, workshops and sessions sponsored with On The Commons, and, most recently, at a convening on shifting the 'war on terror' paradigm sponsored in part by the Open Society Institute. The leaders of GPP are available as resources for the field to translate and apply the lessons of their work to the discussions and behaviors of social change nonprofits.

In terms of its work to elevate strategy in social justice organizing work, GPP's greatest opportunities have been in its intensive work with two national networks, the Gamaliel Foundation, a large congregation based organizing network, and National People's Action, formerly known as National Training and Information Center (NTIC), a grassroots organizing network that was recently spotlighted on *Bill Moyers Journal* for its work on big bank accountability and financial regulatory reform issues. Both Gamaliel and NPA are Democracy and Power Fund grantees, with Gamaliel drawing extra support from the Seize the Day Initiative for its Transportation Equity Network and NPA drawing additional Seize the Day and Neighborhood Stabilization Initiative funding. In addition, GPP works with some of the groups involved in the Right to the City Alliance, Partnership for Working Families, and Pushback Network (all are Democracy and Power Fund grantees and alliances with many local and state partners and affiliates). In these relationships, GPP typically works with new and emerging leaders from the organizations to elevate their understanding of leadership and strategy around social change. This involves exposing them to everything from broad-based intellectual debates to working with them on new skills and methods for organizing. GPP stays engaged with its partners as they take this learning and apply it to work in issue campaigns and policy debates. It is working with NPA on its civic engagement work and with Gamaliel in its campaigns around immigration and health care reform. Over the next two years, GPP plans to deepen its existing relationships with partner organizations and build new partnerships.

Description of Program for Which Funding Is Sought

The proposal seeks general operating support.

Rationale for Recommendation

The Democracy and Power Fund recommends a renewal grant of \$100,000, over two years, to the Grassroots Policy Project to advance these key Fund goals: Expanding democracy and building power through developing a leadership pipeline that supports

multiple layers of social justice leadership at the local, state, and national levels; and capacity-building to strengthen social justice organizations' abilities to impact change.

The Grassroots Policy Project is an organization well suited to the goals of the Democracy & Power Fund. It aims to help a range of organizations and leaders that are contributing to movements to build long-term power for social and policy change. Its work is focused on systems change and shifting the public debate on key issues of interest to OSI, especially on issues of racial justice. Richard Healy, the founder and director of the GPP, has long been a leader nationally of efforts to deepen the thinking and connections among social change nonprofits. His career has been devoted to working with single groups, national networks, and coalitions of change agents to find common ground and plot forward-thinking, bold, and aspirational strategies for change. For the past fifteen years, Healy has institutionalized this work through the GPP.

In U.S. Programs, we have spent considerable time talking about the need for more "connective tissue" or glue among social change organizations, especially between grassroots and more "elite" policy organizations. This is a D&P priority and Healy has positioned himself and his organization to provide some of this connective tissue. Many of his efforts are directed to assist other OSI grantees, mostly notably the Gamaliel Foundation. He has been Gamaliel's principal outside adviser and facilitator for its Faith and Democracy Campaign, which OSI supports, and is a key advisor to Gamaliel efforts to reform internal practices, confront internal racial division, and develop a cadre of new leaders to take the network long into the future. To us, this indicates how GPP is a critical player in supporting the modernization of old-line national organizing networks which continue to reach hundreds of thousands of families in hundreds of cities across the nation.

We hear very positive reviews of Healy's work with our grantees. The leaders of Gamaliel's Faith and Democracy Campaign suggest that Healy's training and advice have helped to guide the entire network in a new direction focused on longer-term challenges and power building. This will enable the network to better achieve its mission and better contribute to efforts to advance OSI priority issues of immigration reform, economic justice, educational opportunity, and criminal justice reform. We recommend a renewal grant of \$100,000, over two years, to support GPP. With this general support, GPP will be able to develop new relationships and work with more organizations in need of assistance. Healy and GPP have both the relationships and the reputation in the field to be successful and we are pleased to offer this recommendation.

Name of Organization: Jewish Funds for Justice
(fiscal sponsor for Funders’ Collaborative on Youth Organizing)

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

Purpose of Grant: to support the Funders’ Collaborative on Youth Organizing

Previous OSI Support: \$630,000
\$450,000 from Youth Development Grants (2000-2006)
\$30,000 from Strategic Opportunity Fund (2007)
\$150,000 from Democracy and Power Fund (2009)

Organization Budget: \$4,000,000

Project Budget: \$3,000,000

Major Sources of Support:

Atlantic	\$500,000
Surdna Foundation	\$250,000
Ford Foundation	\$100,000
Rockefeller Brothers Fund	\$100,000
Merck Family Fund	\$20,000

Amount Requested: \$200,000 over two years

Amount Recommended: \$200,000 over two years

Term: Two years, beginning September 1, 2010

Description of Organization

The Jewish Funds for Justice (JFSJ) is a national public foundation guided by Jewish history and tradition. JFSJ 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 Funders’ Collaborative on Youth Organizing (FCYO), based in New York operates under the fiscal sponsorship of the JFSJ but has its own Board comprised of representatives from participating funder and practitioner organizations. Launched in 2002 – with key support from OSI – FCYO is a collective of national, regional and local

grantmakers and youth organizing practitioners dedicated to advancing youth organizing as a strategy for youth development and social justice.

The mission of FCYO is to substantially increase the philanthropic investment in and strengthen the organizational capacities of youth organizing groups across the country. Its goals are to:

- Increase the level of funding directed towards youth organizing groups;
- Support youth organizing groups to develop stable and sustainable organizations; and
- Increase the awareness and understanding of youth organizing among funders and community organizations.

Since its inception, FCYO has made grantmaking to the youth organizing field a cornerstone of its work. Some highlights include distributing more than \$5 million in grants to youth organizing groups and intermediaries across the country; launching ReGenerations: Leadership Expansion for Environmental Justice, a multi-year funding initiative to advance young people's leadership development in intergenerational, environmental justice organizations; and influencing numerous private foundations to fund youth organizing.

FCYO has had success organizing gatherings and building the knowledge base around youth organizing. It has conducted several national gatherings and meetings of youth organizing intermediaries to network and exchange common practices and challenges. It has developed and shared nine installments of the Occasional Paper Series (OPS), a tool used to increase knowledge and awareness of youth organizing, trends in the field and cutting edge theory. The OPS has been a key source of information on youth organizing nationally. The newest OPS installment was just published on June 17, 2010.

An Open Society Institute grant would, in addition to the above, support FCYO's work to develop the leadership pipeline for youth social justice leadership, focusing on supporting the growth of high-school aged people of color from low-income communities that enter social justice work through youth organizing. There are two overarching objectives for the leadership pipeline project. All support from this grant will be for FCYO's general operations, including this project. No OSI funds from this recommendation will be for re-granting.

The first objective is to complete a detailed map of the progressive leadership pipeline (i.e., youth organizing) to determine the infrastructure needs to best support youth through this fundamental segment of the pipeline and onto subsequent stages (i.e., adult organizing). That map has recently been completed and FCYO will then publish its analysis of the infrastructure and recommendations as part of the OPS. Looking forward, FCYO will expand the field to include the infrastructure needed and the landscape of what exists to transition young people into youth organizing at the high school age.

The second objective is to support and create the infrastructure necessary to ensure that youth organizers have a solid pipeline and trajectory which bridges them from high

school to later developmental stages in their lives. This will entail designing a strategic grantmaking initiative to support the leadership pipeline and attract funder support for its implementation. Set to now launch in June, the grantmaking initiative, known as “ReGenerations: Leadership Pipeline” will provide \$300,000 in general operating support grants to 12 organizations in the particularly underfunded youth organizing field.

Rationale for Recommendation

The Democracy and Power Fund (D&P) recommends a renewal grant of \$200,000, over two years, to the Funders’ Collaborative on Youth Organizing for its work to advance these key D&P goals: Expanding democracy and building power through youth organizing and engagement, enhancing the organizational capacity for the youth organizing field, and developing a social justice leadership pipeline that supports innovation and impact at multiple levels of activism.

FCYO remains the only national intermediary that is solely dedicated to increasing philanthropic resources for youth organizing groups and to promoting the leadership of low-income youth of color in social justice organizing. It plays a key role in not only helping to increase philanthropic investment in the youth organizing field, but also in developing and shaping new initiatives such as the current leadership pipeline project.

We are pleased with FCYO’s selected target group – high school aged students of color – for its leadership pipeline project. Currently, the leadership pipeline trajectory is college campus-based with a heavy focus on electoral or legislative politics. While important, this view leaves many talented young people – those not on college campuses (with the additional racial, ethnic, and economic realities of underrepresentation on campuses) and those who seek to impact their communities in a non-electoral fashion – out of the leadership pipeline and can have a particularly detrimental impact on young people of color and their communities who do not feel welcomed by other efforts. Without FCYO’s advocacy and analysis, it is likely that the role of high school aged youth who are from people of color, immigrant, or low-income backgrounds will be left out of this framework. Our increased engagement with FCYO is indicative of D&P’s broadening view of youth organizing.

FCYO is led by Supriya Pillai, its executive director. Prior to joining FCYO, Supriya worked at the senior management level in women’s and youth health and rights. Supriya offers valuable insight into grantmaking, having previously served as a program officer with the International Women’s Health Coalition. In her nearly two years as FCYO’s director, Supriya has moved the organization out of its slump and has tackled and nearly completed the long overdue leadership pipeline map.

Supriya and FCYO are supported by a solid Board, made up of leading organizers and foundation representatives from across the country, including representatives from Merck, Surdna, and Hill-Snowdon Foundations, among others. As a long-time leader in supporting FCYO’s work to build philanthropic support for youth organizing and engagement, OSI has long had board representation, most recently through Erlin Ibreck

and now via Bill Vandenberg. OSI's board presence as a large funder gives FCYO greater capacity to leverage funding with other sizable foundations and OSI is often called to strategize with FCYO about how to expand the universe of funders supporting youth organizing. Indeed, Atlantic Philanthropies and the Ford Foundation are now poised to increase their engagement and funding for youth organizing. To avoid the appearance of favoritism in this grantmaking relationship, however, all due diligence and grantmaking conversations regarding this grant have been conducted by Cristóbal Alex.

We closed last year's write-up by stating that "we are confident that with its new leadership, effective use of consultants, and strong board engagement [FCYO] is now well-positioned to thrive and to draw funders' attention and resources to youth organizing." It appears that assessment was correct, and we are pleased to recommend this renewal grant.

Name of Organization: National Immigration Law Center
(fiscal sponsor for the United We Dream Network)

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

Purpose of Grant: to support the United We Dream Network

Previous OSI Support: \$2,905,000
\$1,025,000 from Direct Services (1997-1998)
\$425,000 from Advocacy and Policy Grants (1999-2000)
\$65,000 from Los Angeles Office (1999-2000)
\$215,000 from US Programs General (2001-2004)
\$405,000 from USJ Immigrants' Rights (2004-2010)
\$345,000 from Strategic Opportunity Fund (2005-2007)
\$325,000 from USP Immigration Innovation (2007-2011)
\$100,000 from USJ Women's Rights (2008-2009)

Organization Budget: \$3,643,000

Project Budget: \$832,000

Major Sources of Support:

Unbound Philanthropy	\$200,000
New World Foundation	\$40,000
Arca Foundation	\$40,000

Amount Requested: \$75,000 over one year

Amount Recommended: \$75,000 over one year (including \$37,500 from the Democracy and Power Fund, T1: 21091, and \$37,500 from the Equality and Opportunity Fund, T1: 24023)

Term: One year, beginning July 1, 2010

Description of Organization

Established in 1979, the Los Angeles-based National Immigration Law Center (NILC) is a national legal advocacy organization focused exclusively on promoting and advancing the rights and opportunities of low-income immigrants and their families. For nearly three decades, NILC has been widely recognized and trusted as a national leader and partner in the ongoing struggle to ensure that low-income immigrants have access to vital

safety-net programs and services, economic and educational opportunities, and fair treatment under U.S. immigration laws and the Constitution.

NILC uses multiple strategies to carry out the organization's mission, including co-counseling law reform and impact litigation, providing legal analysis and support to public interest advocates, researching and analyzing federal and state policies affecting immigrants, providing trainings, and producing and disseminating educational materials for a broad spectrum of audiences. NILC provides immigrant rights organizations a range of tools that they can use to help shape local, state, and federal policies affecting the lives of immigrants.

NILC has been a leading advocate for the DREAM Act, legislation that would allow many undocumented immigrant students who have grown up in the United States to legalize their status if they go to college or serve in the U.S. military. Since the legislation was first introduced in 2001, tens of thousands of students, educators, immigrant advocates and other allies have participated in advocacy efforts to promote the DREAM Act and improve educational and life prospects for immigrant students. The United We Dream Network (UWD) emerged out these activities, operating as an informal but forceful alliance led by youth advocates. NILC has provided strategic and financial support to UWD to raise awareness of the DREAM Act and for state policies that allow unauthorized immigrant students to pay in-state tuition rates for higher education.

Description of Program for Which Funding Is Sought

The United We Dream Network (UWD) is a national immigrant youth-led organization whose mission is to achieve equal access to higher education for all people, regardless of immigration status. UWD aims to address the inequities and obstacles faced by immigrant youth and to develop a sustainable, grassroots movement, led by immigrant youth, documented and undocumented, and children of immigrants. UWD uses leadership development, organizing, policy advocacy, alliance building, training and capacity building to pursue its mission at the local, state and national levels.

This grant would assist UWD in establishing itself as an independent project with its own organizational identity and goals. In December 2008, NILC helped convene a strategy session of coalition leaders who decided that the next step is to formalize UWD's structure. The more than 50 immigrant youth leaders and staff who attended the meeting also decided that their coalition should extend beyond its initial focus on the DREAM Act, and work towards building a strong, sustainable immigrant student movement for social change.³

The UWD will provide a structure to allow immigrant youth activists from across the country to develop a shared vision, goals and strategies for addressing challenges faced by their communities. NILC will continue to provide financial and administrative oversight, as well as guidance in helping UWD develop its advocacy strategies. UWD will be led by a steering committee composed of immigrant youth and staff members of

³ No OSI funds will go to support United We Dream Network lobbying.

organizations that provide opportunities for young people to advocate on issues affecting their communities. In its initial phase, NILC hired a national field coordinator to convene meetings to develop the UWD's strategic vision, recruit new members, create an organizational development plan, identify field strategies, and oversee campaign activities.

Going forward, UWD will hire an executive director and move from a campaign field table (currently made up of 22 affiliates operating in 21 states) to official affiliates and a membership dues-based organization. It will also grow the board's capacity through new members, and establish an organizational evaluation and strategic plan for at least the next three years.

In addition to its organizational development, UWD will sustain and expand support for its core training programs and launch a set of programs and mini-campaigns that energize, develop, and sustain momentum amongst its members and the broader immigrant youth movement. It will also build an active presence online and expand its capacity to tell the story of the immigrant youth movement through new media initiatives. UWD anticipates working closely with youth projects based at OSI grantees the Center for Community Change, New Organizing Institute and America's Voice. Planned joint activities include trainings to increase civic participation by immigrant youth, mobilizations in support of reform, and communications activities to build public support for issues affecting immigrant youth.

Rationale for Recommendation

The Democracy and Power Fund (D&P) and the Equality and Opportunity Fund (EOF) jointly recommend a \$75,000 grant, over one year, to the United We Dream Network for its work to advance these key Fund goals: Expanding democracy and building power for those who do not currently have it through grassroots organizing and civic engagement; building the capacity of young people of color and immigrant youth to be leaders; and expanding public participation in issue advocacy, particularly from communities most impacted by structural inequality.

There are currently nearly two million undocumented children in the U.S. In fact, the children of immigrants are now the fastest-growing sector of the child population. And more than 80 percent of the population growth over the next generation in the U.S. will be via migration — especially the children of immigrants.

The formation of UWD, combined with projects planned by the Center for Community Change and others, are critical to building a stronger youth presence in the immigrant rights movement and in the broader policy battles that lie ahead. Although a number of local groups have programs that organize and provide civic engagement opportunities to immigrant youth, there is no structure or organization in the field that connects these programs, provides trainings or capacity building support, or coordinates their efforts. UWD is beginning to fill this important gap. Its programs will strengthen local efforts to train the next generation of leaders, expand the immigrant rights movement's capacity to

communicate with broader populations, provide immigrant youth with experience working on social justice issues, and amplify their voices through national or regional campaigns.

Through our due diligence we believe that the UWD trainings, known as DREAM Camps, are well attended and useful to the participants. DREAM Camps mirror the Movement Building Trainings sponsored by the Reform Immigration for America Campaign. However, the DREAM Camps have been adapted to the particular needs of immigrant youth in consultation with Marshall Ganz at Harvard's Kennedy School of Government, including skill building curriculum such as list building and new media organizing.

In addition to the trainings, we've been impressed by UWD's planning, coordination and facilitation of convenings and trainings, aimed at promoting the need for immigrant youth to obtain access to legal status and higher education. UWD has also successfully advocated stopping certain deportations of young people, "thereby allowing immigrant youth to continue their lives in the United States, pursue higher education and achieve their dreams."

The UWD is currently staffed by Carlos Saavedra, an immigrant from Peru. Carlos joined UWD as its national coordinator after successfully running an in-state tuition campaign in Massachusetts. He will soon be joined by a new Executive Director later this summer.

While the formation of the UWD and the broader immigrant youth organizing field is key to CIR and immigrant justice movements, this is not an instance of "building the leaders of tomorrow." This grant would support the leaders of today as immigrant young people are already pushing a cutting edge and fearless organizing strategy that expresses public dissatisfaction with congressional inaction and pushes Washington leaders, including the president, to do more. Immigrant young people, as evidenced by the Trail of Dreams, a march from Miami to Washington by four young immigrants, three of whom are undocumented, the recent marches in Washington, and the fight against Senate Bill 1070 in Arizona, are heroic, fearless, impatient, and a driving force now. These young leaders need our support to expand their scale and bandwidth, increase their strategic and tactical sophistication, and maximize their impact on key immigrant justice policy priorities. It is our pleasure to jointly recommend this \$75,000 grant for the United We Dream Network.

Name of Organization: Northwest Federation of Community Organizations

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

Purpose of Grant: to support the Main Street Alliance

Previous OSI Support: \$200,000
\$200,000 from Seize the Day (2009)

Organization Budget: \$3,076,000 (2010-2012)

Project Budget: \$1,714,560 (2010-2012)

Major Sources of Support:

Atlantic Philanthropies	\$200,000
Marguerite Casey Foundation	\$195,000
Charles Stewart Mott Foundation	\$100,000
Ford Foundation	\$125,000
Center for Community Change	\$25,000

Amount Requested: \$200,000 over two years

Amount Recommended: \$200,000 over two years

Term: Two years, beginning October, 2010

Description of Organization

The Northwest Federation of Community Organizations (NWFCO), based in Seattle, works to develop strong state-based, grassroots organizations, support capacity building for social justice advocacy, and achieve systemic change on issues related to immigrants' rights, health care, and racial and economic justice. With its organizing, policy, and communications teams, NWFCO centralizes the tools, capacities, and alliances that build grassroots leaders' power to effect policy change.

Description of Program for Which Funding Is Sought

Founded in 2008, the Main Street Alliance (MSA), based at NWFCO, is a national network of state-based small business coalitions that leverages business owners' voices to advance policies that promote racial, economic, and social equity. MSA has grown quickly to represent more than 10,000 businesses in twelve states, and has proven to be a thoughtful and increasingly strong counterweight to the national lobby groups, including various chambers of commerce and the National Federation of Independent Businesses, that claim to represent small businesses but that take uniformly regressive positions on the role of government. Following a successful role in the health care debate, MSA is now turning its attention to comprehensive immigration reform, workplace quality, public investment, job creation advocacy, and lending reform campaigns.

While still in its early stages of development, MSA has grown quickly and impressively.⁴ Launched as a national network of small business coalitions working with small business owners to build a new voice for health care reform, the MSA's outreach model is based on a classic street canvass. Instead of going "door to door," MSA organizers go "store to store," recruiting small business owners to sign on as supporters and become engaged.

Over 2009 and the first quarter of 2010, the Main Street Alliance played a leading role in mobilizing small business voices to engage and inform policymakers, the press, and the public about the importance of health care reform for small businesses. Highlights of MSA's health care organizing include:

- **State Organizing:** The real debates over health reform played out in states and local communities, and MSA's state coalitions mobilized to be in the center of these debates. MSA state coalitions organized a wide range of activities: organizers and small business leaders went door-to-door to collect surveys and sign up supporters, organized press events, held in-state delegation meetings with decision-makers, set up "health care reality tours" for Members of Congress to hear from everyday business owners, attended public forums, organized visibility campaigns, worked with the media, and more.
- **National Action Days:** MSA co-organized two national action days bringing small business leaders to Washington, DC to make their voices heard on health care. In June 2009, MSA coordinated a team of over 50 small business owners from a dozen states to travel to Washington, participate in a leadership training, host a town hall meeting with Members of Congress, and participate in public education activities. In November, MSA organized 65 business owners from 15 states as part of a "Stand with Small Business" health care action day that included over 120 business owners from 25 states.
- **Invited Testimony:** Alliance small business leaders were invited to testify before Congressional Committees about health care reform in six hearings in the spring and summer of 2009. The presence of a real small business owner on these witness panels fundamentally altered the debate, preventing lobbyists representing corporate interests from claiming to represent the small business view.
- **Events with National Leaders:** MSA small business owners participated in a range of events with congressional and Administration leaders on health care. In April 2009, two MSA business owners participated in a White House Office of Health Reform roundtable on health care; one of its leaders led off the meeting by sharing her story and set the tone for the whole event. Twice in July and once in September, MSA business owners were invited to speak at press events with Congressional leaders to demonstrate small business support for health reform. And in November, MSA business owners spoke at a press conference with Senators and a White House forum with Health and Human Services Secretary Kathleen Sebelius and Small Business Administration head Karen Mills.

⁴ Main Street Alliance state coalitions are active in Colorado, Idaho, Illinois, Iowa, Maine, Montana, Nebraska, New Jersey, New York, Oregon, Virginia, and Washington. MSA also organized health care reform specific business outreach in Arkansas, Indiana, and North Carolina in the fall and winter of 2009.

Looking forward, MSA aims to build out a multi-issue agenda in order to transition from its founding focus on health care to a multi-issue platform. To do so, MSA will utilize the results of its Small Business Leaders Issues Survey to develop a multi-issue advocacy agenda on issues where small business owners' values coincide with the interests of low-income communities, immigrants and communities of color. The goal is to project a small business voice into the public debate around issues like comprehensive immigration reform, corporate accountability, lending reform, and other issues that will benefit small businesses and the broader community.

MSA will also work to expand its base and leadership and amplify its national presence. More specifically, it will expand into Minnesota, Nevada, North Carolina, and Texas—states selected because of their potential for immigrant rights work and interest in small business organizing. MSA will also build the power of new and existing small business projects to advance policy priorities, promote shared values, and offer media and message training for teams of fifteen to twenty small business spokespeople in each state. Finally, MSA will continue to pitch stories highlighting how small business owners are impacted by key issues, and will develop lists of national spokespeople, segmented by state and issue priority, to rapidly respond to reporters' requests.

While the majority of the MSA's work is focused on federal reform, several MSA members also work on state and local issues, including successful work in Oregon to raise revenues in a recent ballot initiative campaign, and efforts in Washington on a progressive taxation initiative which would raise \$1 billion for the state budget through an income tax on high-income earners while cutting property taxes for the middle class and cutting the business and operating tax for small businesses. Other state partners are building small business opposition to enforcement-only immigration policies (showing small business opposition to the flawed e-verify program), as well as paid sick days campaigns at the state and local level in New York.

Rationale for Recommendation

The Democracy and Power Fund (D&P) recommends a \$200,000 grant, over two years, to the Main Street Alliance for its work to advance these key Fund goals: Expanding democracy and building power through grassroots organizing and civic engagement; and enhancing state-based capacity through bolstering issue advocacy efforts on multiple OSI priorities at the local, state, and national levels.

MSA also advances broader U.S. Programs interests by offering a compelling and innovative state-based model that, if successful, can be a game changer in state and federal policy battles. Over the years the leading national groups that claim to represent small businesses have taken a decidedly anti-government, anti-tax stance on a wide range of policy issues. MSA can shift the issue positions and worldview framing associated with small businesses in the media narrative from a strictly conservative frame to a mixed frame acknowledging that many small business owners share values of equity, justice, and the common good.

In addition to the anti-government and anti-tax groups, MSA can also be a strong counterweight to the anti-spending groups, particularly as deficit hawks ratchet up their dialogue. In the wake of health care reform and the Citizens United ruling, this type of anti-common good/shared fate business lobby agenda will likely rise. Indeed, the U.S. Chamber of Commerce alone, not even including local chambers, is projected by a watchdog group to spend \$50 million to influence this year's elections. This makes it essentially another political party in terms of the size of its election spending and further elevates the need for open society advocates to offer a compelling counterargument.

Indeed, MSA fills a necessary gap in the social justice ecosystem and is the only initiative that we've identified that focuses resources at the state level to build a committed and active base of small business leaders from the ground up. Impressively, its demographics offer another stark contrast to that of the U.S. Chamber of Commerce and NFIB: MSA coalitions share a commitment to strong representation of women and people of color – over half of its members are women business owners and between a quarter and one third are people of color business owners, including a sizable base of immigrant business owners.

MSA is led by Sam Blair, who has worked with the Northwest Federation of Community Organizations and its state affiliates since 2002 and has served as the lead organizer with the Idaho Community Action Network where he developed grassroots leaders, coordinated leadership teams, and organized issue campaigns. His experience working in one of the nation's most conservative states has made him an innovative and strategic thinker in building advocacy capacity.

In its short time, MSA has built an impressive base of 10,000 small business members, garnered significant press coverage and attention from elected leaders, and helped to shift the debate on its advocacy priorities. The Democracy and Power Fund is impressed with the model and the potential of MSA to impact a broader advocacy agenda. Because of its potential for impact on a range of OSI priorities, we are graduating the Main Street Alliance from a one-time Seize the Day grant to become a core fund grantee.

Name of Organization: United for a Fair Economy

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

Purpose of Grant: to support the Tax Fairness Organizing Collaborative

Previous OSI Support: \$250,000
\$250,000 from Democracy and Power (2009)

Organization Budget: \$1,197,300

Project Budget: \$261,500

Major Sources of Support:

Stoneman Family Foundation	\$75,000
National Education Foundation	\$25,000
Needmor Fund	\$5,000
REN Fund for Justice	\$3,000

Amount Requested: \$150,000 over one year

Amount Recommended: \$150,000 over one year

Term: One year beginning July 1, 2010

Description of Organization

United for a Fair Economy is a non-partisan, nonprofit Boston, MA-based organization focused on raising awareness that concentrated wealth and power can undermine the economy, corrupt democracy, deepen racial divisions, and tear communities apart. United for a Fair Economy (UFE) supports and helps build social movements for greater equality, with goals of changing public attitudes and strengthening the infrastructure of social change organizations to address systemic inequality.

UFE was founded in 1994 to address the problem of growing inequality in the US. Its current work is focused in four major program areas: fair taxation; the racial wealth divide; popular economics education; and Responsible Wealth. With a staff of twelve and contributions from many members, interns and volunteers, UFE has a national reach through its work with media and its workshops, trainings, and partnerships.

In all of its programmatic work, UFE strives to address two interrelated issues – an economy that is structured to create large and growing gaps in income and wealth, and a populace that requires education, organizing, and a stronger institutional infrastructure to support greater civic engagement. Through popular economics education workshops, publications, and media work, UFE seeks to change public attitudes. It builds networks by linking policy work and grassroots organizing, broadening the economic justice base by addressing race and racism, organizing people of wealth who support policies to

distribute resources more fairly, and strengthening the capacity of organizations to engage their constituencies on issues of economic inequality.

Description of Program for Which Funding Is Sought

United for a Fair Economy's Tax Fairness Organizing Collaborative (TFOC) is a national network of state-based organizations that educates and organizes for fair taxation at the state and local levels. The TFOC brings grassroots organizations, including many people and communities that are most hard hit by unfair tax policies that benefit the wealthiest of the wealthy, into tax and budget policy efforts, working with them to make sure that state and local tax and budget policies are informed by the voices of those most affected by economic inequality. Currently, the Tax Fairness Organizing Collaborative has 28 member organizations in 24 states (up from 26 members in 22 states last year). Each member organization is committed to the following principles:

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

TFOC members, including the North Carolina Justice Center and Texas's Center for Public Policy Priorities (both are recommended for direct funding elsewhere in this docket), Southwest Organizing Project, and New Yorkers for Fiscal Fairness, have played a leading role in preventing passage of anti-tax legislation and referenda in several states and in advancing new reforms in other states.

TFOC occupies a unique niche, advocating that the formulation of economic policy should be more democratic. Too often, the "voiceless" are unheard even by people advocating upon their behalf. TFOC fights for citizen participation in economic policy analysis and decisions and its grassroots approach complements existing state-based tax research and policy advocacy such as that conducted by the State Fiscal Analysis Initiative, also funded via D&P. Even in the face of decades of anti-tax sentiment, exacerbated by the current economic crisis, TFOC members in New Hampshire, Tennessee and Washington have all filed income tax related legislation or ballot initiatives that may be decided in 2010. In Washington, a measure has been proposed to create a state income tax that applies to high-income households as part of a broader reform package that also generates one billion dollars for the state. (No OSI funds go toward the lobbying work of TFOC and they have submitted a bifurcated budget with this proposal).

Following a recent OSI funded strategic visioning process, the Tax Fairness Organizing Collaborative now seeks to:

- Amplify its vision, mission and frame nationally to increase visibility and credibility as the “go-to” network for grassroots organizing and movement building around tax fairness work;
- Provide quality capacity-building support to members, including strengthening member communications and messaging capabilities;
- Create a working structure for governing the network; and
- Create an equitable and sustainable financing structure for the TFOC and members which would include pass-thru re-granting.

Rationale for Recommendation

The Democracy and Power Fund (D&P) recommends a renewal grant of \$150,000, over one year, to United for a Fair Economy’s Tax Fairness Organizing Collaborative to advance the key D&P goal: Expanding democracy and building power through advocacy that is deeply linked to grassroots communities and organizations and capacity-building to strengthen social justice organizations’ abilities to impact change.

In the 16 years since UFE began, the organization has played a key role in raising awareness about the causes and consequences of growing economic inequality. They have built a strong foundation for affecting real change by shedding light on the growing economic divide, training thousands of people through top notch popular education materials and workshops, and facilitating action for policy reform. Central to all of UFE’s program work is the goal of engaging people in grassroots advocacy and its constituents rely on the organization to provide analysis and an economic justice frame to inform their efforts to advance social justice.

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

Establishing a strategic, powerful, and high impact national advocacy infrastructure for tax fairness is among the most important gaps to fill in order to correct structural inequality in the United States. Anti-tax, anti-government forces have gained tremendous ground over the past 30 years with their well-honed and cynically developed messages and frames, and they have both corporate power and increasing numbers of economically anxious taxpayers on their side. TFOC builds public support for public investment, equality of opportunity, social welfare and asset building through long-term, sustained grassroots education and organizing around the country. Through our due diligence, this

is an essential complement to D&P's investments in the State Fiscal Analysis Initiative (itself a project of the Center for Budget and Policy Priorities). While SFAI and CBPP conduct research, analysis, and policy development to create more fairness in state tax and budget practices, their expertise and focus is not with engaging grassroots participation in the process. Consequently, their work – while top notch in quality and credibility – can be easily dismissed politically as the work of liberal elites who lack public support.

While TFOC's primary work will continue to be at the state level, it will also respond to the urgent, concurrent need for grassroots education and organizing on national tax policy and economic issues. A June 9, 2010 *New York Times* story detailing how a Texas billionaire who passed away earlier this year will leave nine billion dollars without any estate taxes – the first time in American history that a billionaire has left their wealth without any estate taxes collected – illustrates bad federal policy (specifically, George W. Bush's approval of a one year break on estate tax collection in 2010). UFE's work – on the estate tax, progressive revenue to fund health care and energy reforms, and the overhaul of the financial sector is influencing federal tax coalitions.

The Democracy and Power Fund has been impressed with the collaborative work of UFE and TFOC, its state partner organizations, and its effective leader, Karen Kraut, a former housing organizer in Northern California who also served as a legislative assistant to Olympia Snowe. TFOC plays an important role in bridging the gap between policymakers, policy advocates, and the general public in making the tax and budget process more transparent and accountable to communities.

We recommend a one year, rather than a multi-year recommendation because we have concerns about the Tax Fairness Organizing Collaborative's sustainability, specifically its ability to attract other funding for its work. OSI support makes up a sizable portion of its project budget and it is currently not able to regrant to support the work of its state partners (although D&P recommends direct support for its NC and TX partners in this docket). To assist with this, D&P staff has worked to build relationships for TFOC with Atlantic Philanthropies and the Ford Foundation. Our hope is that TFOC can expand its funding base in 2010-11 and we've expressed our concerns that the network cannot grow to scale if OSI is its only large funder. TFOC staff is pursuing funding relationships with the American Federation of State, County and Municipal Employees (AFSCME) and the Charles Stuart Mott, Ottinger, and Rockefeller Brothers Foundations. We will support and monitor these efforts in the year ahead.

Democracy and Power Fund State Funding Recommendations Memo
Docket II (June 30, 2010)

Eleven recommendations totaling \$1,075,000

As a result of the implementation of our three-year strategic plan, in the fall of 2009 the Democracy and Power Fund (D&P) began an effort to identify a set of key states where the opportunities to advance (or the threats to) an open society are significant and to provide support to state-based groups to build power to impact lasting change. In our last docket meeting on April 12, 2010, we presented D&P's selection of North Carolina and Texas as our priority states. Now, following extensive due diligence consisting of research, site visits, and more than 125 in-person and phone conversations, D&P is pleased to offer the first set of recommendations for building state-based power in North Carolina and Texas through increasing public participation, non-partisan voter engagement, policy research and analysis, strategic convening and collaboration, and social justice issue advocacy.

This memo is offered in place of the standard write-ups in order to present you with the context behind our selection of North Carolina and Texas, our state-specific grantmaking strategy, and our eleven recommendations for this docket.

I. Selection of North Carolina

In politics and activism, one's frame of reference depends on where you sit. From the outside, North Carolina can appear to be a state of considerable conservatism – it's the home of Jesse Helms and his legacy of civil rights obstruction and political race baiting, it has the lowest percentage of unionized workers in the nation, backlash to public school integration is rising, and its fast growing immigrant population faces one of the nation's most hostile climates. When talking with many North Carolinians themselves, while in the state, we get a different picture. There many share insights into a proud legacy of southern progressivism where many declare North Carolina to be the great southern progressive hope (no one seems to include Florida as a truly southern state as South Florida has been referred to as "New York City's sixth borough"), one where conditions are right for a different path forward, one that doesn't feature an economic race to the bottom, racial division, government that Grover Norquist would fondly say has been "drowned in the bathtub," and environmental degradation.

To North Carolinians, this relative progressivism is symbolized by a state business culture that prioritizes profit making over strife and division (and has indeed contributed to a tidier civil rights legacy than many other southern states), its strong support for its public schools and flagship public higher education institutions like UNC-Chapel Hill, its birthplace of the sit-in movement in Greensboro, the narrow victory of Barack Obama in the 2008 election, its rare support for publicly financed judicial elections, and recent steps forward to legislate safe school anti-bullying policies to protect LGBTQ identified students from harassment and pass landmark legislation to confront racial bias in death penalty sentencing.

Both of these narratives can, of course, coexist and that's why North Carolina is such a compelling place for OSI to explore deeper investments in building strong state-based organizations, advancing a robust social justice advocacy agenda, and developing vibrant grassroots organizing networks that lift up the voices, concerns, and hopes of people of color, immigrants, and young people.

For much of the past decade, North Carolina has been among the nation's fastest growing states for three primary reasons: 1) it has a pleasant quality of life, with decent weather and a lower cost of living than the Boston to Washington, DC urban corridor; 2) the employment situation is strong and diversified, with its higher education institutions creating a high tech mecca, principally in the Research-Triangle area of Raleigh-Durham-Chapel Hill, that draws many well educated northerners to the state, and the Charlotte area's rise to be the nation's second largest banking center after NYC; and 3) the free trade accelerated decline of its historic industries: textiles, furniture, and tobacco has led to new low-wage economies of service, construction, and agribusiness industries that have made the state a magnet for immigrants from Mexico and Central America.

Because of these factors, North Carolina now has roughly nine million residents, slightly larger than the population of New York City, making it the third most populous southern state (after Texas and Florida). The state is now the nation's tenth most populous and continues to grow. It is changing rapidly, with one third of the population now people of color and a tri-racial population dynamic – African-American, Latino, and white – replacing the Black/white dominance of old. North Carolina through the 1990s had the fastest growing immigrant population and in the 2000s had the fastest growing Latino population. This is no Mayberry (and taking TV fiction for what it is, the state likely never was Mayberry).

While the state is facing some nasty battles over school integration (characterized as a “neighborhood schools” fight) and anti-immigrant 287(g) agreements and “Secured Communities” policing programs popping up in several jurisdictions, a number of recent victories indicate the presence of a strong social justice advocacy network. Examples include the legislature's passage of the Racial Justice Act, a landmark bill that prohibits the seeking or imposing of the death penalty on the basis of race. The law, of interest to the Criminal Justice Fund, allows pre-trial defendants as well as death row inmates to challenge the decision to seek or impose the death penalty in their case if it was based on impermissible racial bias. The bill puts the responsibility on prosecutors to prove that race was not a factor in seeking the death penalty and establishes a process by which relevant evidence may be used to establish that race was a significant factor in seeking or imposing the death penalty with the county, prosecutorial district, judicial division or the state. Additionally, the state legislature recently passed comprehensive sex education legislation and expanded anti-bullying provisions to increase protection of LGBTQ identified students and the state is noted for its leading edge support for publicly financed elections for judicial candidates, of interest to the Transparency and Integrity Fund. Last, but not least, lawmakers recently passed a bipartisan bill to allow sixteen and seventeen-year-olds to pre-register to vote, facilitating youth registration at two highly convenient

locations: in school and at the motor vehicles department when applying for a driver's license.

Despite these victories, North Carolina has a history of accommodation and paternalism, with a culture that relies heavily on civility and not rocking the boat or, as a Charlotte community leader told us in a very Charlotte specific reference, “you don’t shout in the bank lobby.” Resistance to expanding democracy is strong and sophisticated. The business community is powerful within the state and faces pressure to seek moderation in order to maintain the state’s allure to out of staters, particularly from the more moneyed northeast. In his book, *Civilities and Civil Rights: Greensboro, North Carolina, and the Black Struggle for Freedom*, William Chafe identifies a classic example of how social progress in North Carolina has been met, addressed, and delayed:

“In 1954 Greensboro became the first city in the South to announce that it would comply with the Supreme Court’s ruling, in *Brown v. Board of Education*, that segregation in schools must end. Six years later the city was the birthplace of the sit-in movement – an act of protest that would help to transform the nation. By 1963 the number of people demonstrating in Greensboro’s streets exceeded that in any city except Birmingham, ... Six years after that, armed confrontation between National Guard troops and black college students accompanied Greensboro’s emergence as a center of the Black Power movement in the Southeast. Finally, in 1971 – seventeen years after the *Brown* decision – Greensboro integrated its public schools, becoming one of the last cities in the South to comply with federal desegregation orders.”⁵

Nonetheless, the arc toward social justice in North Carolina does not come without intentionality, commitment, and long-term planning and the state, like most, is very much one of contradictions. Despite its right-wing pedigree, from Billy Graham to Jesse Helms, within the state there is a vibrant and active social justice community that is well-positioned to provide leadership in advancing a new vision of social justice in the south. In this document we will share recommendations for our first five state grantees. We look forward to our June 30th conversation with you.

II. North Carolina Grantmaking Strategy

To date, we’ve had more than 55 conversations and interviews with community, elected, and philanthropic leaders in Charlotte, Greensboro, and Raleigh-Durham. We’ve also taken steps to thoughtfully engage with the state’s large and robust philanthropic community – a legacy of its tobacco wealth – to identify the wisest approach for an OSI investment strategy for North Carolina that is both bold in meeting OSI’s vision and interests and complementary to what’s already occurring in the state. Key thought partners for us in-state include the Z. Smith Reynolds Foundation (ZSR), one of the nation’s leading state-based funders and the architect of strategies that have built North Carolina’s nationally recognized and very vibrant advocacy infrastructure. The Mary

⁵ Chafe, William H.: *Civilities and Civil Rights: Greensboro, North Carolina, and the Black Struggle for Freedom*, Oxford University Press 1980

Reynolds Babcock Foundation, like ZSR located in Winston-Salem, has provided essential insights into the grassroots capacity in state, and the Triangle Community Foundation, a community fund based in Durham, has given early wisdom to us on the state's lively and sizable network of community foundations, some of which could become funding partners in the future.

From these conversations, it's clear that the challenges we've identified in Texas – a great need for enhanced in-state social justice philanthropy and a need for nearly all forms of c3 capacity building – are not necessarily what North Carolina most needs, as the state has significant in-state funding and most of the key components of social justice capacity, even if these elements are new and just finding their footing. To wit, we've assessed the state's strong social justice advocacy environment – illustrated by a strong cadre of more “grasstops” style advocacy and single issue organizations that ZSR funds healthily – and will complement these efforts by prioritizing OSI support for organizations that seek to build capacity, leadership, and power to advance social justice from African American, Latina/o, and immigrant communities, along with that of young people. Grasstops groups and advocacy organizations cannot be as effective as they need to be if there is no base of people behind them – as Frederick Douglass reminds us “power concedes nothing without a demand” – so we'll emphasize funding that will build the grassroots organizing, issue advocacy, and civic engagement capacity from the above key constituencies that have yet to build true power relative to their numbers in the state.

Beyond supporting organizations that meet the priorities stated above, D&P will also fund key statewide organizations and collaborations that build issue advocacy capacity, expertise, and impact and those that enhance statewide civic engagement collaboration. Lastly, we'll also prioritize donor organizing to try to both bring new, national money into North Carolina and to leverage more for open society groups from in-state donors.

III. Selection of Texas

Many funders, activists, and “progressives” generally cringe when the subject of Texas is brought up. Whether due to its conservative policies, politicians hinting at seceding, the re-writing of history books, or wanton indifference to the rest of the country and frequently its own people, Texas is to many a very inhospitable place to expend resources on positive change.

That feeling is understandable. Texas has the highest proportion of people lacking health insurance of all 50 states; the second highest imprisonment rate; the third highest poverty rate; the highest teenage birth rate; the lowest voter turnout; and the lowest proportion of high school graduates. Additionally, Texas executes as many prisoners per year as the rest of the country combined.

As *The New York Times* noted on March 13, 2010, the state is also noted for its heavy and unhealthy partisan politicization of public education through its elected state Board of Education, currently dominated by evangelical conservatives. Earlier this year the Texas Board of Education approved curricula and text books that, to quote *The Times*, “put a

conservative stamp on history,” questioning the Founding Fathers’ commitment to a secular government, presenting Republican political philosophy in a positive light, questioning Darwin’s theory of evolution, and cutting Thomas Jefferson from a list of figures whose writings inspired revolutions in the late 18th century (due to his coining of the term “separation of church and state”). The board also stripped references to key civil rights and labor leaders and lifted up the Confederacy in the U.S. Civil War.

Yet, Texas is at a tipping point. It is America’s fastest growing state, and that growth is made up mostly of Latinos, African Americans, young people and immigrants. In 2004 Texas became one of only four states where whites are no longer in the majority, and that growth is projected to bring up to four additional Congressional seats to Texas following this year’s census making Texas far and away the biggest winner in the census. These newcomers are creating opportunities for lasting, positive change on a range of OSI issues.

That change is evident in the recent elections and policy shifts. As the *Economist* noted in a special report⁶ on Texas,

The sheriff of Dallas County is a lesbian Latina. The leading candidates to become mayor of Houston in November include a black man and a gay white woman.⁷ The speaker of the House of Representatives is the first Jew to hold the job in 164 years of statehood and only the second speaker to be elected from an urban district in modern times. In this year’s legislative session, bills to compel women to undergo an ultrasound examination before having an abortion (to bring home to them what they are about to do) and to allow the carrying of guns on campus both fell by the wayside; a bill to increase compensation for people wrongly convicted sailed through.

This new wave of diverse elected leaders is more than just an interesting statistic. The politics of the state is changing. In our meeting with Mayor Parker of Houston, she spoke of her desire to be a transformative leader and of the coalition that brought her to power. That coalition was made up of LGBTQ people, Latina/os, and fiscal conservatives who liked her comptroller experience-- not your typical urban coalition. It is a coalition that may soon help lead to the formation of a public defenders’ office, which Harris County commissioners passed unanimously and now awaits funding from the state legislature.

Because of its sheer size, Texas has the ability to change the direction of the country. One in every thirteen people in the U.S. lives in Texas (nearly 25 million people). As the *Economist* further noted, “Texas had become used to being at the centre of events, having supplied the president, the vice president or at least the treasury secretary for all but a handful of the past 50 years” and carries significant policy weight at the federal level and not just because of its 34 (soon to be as many as 38) electoral votes.

⁶ *The Economist*, Lone Star Rising, special edition, July 11, 2009.

⁷ Annise Parker won the election, becoming the first openly gay mayor of a major American city.

Important policy battles in Texas may be harbingers for the rest of the nation. As Larry Faulkner, president of the Houston Endowment⁸ noted, conservatives in Texas have more nuanced views on immigrant justice issues than elsewhere. For example, roughly 20 anti-immigrant bills are introduced each legislative session but none have recently succeeded despite the state's conservatism. The failed legislation includes voter ID, English-Only, birthright citizenship, and efforts to roll back in-state tuition for immigrant students.

Texas is in many ways ground zero for U.S. Programs priority areas. There are numerous opportunities to impact change on issues ranging from criminal justice reform to immigration reform and beyond. The state has one of the worst death penalty records and also one of the worst indigent defense systems in the nation. African American and Hispanic offenders make up 68% of the current death row population in Texas, although the African American and Hispanic/Latino population of Texas is only 46.5%. Consequently, the Criminal Justice Fund (CJF) has historically centered many of its reform efforts in Texas. CJF has long identified a need for grassroots mobilization and public education and D&P's work in Texas to build a more vibrant grassroots and advocacy infrastructure could help close this gap. D&P and CJF have already identified the need to support efforts across programs to create a public defender's office in Harris County (Houston), among other pressing needs.

Advancing a more open society in Texas is also a goal of the Transparency and Integrity Fund (TIF). Because of the intersection of several key U.S. Programs priorities in Texas, and the critical mass of Criminal Justice Fund and proposed D&P grantees doing work there, TIF has identified Texas as a state where gaps in civil society journalism should be addressed. TIF aims to support organizations such as the *Texas Observer* that report on criminal justice reform advocacy, immigration reform and other areas that – in part due to shrinkage in newsroom reporting capacity – are getting a short shrift.

Death penalty reform legislation also advanced at the Texas state legislature in 2009 with the passage of legislation creating a statewide public defender office to represent inmates in state capital habeas appeals. The office will begin in September of 2010 and will be a significant improvement to the quality of counsel in these cases. To date, Texas has relied on a haphazard and arbitrary system of appointing and under-compensating private lawyers with no institutional support or appointment criteria. The new office will allow those facing the death penalty to have a better ability to preserve their appellate claims and ensure that the appellate process is a meaningful review of their conviction and sentence, as opposed to a rubberstamp of the trial. This will contribute to a lower number of executions.

Texas also passed legislation creating an Innocence Commission to study causes of wrongful convictions and make recommendations for reform, increased levels of wrongful conviction compensation, and made advances on bills related to eyewitness identification reform and recording custodial interrogations. Looking ahead, death penalty advocates in Texas will continue aggressive advocacy, employing a strategy of

⁸ The Houston Endowment grants approximately \$70M in the Houston/Harris County region per year.

winning incremental reforms that will work in conjunction with a litigation strategy to decrease the use of, and the political attachment to, the death penalty.

There are significant challenges in expending resources in Texas, but the potential for change there, and the resulting impact at the federal level, is unparalleled. With a targeted grantmaking strategy, D&P can help state- and locally-based organizations turn the corner in a state with significant national weight.

IV. Texas Strategy

Recognizing the importance of developing relationships in Texas, and in order to avoid the pitfalls of a parachuting national funder that upsets the local organizational and funder ecosystems, the D&P team embarked on a deep-dive into Texas that took them to El Paso, Houston, Dallas, Ft. Worth, McAllen, Alamo, Harlingen, Las Milpas colonia, San Antonio, Austin and the border wall along the Rio Grande. During those visits we conducted over 70 meetings with nonprofit organizations, unions, elected leaders, demographers, and funders.

Because of strong cross-fund interest in the state (the Criminal Justice Fund has long funded in Texas and the Transparency and Integrity Fund is also expanding its work there), several of our Texas trips included representatives from the various U.S. Program funds as well as Ann Beeson. In so doing we've also reached out to existing grantees, such as the Texas Criminal Justice Coalition, to seek their guidance on broader state-based strategies.

From those meetings we learned that the organizational infrastructure in Texas is weak. Because there is no campaign contribution limit in state elections, local donors in Texas – trial lawyers, developers, and energy industry titans particularly dominate this landscape – invest heavily in partisan electoral work at the expense of grassroots organizing and issue advocacy groups. There is also a very limited number of foundations that work statewide or that employ a social justice framework for their investments. The result is that there are very few grassroots, advocacy or non-partisan voter engagement organizations with the capacity and scale to impact policy reform at the state or federal levels. The organizations that do exist lack the coordination, collaborative tables, and access to tools that organizations in many other states possess.

The sheer size of Texas also makes the limited existing c3 infrastructure disjointed. Texas contains 254 counties, 1000 independent school districts, 1200 incorporated municipalities and covers 268,820 square miles. The state contains three of the top ten most populated cities in the country, and runs 790 miles from end to end. The population of Texas is the same as three New York Cities or four Colorados and two New Mexicos combined. The Dallas- Fort Worth region alone is the nation's fifth most populous metro area and has more people than all but fifteen states. Because of its size, a state-wide approach with the amount of resources that we are currently able to bring to the state is simply not possible.

While US Programs is currently considering the development of a broader, statewide strategy for Texas, the Democracy and Power Fund will commence its state funding efforts with a more targeted strategy. Based on our due diligence, we've identified two regions with the highest potential for increasing public participation to impact OSI priorities: Harris County (including Houston) and the Rio Grande Valley.

The Census Bureau estimates that Harris County's Latino population grew by 40 percent between 2000 and 2008, while the white population grew less than one percent. Harris County is also the fastest growing African American county in the nation—mostly due to post-Katrina resettlement, the prior mayor's warm welcome of Katrina impacted families (Bill White is now the leading challenger to the incumbent governor, Rick Perry, who has embraced the Tea Party), and the low cost of living. Indeed, census projections show Houston soon replacing Chicago as America's third largest city. Nearly half of eighteen- to 29-year-olds in Harris County are Latino (largely Mexicano although there is a large and growing Central American population), according to Rice University's Institute for Urban Research, while 70 percent of people over 60 are white. There are also sizable and fast growing Asian (Southeast, East, and South) and African communities in the county.

The Lower Rio Grande Valley of Texas (the Valley) includes the four counties located in the southern most portion of the state of Texas: Hidalgo, Cameron, Starr and Willacy. The Valley is also one of the fastest growing in the nation. Census projections place the population of the Valley at 1,194,819, a 63.4% increase over 1990. Put another way, the Valley's population is larger than nine states, and McAllen, the largest city in the Valley, is the fastest growing city of its size in the country. Yet, it is also extremely poor; three of the five poorest counties in the nation are in the Valley.

Texas is not going to suddenly become a beacon for open society overnight. Looking at it with a long-view, we have settled on a strategy that will build the grassroots organizing, issue advocacy, and civic engagement capacity and impact of African-American, Latina/o, and immigrant communities, along with that of young people. While our work will be statewide in desired impact in this vast state of more than 24 million residents, we'll begin by focusing resources on the two fast growing and very diverse regions of Harris County and the Rio Grande Valley. It's important to note that we are not employing an Austin-dominant strategy as that would skew toward a liberal advocacy elite that is fairly disconnected from what's happening in the rest of the state.

Beyond supporting organizations that meet the priorities stated above, D&P will also fund – or help launch – key statewide organizations and collaboratives that build issue advocacy capacity, expertise, and impact and those that enhance statewide civic engagement collaboration. We will also prioritize donor organizing to try to both bring new, national money to Texas, and also leverage more for open society groups from in-state donors.

OSI is seen as a leader in philanthropy and, unlike many foundations in this time of economic challenge, we have both sizable resources and the ability to innovate and be responsive to needs as expressed by organizations and leaders in the field. Importantly,

this includes an ability to take well-conceived risks. For Democracy and Power Fund priorities, selecting Texas to make long-term change is not the easy route and we were steered by many to choose states that may be more obvious, like Florida or Ohio, states that are often under the nation’s political microscope and that also have social justice capacity challenges. Significant time and resources are necessary to build power in a state such as Texas but, from our due diligence and conversations with many thought leaders, the state teeters on a precipice. We have an opportunity today to make a difference in the nation’s second most populous state that can, over time, carry the rest of the nation with it in much more positive and constructive ways than it has in the past.

V. North Carolina Grant Recommendations

A. Grassroots Organizing and Non-Partisan Voter Engagement Recommendations

The four grants recommended below, totaling \$375,000 – to the North Carolina State Conference of the NAACP, Beloved Community Center, Democracy North Carolina, and the North Carolina Latino Coalition – would provide funding to a cohort of state-based groups that are leaders (or have considerable potential to become leaders) in expanding public participation and civic engagement in people of color communities, especially African-American, Latina/o and immigrant communities.

B. Capacity Building and Key Convener Recommendations

The grant recommendation below, for \$50,000 to the North Carolina Justice Center, spotlights the important and complementary role that multi-issue policy research and advocacy groups that are deeply connected to grassroots constituencies play in advancing social justice at the state level.

VI. Texas Grant Recommendations

A. Grassroots Organizing and Non-Partisan Voter Engagement Recommendations

The three grants recommended below, totaling \$325,000 – to the Houston Branch of the NAACP, La Unión del Pueblo Entero, and Texas Organizing Project – will provide funding to a cohort of groups in Harris County and the Rio Grande Valley that are leaders (or that have considerable potential to become leaders) in expanding public participation and civic engagement in people of color communities – especially African-American, Latina/o, and immigrant communities.

B. Capacity Building and Key Convener Recommendations

The three grant recommendations below, totaling \$325,000 – to the Center for Public Policy Priorities, Reform Immigration for Texas Alliance, and the Texas Civic Engagement Table – are designed to build the state’s c3 infrastructure so that organizations working to advance a more open society can better coordinate their work, connect to top quality policy research and analysis, and have access to the tools and expertise to allow them to impact change at the state level and beyond.

Name of Organization: National Association for the Advancement of Colored People (fiscal sponsor for the North Carolina State Conference of the NAACP)

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

Purpose of Grant: to support the North Carolina State Conference of the NAACP

Previous OSI Support: No prior support to the NC State Conference

Organization Budget: \$27,943,516

Project Budget: \$370,000

Major Sources of Support:

Food Lion	\$30,000
Wachovia	\$12,000
AT&T of North Carolina	\$12,000
NC Mutual Life Insurance Company	\$12,000
Genworth Financial Services	\$12,000

Amount Requested: \$120,000 over one year

Amount Recommended: \$125,000 over one year (including \$75,000 from the Democracy and Power Fund, T1: 21091 and \$50,000 from the Equality and Opportunity Fund, T1: 24023)

Term: One year, beginning July 1, 2010

Description of Organization

Founded in 1909 by a multiracial group of progressive thinkers, the National Association for the Advancement of Colored People (NAACP) is a national non-profit civil rights organization whose mission is to ensure the political, educational, social, and economic equality of rights of all persons and to eliminate racial hatred and racial discrimination. Since 1938, the North Carolina State Conference has provided technical assistance to all volunteer run adult branches and youth units in their effort to translate the national NAACP programs to the local level in the areas of education, economic development, criminal justice, health, environment and international affairs.

Description of Program for Which Funding Is Sought

The North Carolina NAACP State Conference is a Durham, NC based organization and a flagship state conference within the national NAACP network. The NC State Conference serves to improve the political, educational, social, and economic status of African-Americans and other racial and ethnic minorities; to eliminate racial prejudice; to keep

the public aware of the adverse effects of discrimination; and to take lawful action to secure the elimination of racial discrimination.

In the fall of 2006, the executive committee of the NC NAACP State Conference, along with other coalition partners, developed and approved an ambitious movement building initiative called the Historic Thousands on Jones Street Coalition (HK on J): The Peoples General Assembly. “HK on J” takes its name from the phrase “Historic Thousands on Jones Street,” to commemorate the 2007 march of thousands to the NC State Legislative Building on Jones Street in Raleigh. The NC NAACP led in organizing over 70 social justice organizations around a fourteen point people’s legislative reform agenda. Over five thousand people convened in Raleigh in February 2007, marking the NAACP’s 98th Birthday, and held a mass teach-in. After a two-hour policy discussion, the group unanimously voted to endorse a fourteen-point anti-racism, anti-poverty, and anti-war agenda with 81 action steps. For the three years following, with no dedicated staffing, the HK on J Coalition has expanded, boasting over 90 partner organizations. In 2008, over 8,000 people crowded Jones Street for a report on the agenda and in 2009, 10,000 people from across the state attended. The HK on J campaign is the main vehicle for the NC NAACP’s dynamic and innovative work.

Through the HK on J People’s Agenda, the NC NAACP helped to build public will to win an increase in the minimum wage (the first state in the south), same day voter registration (the first state in the south), and hundreds of millions of dollars in new money for low wealth schools and disadvantaged students. It has also launched a fight against re-segregation in public schools, particularly in Wake County (Raleigh), a liberal leaning county with the state’s largest school district, where the school board has been taken over by forces advocating for an end to economic integration of local schools. In addition, the passage of the Racial Justice Act in 2009, led by the state’s strong death penalty abolition movement, will enable a defendant to show statistical evidence that race was a key factor in a trial or sentencing in a death penalty case that will allow the judge to commute the sentence to life in prison without parole. The NC NAACP, with HK on J partners, spearheaded the development of the first-ever state Jobs Summit in conjunction with the Governor to hear recommendations from those affected by joblessness and underemployment and from organizations that serve those affected.

Other successes of the HK on J Campaign include:

- Creating a Working Group to discuss with key staffers of the Governor’s cabinet the federal ARRA stimulus package to assure that title VI was adhered to in its administration and distribution of funds;
- Securing more than \$2 million new dollars to address health disparities;
- Secured more than \$19 million new dollars for affordable housing;
- Provided long-term support until victory was won for the Smithfield workers to collectively bargain at the largest hog processing plant in the world;
- Joined with ADELANTE, a coalition of progressive organizations and non-profits to advocate for educational opportunities for Latino and immigrant children and youth, demonstrating commitment to black and brown unity;

- Joined with the Southern Coalition for Social Justice in filing an amicus brief to the NC Supreme Court to intervene in a lawsuit that seeks to disenfranchise black voters by attacking nineteen minority legislative districts;
- Worked in partnership with the Proteus Fund to create the Voter Education Protection Registration Empowerment Program (VEPREP) that reached 140,000 households with robocalls to Get Out the Vote in African-American communities in which 45% or more had not voted in primary elections;
- Created over 30,000 voter cards to inform citizens of their voting rights and to encourage ex-felons to exercise their voting rights;
- Developed PSAs for urban and gospel stations to engage residents to take advantage of Same Day Registration and Early Voting;
- Provided leadership and joined with the black media to develop North Carolina's "Millions Voting March" during the 2008 presidential election. This included over 200,000 robocalls, door to door contact and public announcements drawing over one million African-Americans to the polls; and
- Led efforts to provide reparations for the victims of the 1898 white supremacist terrorists' attacks in Wilmington, NC.

Rationale for Recommendation

The Democracy and Power Fund and the Equality and Opportunity Fund jointly recommend a grant of \$125,000, over one year, to the NAACP's North Carolina State Conference to advance this key Fund goal: Building state-based capacity through grassroots organizing and non-partisan voter engagement in order to build power for those who do not currently have it. The proposed grant advances the Equality and Opportunity Fund's interest in supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and to lift barriers that prevent people from participating fully in economic, social, and political life.

As part of the Democracy and Power's state strategy, the NC NAACP's Historic Thousands on Jones Street Campaign provides a great opportunity to galvanize people and communities throughout the state through grassroots organizing with bold but winnable policy demands. As North Carolina, like nearly every state, faces severe budget cuts and a retrenchment on civil liberties from a climate of rising anti-immigrant sentiment, unaddressed historical racism, and lack of support for the poor, the HK on J Campaign has proven to be a successful coalitional model for diverse and smaller organizations to aggregate their power to the state level on many issues that target structural inequality and are OSI priorities. The HK on J fourteen-point agenda includes calls for the following:

- High quality, well funded, and diverse schools
- Livable wages and support for low-income people
- Same day voter registration and public financing of elections
- Support for Historically Black Colleges and Universities
- Affordable housing and ending consumer abuse
- Abolishing racially biased death penalty and mandatory sentencing laws
- Collective bargaining for public employees and

- Immigrants' rights

With more than 100 community and campus branches, the North Carolina NAACP is a flagship state conference for the national NAACP and Ben Jealous, the Association's President, had encouraged OSI support of the state chapter even before the selection of North Carolina as a priority state for the Democracy and Power Fund. The NC NAACP is led by Rev. Dr. William J. Barber, II, a dynamic leader, catalytic speaker, and builder of powerful and diverse alliances who serves as the state president. Rev. Barber entered the position with a promise to increase the relevance of the 100-year old institution to contemporary life and criticized former NC NAACP leaders for having a behind-the-scenes approach to civil action, preferring to negotiate with legislators rather than taking the civil rights agenda to the streets. His commitment to organizing and policy advocacy is unique for the institution and he states that while the NC NAACP will continue to work with lawmakers "...the difference is that when we go into the legislature, we don't check with them to negotiate what's most politically acceptable. We go in and stand on our principles." And a broad, diverse, and growing community of organizations and activists stands with them.

Rev. Barber has shared that OSI funding would enable the hiring of two new staffmembers for the NAACP – it currently only has one staffperson, an executive director, and Rev. Barber's time is supported primarily by his congregations. One of the new positions will be an organizer who will focus on sustaining and expanding the base of support for the organization and the broader HK on J campaign. The second position will enable the hiring of a policy staffperson, perhaps with legal expertise, to assist in its advocacy work, including on school desegregation issues, an issue of interest to the Equality and Opportunity Fund.

The Democracy and Power Fund and the Equality and Opportunity Fund are excited to recommend this first funding recommendation to support the North Carolina NAACP's work and provide backing for a statewide advocacy, organizing, and public education that promotes base-building among African-Americans, builds alliances between the state's diverse populations, advances the broader issues of all North Carolinians who seek social justice, and advances several key OSI priorities.

Name of Organization: Democracy North Carolina

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

Purpose of Grant: to provide general support

Previous OSI Support: \$100,000
\$100,000 from JEHT Foundation Emergency Fund (2009)

Organization Budget: \$914,000

Project Budget: N/A

Major Sources of Support:

Z. Smith Reynolds	\$350,000
Individual Donors	\$200,000
Educational Foundation of America	\$50,000
Carnegie Corporation of NY	\$25,000
Proteus/Piper Fund	\$10,000
Park Foundation	\$10,000

Amount Requested: \$100,000 over one year

Amount Recommended: \$100,000 over one year

Term: One year, beginning July 1, 2010

Description of Organization

Democracy North Carolina (Democracy NC) is a Durham, NC-based non-profit organization that combines research, organizing, training, and advocacy to increase civic participation and government accountability. Democracy NC promotes policy reforms that provide (a) “voter-owned” public campaign financing to free candidates from the endless fundraising chase that compromises their integrity; (b) protect the integrity of the election process and the principle of “one person, one vote”; (c) create robust disclosure of the flow of money in politics; and (d) make serving in public office accessible to ordinary citizens and accountable to voters and high standards of ethical conduct. They are also committed to expand voting rights and participation (a) by making voting more accessible through Election Day Registration, out-of-precinct voting, enforcement of the Voting Rights Act, etc.; and (b) by educating those not involved (youth, ex-felons, discouraged ex-voters, new citizens, etc.) about the value of participation.

Democracy NC traces its roots to 1970, when the Institute for Southern Studies was founded by veterans of the civil rights movement – primarily white activists from the Southern Student Organizing committee and Black activists from the Student Nonviolent Coordinating Committee. Democracy NC began as a project of the Institute and then

became the North Carolina Project of Democracy South. In 2003, Democracy South's NC Money in Politics Project became known as Democracy North Carolina. The organization remains committed to promoting and protecting equal voting rights, equal representation in government and an equal voice in shaping policies. To achieve its policy goals, it is dedicated to a series of "base building" strategies that include developing adult volunteers (Democracy Advocates), young organizers (through the Democracy Summer program), and through building local pro-democracy organizations. Their strategy involves focusing a combination of research, education, and organizing on winnable reforms and, through incremental victories, demonstrating the value of citizens being active owners of the political process.

In the past few years, Democracy NC has applied this approach in effective coalitions that have made North Carolina the largest state in the nation with same-day (election day) voter registration (adopted in 2007) and, especially significant in a post-*Citizens United* era, the state offering a public campaign financing option for the largest number of statewide offices. In 2008, its statewide field staff of five organizers coordinated nonpartisan coalitions in five metro areas, plus a statewide faith-based "Souls to the Polls" campaign that helped North Carolina become the state with the greatest gain in voter participation over 2004. In addition, Democracy NC distributed 600,000 voter education tabloids and flyers; provided data, phone or walk lists, and training to 350 volunteers; organized local advocates who pressured county boards of elections to open dozens of additional Early Voting sites (including 20 at college campuses); and received 225,000 visitors to its North Carolina Election Connection website.

In 2009, building on the success of their Same-Day Registration coalition, Democracy North Carolina lined up support from election officials, school boards, youth groups, advocacy organizations, and legislative leaders to prepare and pass a bipartisan bill that, effective January 1, 2010, made North Carolina one of the first states to permit sixteen and seventeen year olds to pre-register to vote. *[No OSI dollars will go toward Democracy NC lobbying efforts; we include this information as testament to its advocacy strength within the state]*. Also in 2009, Democracy NC organized popular support and provided technical assistance leading to the adoption and implementation of North Carolina's first municipal public financing elections program, which was used by the new Chapel Hill mayor and the top vote-getter for the town council.

In 2010, the organization was heavily involved in educating "hard to count" North Carolinians about the importance of filling out the Census form, including conducting four regional trainings for local groups and distributing 950,000 English and Spanish informational cards through more than 250 faith-based centers and through public schools, food banks, social service agencies, housing projects, community centers, and neighborhood groups in many of the counties with the lowest response rates in the 2000 census. Thanks in part to Democracy NC and to the Southern Coalition for Social Justice, a Durham, NC based recent USP grantee identified by the Democracy and Power Fund and funded via the Strategic Opportunities Fund for census outreach work, North Carolina has tied for first place as the state with the biggest gain in mail-back response over 2000 (74%, up from 64%).

Democracy NC programs include:

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

Voter Education and Get-Out-the-Vote – Democracy NC is a major partner in Blueprint North Carolina, the State Voices affiliated c3 civic engagement table, with a focus primarily on African-American, Latino, and young voters in eight large population counties. Democracy NC’s 2010 goal is to move these constituencies’ percentage of the overall vote share to 27%, up from 24% in 2006.

Money & Politics - Democracy NC is seen as a national leader in successfully advocating for reducing the influence of money in politics. In 2005-07, Democracy NC’s research and complaint with the State Board of Elections led to the conviction of the speaker of the state house of representatives on federal corruption charges, and broad coalitional organizing led the legislature to adopt a comprehensive set of laws regulating ethics and lobbying. As the state’s top watchdog, Democracy NC’s focus on the area of money and politics is building broader popular support for expanding public campaign programs to cover more offices, as well as defending and implementing existing programs so they serve as positive models worth fighting for. Democracy NC advocated for these “voter-owned” elections to be included as one of the key priorities for the Historic Thousands on Jones Street Coalition led by the North Carolina NC NAACP and detailed elsewhere in this docket.

Description of Program for Which Funding Is Sought

The recommendation is for general operating support.

Rationale for Recommendation

The Democracy and Power Fund recommends a grant of \$100,000, over one year, to Democracy NC to advance these key Fund goals: Building state-based capacity through grassroots organizing and non-partisan voter engagement in order to build power for those who do not currently have it; and through multi-issue advocacy that is deeply linked to grassroots organizations and OSI priority issues and constituencies.

As part of our Democracy and Power recommended state strategy, Democracy NC plays

a critical role with its statewide reach and is a key player in that state to advance multi-racial organizing and advocacy on key OSI issues including structural racism, voting rights, government transparency, election systems reform, and youth leadership. A number of these priorities also fall within the interests of the Transparency and Integrity and Equality and Opportunity Funds. Democracy NC is a strong and committed coalition builder, too, working with many organizations to achieve its mission, including the NC NAACP, NC Voters for Clean Elections, Blueprint, NC Women United, Latin American Coalition, NC Lobbying & Government Reform Coalition, NC Justice Center, Alliance of NC Black Elected Officials, Southern Coalition for Social Justice, League of Women Voters, the Council of Churches, and any others.

Democracy NC is lead by Bob Hall, who has been working with grassroots groups across North Carolina since 1970. He formerly served as executive director and research director with the Institute for Southern Studies and was recognized for that work with a MacArthur Fellowship in 1992. He is very well regarded in the state and in each meeting that we had with Democracy NC, in both Charlotte and Durham, exhibited his deep commitment to coalition work by inviting in a wide range of allies and peer organizations.

We are excited to recommend a grant to Democracy NC, especially as the ramifications of the *Citizens United* decision are understood and implemented and the organization's leadership on money and publicly financed elections becomes even more critical. Democracy NC provides a unique and accomplished model of success on these issues nationwide, certainly Albany could learn a lot from its success, and this is all the more rare within southern states. Democracy North Carolina's work on public financing, election systems reform, voter participation, community engagement, and research makes it a critical partner as OSI begins to invest more deeply in building state-based power in North Carolina.

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

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

Purpose of Grant: to provide general support

Previous OSI Support: \$30,000
\$30,000 from USJ Sentencing and Alternative Incarceration Project (2002)

Organization Budget: \$1,139,292

Project Budget: N/A

Major Sources of Support:

Kellogg Foundation	\$225,000
Atlantic Philanthropies	\$200,000
Ford Foundation	\$200,000
Z. Smith Reynolds Foundation	\$125,000
Andrus Family Fund	\$50,000
Individual Donors	\$30,000

Amount Requested: \$75,000 over one year

Amount Recommended: \$75,000 over one year

Term: One year, beginning July 1, 2010

Description of Organization

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

Rooted in the African-American community but working in a multi-racial fashion, BCC seeks to resolve economic disparity and discrimination experienced in the workplace, schools, and neighborhoods with initiatives including community sustainability, creation of wealth programs through green job creation, urban gardening and building trades training, and creative community-unionism. The BCC organizes clergy in the city of Greensboro to play a pivotal role in guiding the community through labor disputes through modeling a spirit of standing with the “least of these” in their community. The

community approach has resulted in rare labor organizing victories for public employees and agricultural workers throughout North Carolina.

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

Similarly, the BCC is building community support for farm laborers, many of whom are immigrants. The BCC has played a leadership role in the Farm Labor Organizing Committee’s campaign to organize tobacco, tomato, and sweet potato workers, a significant opportunity to advance economic justice and forge greater unity between African-American and Latino communities in North Carolina.

In January of 2009, the BCC launched a major undertaking to leverage the American Reinvestment and Recovery Act (the federal economic stimulus package) to grow jobs, build equity, and advance wealth creation in low income communities. Through a grant from the City of Greensboro and working closely with MIT’s Community Innovators Lab, BCC is developing a training model for youth (16-24) called *Pathways to Green Careers*. The first class of this program graduated on May 14th.

A major undertaking in the sphere of economic justice for BCC has been forging the Black Brown Unity Alliance. Though multi-faceted in its reach – economic justice, education, and civic participation – much of the work focuses on economic justice issues that are fundamental to the well-being of both of these marginalized groups. A very successful conference was held in Greensboro in October, 2009 that drew together a broad coalition of Latino, African American, and other social justice organizations to address the pressing needs of the communities in the face of an increasingly strained economy and growing propensity to blame minorities and immigrants for the economic and social challenges faced by the entire community.

Description of Program for Which Funding Is Sought

The recommendation is for general operating support.

Rationale for Recommendation

The Democracy and Power Fund recommends a grant of \$100,000, over one year, to the Beloved Community Center to advance this key Fund goal: Building state-based capacity through grassroots organizing and non-partisan voter engagement in order to build power for those who do not currently have it.

Through our due diligence, the Democracy and Power Fund has been impressed by the work of the Beloved Community Center to take its deep roots in Greensboro and to scale its efforts to the state, southern region, and even internationally. Its work on economic and racial justice is highlighted here but we are pleased to learn that BCC is beginning to increase its work to expand democracy (particularly among people of color, immigrant communities, economically disenfranchised people, and young people) and has recently joined with the Blueprint NC state civic engagement table.

BCC is headed up by the Rev. Nelson Johnson, a long-time civil rights and labor activist who serves as a member of SEIU's Ethics Commission and has served on the board of the Greensboro Chamber of Commerce. Rev. Johnson has written articles involving his extensive experience in community organizing and socio-political analysis in the University of Pennsylvania *Journal of Labor and Employment Law*, *The Witness Magazine* and *Black Scholar* magazine.

As part of D&P's state strategy, the Beloved Community Center plays a critical role in statewide racial and economic justice advocacy and serves as a model for multi-racial community building. It has served as the anchor organization of the historic Greensboro Truth and Community Reconciliation Project (GTCRP) which followed the "Greensboro Massacre" of November 3, 1979, that resulted in the death of five community and labor organizers at the hands of Ku Klux Klan and Nazis. As one might expect, despite the passage of time these hate inspired murders continue to reverberate in the Greensboro community, especially along racial lines, and provide the impetus for the formation of the GTCRP.

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

We are pleased to recommend this grant to support the building of grassroots organizing, issue advocacy and civic engagement capacity in North Carolina, rooted in its African-American community but making an impact much more broadly.

Name of Organization: North Carolina Latino Coalition

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

Purpose of Grant: to provide general support

Previous OSI Support: N/A

Organization Budget: \$329,900

Project Budget: N/A

Major Sources of Support:

Membership income	\$101,200
Z. Smith Reynolds Foundation	\$100,000
Needmor Fund	\$30,000

Amount Requested: \$75,000 over one year

Amount Recommended: \$75,000 over one year

Term: One year, beginning July 1, 2010

Description of Organization

The North Carolina (NC Latino Coalition or NCLC) is a broad based, multi-issue coalition of grassroots Latino congregations, neighborhood associations, unions, community centers and sports associations dedicated to building relational power among immigrants in North Carolina. NCLC seeks to strengthen the leadership, voice and participation of immigrants in local, statewide and federal issues and its leaders use community organizing and direct action as their primary strategies. Organizers and leaders build relationships among immigrant leaders and allies, identify common concerns, research potential solutions, and act collectively for social change. Founded in 2002 and currently working in partnership with six local broad base organizations affiliated with the North Carolina Industrial Areas Foundation network, the coalition focuses its current work on three overarching areas:

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

Current Organizing Focus

The leaders of the NC Latino Coalition focuses its efforts on these organizing priorities:

- Improving access to college education for undocumented immigrants;
- Supporting the rights of farmworkers;
- Supporting communities affected by recent ICE raids;
- Building alliances with groups in support of comprehensive immigration reform
- Maintaining accountability on the implementation of Title VI law regarding the hiring of interpreters; and
- Increasing voter engagement in the immigrant community.

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

Constituency and Community involved: The NC Latino Coalition is currently formed by 70 grassroots Latino organizations operating in over 22 counties. Organizations include congregations, community centers, neighborhood associations, and unions. North Carolina Latinos are generally poorer than their non-Latino citizen neighbors given that they face a number of challenges including language barriers, lack of information and understanding of the US system, low levels of education, racism and discrimination. The NC Latino Coalition is actively organizing in five out of the eight counties in the state where there are more than 2,000 Latina/o voters. That includes Durham, Forsyth, Guilford, Mecklenburg and Wake Counties.

Description of Program for Which Funding Is Sought

The recommendation is for general operating support.

Rationale for Recommendation

The Democracy and Power Fund recommends a grant of \$75,000, over one year, to the North Carolina Latino Coalition to advance this key Fund goal: Building state-based capacity through grassroots organizing and non-partisan voter engagement in order to build power for those who do not currently have it.

As part of the Democracy and Power Fund's state strategy, the NC Latino Coalition provides critically needed organizing and leadership capacity building in the fast growing Latino community throughout the state. Since 2000, North Carolina has had the fastest growing Latino population in the country with population growth of 394% since 2000. Despite the state's Latina/o population now approaching 400,000 people and roughly 7% of the population, many North Carolina counties do not have Latino community-based organizations (CBOs) or other venues of Latino organizing or participation. Where this

capacity has existed, the majority of the energy has been devoted to either basic human needs direct service work. Strong CBOs are an important factor that often determines the level of civic engagement and recognition of a local community and with the weak grassroots infrastructure in North Carolina, the voice of Latinos at the local and state levels warrants greater investment. It is our assessment that the North Carolina Latino community needs a broad base infrastructure that is able and ready to respond quickly to the growing demands of the anti-immigrant movement and can involve grassroots leaders from different counties within the state. NC Latino Coalition has the beginnings of that reach and capacity.

The NC Latino Coalition provides the role of connecting organizations working with and for immigrants with critical resources and information, defending their rights and negotiating with local governments, business and the larger community over quality of life and basic rights issues. During the last two years the NC Latino Coalition pioneered the NC Latino Leadership Academy and through its connection to other organizing networks affiliated with the Industrial Areas Foundation in North Carolina, has built alliances to have an impact on health, public safety, housing, recreation, education, and human relations. For a large segment of Latinos in the state, the NCLC's grassroots network represents the only chance of getting vital and accurate information about community services, housing, legal aid, new regulations, emergency assistance, and education.

Ivan Parra, NCLC's lead organizer, is a native of Colombia with a strong background in community organizing, including previous work as the Executive Director of El Centro Hispano, an organization that quickly became the largest Latino membership based organization in North Carolina. He has been a founder and key organizer of the Latino Community Credit Union, the first financial institution owned and operated by Latinos in North Carolina, and is an experienced bilingual trainer and organizer. He has been a key partner in building broad base multiracial interfaith coalitions in different parts of the state and has been organizing with the NC Latino Coalition since its creation.

With some of the harshest anti-immigrant laws in the country – including an outright ban on undocumented student attendance at public community colleges even if they pay higher tuition and forego financial aid and a large number of jurisdictions with 287(g) law enforcement partnerships with ICE – North Carolina's Latino community is heavily immigrant based and fairly new. Consequently, it does not have a long-standing tradition that such states as Colorado or Texas have that provide greater community infrastructure and potential to advance positive policies or stop the most regressive ones. We look forward to the challenge of helping to build up Latino community power to advance social justice and to support groups like the North Carolina Latino Coalition that are building the necessary skills for activists at the community level.

Name of Organization: North Carolina Justice Center

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

Purpose of Grant: to provide general support

Previous OSI Support: N/A

Organization Budget: \$5,226,387

Project Budget: N/A

Major Sources of Support:

Z. Smith Reynolds Foundation	\$1,050,000
AJ Fletcher Foundation	\$250,000
Public Welfare Foundation	\$218,750
Mary Reynolds Babcock	\$125,000
Mott Foundation	\$50,000

Amount Requested: \$50,000 over one year

Amount Recommended: \$50,000 over one year

Term: One year, beginning July 1, 2010

Description of Organization

The North Carolina Justice Center (NC Justice Center) is a Raleigh, NC-based organization dedicated to promoting social justice for the state’s low- and moderate - income families, and for minority, immigrant communities. NC Justice Center’s mission is to eliminate poverty in North Carolina by ensuring that every household in the state has access to the resources, services and fair treatment it needs in order to enjoy economic security and to participate equally in the opportunities available to the state’s residents.

NC Justice Center employs five interconnected strategies to reach that goal:

1. Community Empowerment – developing partnerships with individuals and community groups in order to remove obstacles that block the path to economic security and to provide them with the information and training they need to be effective advocates.
2. Research – analysis of the challenges facing North Carolina families and how state policy and the public spending can open up new opportunities for those who are struggling most.
3. Public Policy Advocacy – working with non-profit partners to promote state policies and budget priorities that provide new opportunities for historically disadvantaged individuals and communities and protect North Carolina’s most vulnerable residents.

4. Litigation – pursuing high-impact cases that can protect or expand the rights of low-income and immigrant groups and individuals, and providing individual representation in cases involving immigration law and foreclosure prevention.
5. Communications – extensive use of new and traditional media to inject the social justice perspective into the public debate on policy issues and to increase public support for the role of government in creating new opportunities for disadvantaged groups.

The NC Justice center has a staff of 45 that works on many issues of concern to OSI including:

- Protecting the rights of immigrants by assisting them in obtaining asylum or other legal status, by litigating against employers, government officials and others who subject them to abuse or violate their rights, and by advocating against policies that would adversely affect immigrant communities.
- Decreasing recidivism by formerly incarcerated individuals by ensuring that programs that help them reintegrate into society are adequately funded, advocating for criminal justice policies that are fair and sensible, and working for the removal of barriers to productive citizenship.
- Expanding protections for homeowners by educating communities about predatory lending practices, representing victims of such practices in court, and advocating for public policies that help families facing financial difficulties keep their homes. Improving public education so North Carolina’s classrooms help each child reach his or her full potential, regardless of income, race or background.
- Securing adequate funding for public programs and services that expand and enhance opportunities for economic security.
- Expanding access to housing that is safe and affordable, and securing legal protections for homeowners and renters.
- Establishing consumer protections that shield the hard-earned assets of low-income families from abusive practices.
- Advocating for fair tax policies that raise adequate funds while ensuring that taxes are not an obstacle preventing low-income families from reaching financial stability.
- Ensuring that quality health care is accessible and affordable to all.
- Advocating for policies that encourage the creation of jobs that are safe, pay a living wage, and provide health coverage and other benefits.

The Center is a flagship state social justice policy center nationally and provides key research, policy development, analysis, and convening space to North Carolina’s social justice ecosystem.

Description of Program for Which Funding Is Sought

The recommendation is for general operating support.

Rationale for Recommendation

The Democracy and Power Fund recommends a grant of \$50,000, over one year, to the North Carolina Justice Center to advance this key Fund goal: Building state-based power through multi-issue advocacy that is deeply linked to grassroots organizations and OSI priority issues and constituencies.

As part of the Democracy and Power Fund's state strategy, the North Carolina Justice Center is a key statewide organization that builds issue advocacy capacity and expertise to serve the state's broad social justice community. NC Justice Center provides a critical role in research and policy advocacy on a number of OSI priority issues within the state, including serving as the lead convener for the Second Chance Coalition, which includes more than 60 advocacy organizations, service providers, faith-based organizations, community leaders, and, most importantly, formerly incarcerated people and their families. The Second Chance Coalition promotes policies that reduce recidivism, increase public safety, and advance understanding among policymakers of the barriers facing those with criminal records, the impact of those barriers in increasing recidivism, and the consequences of high recidivism rates on public safety and the state's limited resources. As a result of the advocacy of the Second Chance Coalition, the passage of the Justice Reinvestment Project was approved with bipartisan support to reduce North Carolina's prison spending over the next several years.

The Justice Center also works in state and national coalitions and partnerships with other organizations, playing a lead role in several important coalitions, including Together NC for state budget and tax reform; the Farmworker Advocacy Network for the rights of migrant farmworkers; Transportation Reform and Modernization for North Carolina for transportation funding and mass transit; Adelante for immigrant access to higher education; and the NC Paid Sick Days Campaign for sick and family leave. It works closely with statewide policy organizations and local grassroots groups and among its key allies include: Beloved Community Center, Center for Participatory Change, Center for Responsible Lending, Common Cause North Carolina, Covenant with North Carolina's Children, Democracy North Carolina, El Pueblo, North Carolina Fair Share, Latino Coalition, League of Women Voters of North Carolina, and the NAACP's North Carolina State Conference.

The Center is headed up by Melinda Lawrence who served as a partner with the firm of Patterson, Harkavy and Lawrence, LLP from 1979-2007 with a practice concentrated in the areas of civil rights, consumer and employment rights litigation. During her career, she litigated numerous high-profile cases in North Carolina, including *Willie M. v. Hunt* which established new rights and services for mentally handicapped children, and *Small v. Martin*, which resulted in a major reform of North Carolina's prisons.

The Democracy and Power Fund is pleased to recommend a grant to the NC Justice Center as the state's anchor social justice advocacy leader that promotes the issues and concerns of families below the poverty line in North Carolina. In our third docket later this year, we will return with a recommendation for the work of its State Fiscal Analysis

Initiative project, a key piece of the state's social justice ecosystem that works in partnership with the Center for Budget and Policy Priorities.

Name of Organization: Texas Legal Services Center, Inc.

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

Purpose of Grant: to provide support to the Texas Organizing Project Education Fund

Previous OSI Support: N/A

Organization Budget: \$3,266,323

Project Budget: \$1,257,900

Major Sources of Support:

Individual Donors	\$455,000
American Federation of Teachers	\$160,000
Marguerite Casey	\$100,000
Be One Texas	\$75,000
Fikes Foundation	\$50,000

Amount Requested: \$150,000 over one year

Amount Recommended: \$150,000 over one year

Term: One year, beginning July 1, 2010

Description of Organization

Texas Legal Services Center (TLSC) is an Austin-based legal aid program which provides assistance and training to poverty law advocates and their clients in the areas of litigation support, education and communication. TLSC manages Texas Law Help and Texas Lawyers Help which are statewide web initiatives to increase access to justice. Other primary areas of assistance through TLSC include: The Legal Hotline for Texans, The Health Law Project, The Facility Victims Program, The South Central Pension Rights Project and The Crime Victims Legal Hotline.

Description of Program for Which Funding Is Sought

The Texas Organizing Project Education Fund (TOP) is a new Houston-based statewide organization promoting social and economic equality for low- to moderate-income Texans. TOP brings together seasoned community organizers, a top notch advisory committee of community, labor, and policy leaders and donors who recognize the critical importance of effective community-based organizing in Texas. It provides training, leadership development, and public education, putting community organizers on the ground in low income and minority communities throughout the state.

In 2010, TOP will focus its organizing efforts and non-partisan voter engagement in three counties —Harris, Dallas, and Hidalgo — with large numbers of African American, Latina/o, and immigrant populations.

Community Organizing and Issue Campaigns

While still a very new organization in April 2010 alone TOP conducted events with more than 600 residents on a range of issues. In Dallas, TOP members have come together to take on the school-to-prison pipeline. Among other things, they identified problems like the increasing propensity of the Dallas Independent School District police department to ticket children as young as six years old for routine, minor disruptive behavior, and the uneven use of “zero tolerance” policies in such a way that they target African-American and Latino children disproportionately.

In the Rio Grande Valley, residents of various colonias have started to organize to address basic quality of life issues concerning drainage and sewage systems. In the colonia Lucero del Norte a real estate company developed 56 lots without adequate infrastructure resulting in flooding of open sewage and creating major health risks in the area. When TOP began organizing house meetings and petition drives, instead of getting help the residents received citations from the County Health Department. TOP organizers were able to get the fines waived after delivering the Chief Inspector of Hidalgo County Health Department to the neighborhood TOP meeting. The group is continuing to pressure the Health Department to bring the developer into compliance, including a potential legal strategy with allies at Texas Rio Grande Legal Aid.

TOP's Irving chapter recently sent a delegation to Austin to protect low-income and disabled Texans from unreasonable utility disconnection policies. While in Austin local Irving leaders met with the Public Utility Commissioner, conducted a press conference with allied organizations, and testified at the Public Utility Commission of Texas (PUCT) public hearing to make clear the needs of low-income and disabled electricity consumers.

Civic Engagement

TOP conducted a rigorously evaluated non-partisan civic engagement project during the state primaries in early 2010. The goal of the project was to show how an effective grassroots organization that engages volunteers from the community could increase voter turnout in areas with low propensity to vote. The results showed increases in voter turnout of more than 300% in Southwest Houston over the 2006 state primaries, wildly exceeding TOP's goals of increasing voter turnout by 20%.

Looking forward, TOP plans to increase voter turnout through non-partisan efforts and, in the process, build a base of indigenous, trained community leaders with the capacity to move electoral operations and issue advocacy efforts. Its work will be centered in three counties: Dallas County, Harris County and Hidalgo County. TOP has prioritized these areas given the large and steadily growing population centers in Dallas and Houston metro areas, which respectively had the first and fourth highest numerical population growth in the country from 2000 to 2008. Hidalgo County has been prioritized because it

contains some of the poorest communities in the country, a large underserved Latino population, and it had the ninth highest growth rate of any metropolitan area.

Rationale for Recommendation

The Democracy and Power Fund recommends a \$150,000 grant, over one year, to the Texas Organizing Project for its work to advance this key Fund goal: Building state-based capacity through grassroots organizing and non-partisan voter engagement in order to build power for those who do not currently have it.

TOP fills a critical niche in D&P's Texas strategy as the only statewide organization with the staff, skills, sophistication, and strategic capacity to conduct effective base-building in the D&P target regions of Harris County and the Rio Grande Valley. Indeed, through our due diligence we have been unable to identify any organization in Texas that conducts community organizing and voter engagement at the level of professionalism and scale that TOP does.

We are likewise impressed with TOP's bottom-up approach to its advocacy work. On a range of issues, including school-to-prison pipeline, healthcare, jobs creation and most recently a campaign aimed at protecting low-income individuals from having their utilities disconnected, TOP has been at the forefront advocating for necessary changes based on the communities' needs and concerns.

In its short existence, TOP has already proved itself capable of building diverse coalitions to take bread and butter issues, especially in the Great Recession, to build a political powerbase. The recent utility disconnection campaign coalition included Public Citizen, the AARP, Texas Legal Services Center, the National MS Society, and others. Faced with a meeting room crowded with TOP members Public Utility Commission Chairman Barry Smitherman told the group that, "despite perhaps clumsy wording in a proposed new rule to govern extreme weather disconnections, the state agency has no plans to make it easier for providers to pull the plug on them."

TOP is led by Ginny Goldman. She brings over fifteen years of organizing experience and seven years experience coordinating Texas statewide ACORN operations in 40,000 low-income households. Goldman is supported by seasoned lead organizers based in Houston, Dallas and the Valley. We have met with several of the lead local organizers and are impressed with their skills and deep roots in the regions.

TOP was built following the collapse of ACORN. As part of our due diligence, D&P has communicated our interest in recommending TOP with the General Counsel's office in order to vet any concerns about the post-ACORN organizational landscape, and we received a green light to request this proposal. In our view, this group is well-constructed and central to Texas's open society future. TOP has overcome our strong skepticism based on its past-ACORN connections, but rose to become our top state recommendation in this docket. This is a new organization, built out of Texas ACORN's ashes, but financially and structurally "bulletproof" with top quality legal, financial management,

and independent auditing consultants. TOP also has a completely new board – with no overlapping members from Texas ACORN – and a large number of high profile and widely respected community leaders vouching for it. We asked this group the toughest questions of any meeting in all of our state travels and they answered us directly and satisfactorily. We are now strong believers in TOP’s potential to impact change across the state.

Name of Organization: National Association for the Advancement of Colored People (fiscal sponsor for the Houston National Association for the Advancement of Colored People)

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

Purpose of Grant: to support the Houston National Association for the Advancement of Colored People Civic Participation Project

Previous OSI Support: No prior OSI support to the NAACP Houston Branch

Organization Budget: \$27,943,516

Project Budget: \$1,245,800

Major Sources of Support:

Gulf Coast Community Services	\$200,000
City of Houston	\$150,000
Texas Access to Justice Foundation	\$139,753
Harris County	\$97,425

Amount Requested: \$75,000 over one year

Amount Recommended: \$75,000 over one year

Term: One year, beginning September 1, 2010

Description of Organization:

Founded in 1909, the Baltimore-based National Association for the Advancement of Colored People (NAACP) is the nation’s oldest and largest civil rights organization. The mission of the NAACP has always been to improve the political, educational, social and economic status of minority citizens, to eliminate racial prejudice, to keep the public aware of adverse effects of racial discrimination, and to take lawful action to secure the elimination of discrimination. Its half-million adult and youth members throughout the United States are frontline advocates committed to the Association’s mission of protecting civil and human rights. With approximately 2,200 adult branches, youth councils, and college chapters in 49 states, five countries, and the District of Columbia, the NAACP is actively engaged in increasing the participation of African Americans in the democratic process.

Description of Program for Which Funding Is Sought

The NAACP Houston Branch, a non-profit organizational unit of the National Association of the Advancement of Colored People, was established in 1918 to help the un-served and underserved communities of color within Houston/Harris County.

Governed by a dedicated group of volunteer members, the NAACP Houston Branch has 22 standing committees, which provide a myriad of civil rights and social justice initiatives, programs and services in accordance with the vision and mission of the Association. The programs and services are provided at no cost to the community and include, but are not limited to, Civic Engagement, Legal Redress, and Health and Educational Advocacy. In recognition of its successful work and high functioning operations, the Houston branch will host the NAACP's 2012 national conference.

OSI support of the Houston branch will allow it to expand its non-partisan voter engagement work in Harris County, which has the fastest growing African-American population of any county in the nation. In the summer of 2010, the Houston branch will launch its Civic Participation Project designed to "promote, educate, mobilize and protect the electoral process of communities of color within Houston/Harris County."

The three main strategic goals of the Civic Participation Project are: 1) to improve pre-election voter education; 2) to successfully increase voter turnout through enhanced voter mobilization; and 3) to increase poll monitoring on Election dates. In the short-term, the primary objective of the Civic Participation Project is to strengthen African American participation in the upcoming 2010 mid-term election; and in the long-term to develop a model to be used for future electoral processes as well as to ensure that elected officials are responsible and held accountable once they take office by having a more informed and educated voting constituency.

In addition to its voter engagement work, this grant will support the branch's ongoing efforts for police accountability and the establishment of a public defender's office in Harris County, a Criminal Justice Fund priority. Several recent high-profile incidents of police misconduct in Houston have heightened racial tensions in a city that prides itself on diversity and tolerance. In one case, an African-American college student – son of a former professional baseball player – was gunned down by police in front of his home in the prestigious Bellaire neighborhood because they did not believe that it was the young man's home. In another recent incident captured on video, an African-American juvenile was beaten by several officers while in custody. As a result the branch has stepped up its efforts to monitor police misconduct and connect victims to its legal redress committee.

The branch is also focusing on building support for the creation of a public defender's office in Houston, which after years of advocacy seems to be on the brink of success as the launch of a pilot project (a hybrid defenders' office) awaits budgetary approval. If awarded the money by the state legislature, Harris County would open an office with lawyers dedicated to representing indigent defendants full time in October. It would start with misdemeanor mental health cases and felony appeals cases. Within two years, it would expand to a staff of 68 handling about 6,400 criminal cases of all types in the civil and district courts. The office's lawyers would be involved in about half of all felony appeals, about a quarter of juvenile cases and smaller percentages of adult misdemeanors and felonies.

Rationale for Recommendation

The Democracy and Power Fund (D&P) recommends a \$75,000 grant, over one year, to the NAACP Houston Branch for its work to advance this key Fund goal: Building state-based capacity through grassroots organizing and non-partisan voter engagement in order to build power for those who do not currently have it.

The NAACP Houston Branch fills a key niche in our Texas strategy as the only African American-led and focused group in the D&P priority region of Harris County that is working at scale and with the capacity to have measurable advocacy impact. Based on our due diligence and meetings with its leadership and peer organizations in Harris County, we believe that its volunteer structure and capacity for advocacy creates the prime environment for the branch to effectively conduct targeted voter education, GOTV and election protection campaigns.

In addition to its nascent voter engagement work, the branch conducts high-functioning community organizing around police misconduct and civil rights issues. With its rootedness, long-history in the region, and access to media and decision-makers, the branch is seen as the go-to organization in Houston on the OSI priority issues of police misconduct and racial equality.

This is one of a small number of flagship NAACP branches in the nation and we want to reward that strength as well as its leadership on issues of U.S. Program interest. The branch boasts an impressive 5,000 members, twelve staff, and 22 standing committees--the largest number of committees of any branch in the nation. Moreover, the current OSI national NAACP grant likely does not trickle down to support local branch or state conference work, so this grant is a wise complement while supporting the development of African-American led organizational power in this fast growing and massive city/county.

The Houston branch is well-performing with strong leadership, growing membership and impact. The branch's new president, Carolyn Scantlebury, is a highly respected local leader, former psychiatric social worker, and a first responder for New Orleanians when they arrived en masse in Houston, post-Katrina. She has supported many initiatives including voter education, mental health initiatives and Katrina relief efforts and is ably supported by Yolanda Smith, who has served as its Executive Director since 1999. Before joining the NAACP, Mrs. Smith's professional career included extensive management and operational experience working in Fortune 500 corporations.

It is our pleasure to recommend this \$75,000 grant to the NAACP Houston Branch.

Name of Organization: La Unión del Pueblo Entero

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

Purpose of Grant: to support ¡Votamos y Venceremos!

Previous OSI Support: N/A

Organization Budget: \$708,000

Project Budget: \$100,000

Major Sources of Support:

Marguerite Casey Foundation	\$90,000
Annie E. Casey Foundation	\$60,000
Catholic Legal Immigration Network	\$10,000

Amount Requested: \$100,000 over eight months

Amount Recommended: \$100,000 over eight months

Term: Eight months, beginning July 1, 2010

Description of Organization

La Unión del Pueblo Entero (LUPE) is a San Juan-based non-profit membership organization that was established by César Chávez and whose mission is to engage farmworkers, immigrants, and their families in transforming the communities in which they live. LUPE anchors the Rio Grande Valley Equal Voice Network (the “Network”), a ten-organization, Marguerite Casey Foundation-supported effort representing over 16,000 families in the region, home to three of the U.S.’s five poorest counties.

Description of Program for Which Funding Is Sought

Recognizing that an organized and intentional project to encourage civic participation in the Rio Grande Valley is needed, the Network, with OSI support, will launch a pilot project called ¡Votamos y Venceremos! to increase public participation and civic engagement among marginalized populations living in the Valley.⁹ During the six-month pilot phase, ¡Votamos y Venceremos! (the “Project”) will target ten communities in Hidalgo and Cameron Counties with the primary goal of increasing voter turnout for the November 2010 elections. Data and anecdotal experience from the pilot phase will be utilized to create a model for long-term project implementation. The Project’s long-term goal is to advance social change by creating a culture of voter participation in the Rio Grande Valley, home to more than one million Latinos.

⁹ ¡Votamos y Venceremos! translates loosely to “We Vote and We Overcome!”

More specifically, the project aims to provide voters in targeted communities with the tools they need to engage in the political process at the local, state, and national levels. The initial phase will serve as a laboratory for a variety of strategies and tactics for enhancing voter participation. The short-term goal is to see a fifteen percent increase in voter turnout among the ten low and middle-income communities chosen for the project as compared to the 2006 general election. Upon completion of the pilot phase, the Project will determine the impact and effectiveness of the various strategies and tactics for increasing voter participation in the Valley.

The Network members aim to expand on the Project to make a continuing impact on social justice in the Valley. In January 2011 the Texas legislature will convene and the Network aims to pivot into issue-related campaigns to foster understanding of pending policy changes or other government action and encourage public participation. For example, the legislature will be under enormous pressure to cut health care and education funding to make up for a large projected deficit. It is also expected that the Texas legislature will take up several anti-immigrant proposals (including one based on Arizona's SB 1070), attacks on access to higher education, and funding for public defender offices. Importantly, the legislature will also take on redistricting.

Rationale for Recommendation

The Democracy and Power Fund (D&P) recommends a \$100,000 grant, over eight months, to the ¡Votamos y Venceremos! project for its work to advance this key Fund goal: Building state-based capacity through grassroots organizing and non-partisan voter engagement in order to build power for those who do not currently have it.

The Valley presents both extreme challenges and opportunities to advance a more open society. Entrenched poverty¹⁰, lack of government accountability, and the realities of living on a militarized border present unique obstacles to building power in the communities that live along the Rio Grande. Yet, we believe that over time sustained and strategic grantmaking can help indigenous organizations enhance civic engagement in the community and in the process wake up the sleeping giant that is the Latino community in South Texas.

As you will read below, our hope is for the Valley Network to plug into the emerging state civic engagement table. Its presence at the table will ensure that Valley-specific issues and needs are lifted up at the state-level. It will also ensure that the voter tools, trainings and coordination are employed by the trusted community members involved in the Valley Network, thus elevating their work in a region that has long been ignored.

LUPE, the fiscal sponsor and anchor for this project is led by Juanita Valdez-Cox. Juanita has been with the organization since 2003, first serving as its state director before becoming the Executive Director in 2007. She previously served as National Vice President of the United Farm Workers, and as a community organizer for ACORN.

¹⁰ Many of the region's residents live in colonias which are unincorporated areas that frequently lack access to electricity, street lights, sewage systems and first responders.

As described above, the Valley is one of two fast-growing and diverse regions that D&P selected for civic engagement grantmaking. Based on our due diligence, we believe that the Rio Grande Valley Network, with its dedicated organizers, collaborative model, rootedness and strong leadership is well suited to engage voters through the ¡Votamos y Venceremos! Project. We are pleased to recommend this \$100,000 grant.

Name of Organization: The Center for Public Policy Priorities

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

Purpose of Grant: to provide general support

Previous OSI Support: \$25,000
\$25,000 from Law & Society Criminal Justice (2009)

Organization Budget: \$1,557,760

Project Budget: N/A

Major Sources of Support:

Ford Foundation	\$325,000
Annie E. Casey Foundation	\$215,000
Public Welfare Foundation	\$100,000
Robert Wood Johnson Foundation	\$100,000

Amount Requested: \$75,000 over one year

Amount Recommended: \$75,000 over one year

Term: One year, beginning November 1, 2010

Description of Organization

The Center for Public Policy Priorities (the Center) is an Austin-based nonprofit policy institute committed to improving public policies to better the economic and social conditions of low- and moderate-income Texans. The Center pursues this mission through independent research, policy analysis and development, public education, advocacy, coalition-building and technical assistance.

The Center is the state’s primary organization dedicated to changing public policy to improve life for low-income Texans. It provides careful analysis of key demographic and program data, diligent monitoring of state agency program implementation, and active connections with networks of service providers and other community-based individuals and organizations. Currently, the Center’s work focuses in five areas:

- Creating economic opportunity (education, workforce training, economic development, asset building, consumer finance, and child support);
- Helping families meet basic needs (health care, nutrition, cash assistance, immigrants’ access to programs and services);
- Enhancing child well-being and protection;

- Ensuring effective public administration, particularly 1) an effective public benefits enrollment process, 2) appropriate decision making oversight of state contracts, and 3) budget transparency and accountability; and
- Securing fair and adequate taxation to pay for critical public investments in Texas.

In 2009, the Center released more than 120 analyses and comments about public policy, including: Federal Economic Recovery Legislation and Texas; The State of Texas Children 2008–09; New Federal Foster Care Legislation: What It Means for Texas; Strengthening the Texas Unemployment Insurance System; Texas KIDS COUNT: Our Border, Our Future; The Texas Recovery Plan; and Creating More Tier One Universities in Texas, among others.

In each sector of its work, the Center has developed connections to a wide array of organizations at the local, state, and national levels. On the local level, it works with many grassroots groups that rely on the Center for information and analysis, particularly as an “ear to the ground” in Austin. At the national level, the Center is a key member of a number of ongoing nationwide coalitions, including the State Fiscal Analysis Initiative, sponsored by the Center on Budget and Policy Priorities, the Economic Analysis and Research Network, an initiative of the Economic Policy Institute, and the Tax Fairness Organizing Collaborative of United for a Fair Economy. Each of these three national efforts is led by a Democracy and Power Fund grantee.

Texas policymakers widely regard the Center as a source of credible, accessible, and timely research and policy analysis. Just as significant, the Center’s analysis is an important resource to local officials and community organizations. It has an extensive database of county-level information on a wide range of issues, making its work pertinent to examinations both of local issues and of the local impact of state and federal policies. The Center’s policies and analysis are widely disseminated. Its target audiences are the general public, the advocacy community, opinion leaders (in both mainstream media and social networks), and policymakers.

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 grant of \$75,000, over one year, to the Center for Public Policy Priorities for its work to advance this key D&P goal: Building state-based power through multi-issue advocacy that is deeply linked to grassroots organizations and OSI priority issues and constituencies.

Based on our due diligence, the Center is the most influential and trusted source for accessible and credible research that informs policy makers, opinion leaders, the press, advocates and the general public in Texas. Over the course of our 70 meetings in Texas,

the Center was universally hailed as key to moving policy in a positive direction or for thwarting right wing efforts to roll back public services and opportunities for Texans. Indeed, the *Texas Monthly* named the Center as a Texas organization without equal in its effective and high impact advocacy for social justice causes.

The Center plays a key role in D&P's Texas strategy by offering critical support via its policy development and analysis and through its close ties with grassroots, advocacy and voter engagement groups. It also serves as a connector for social justice organizations working to promote civic engagement and grassroots organizing to improve public policy, and with the Texas Impact Education Fund, an interfaith network, is currently leading the OSI Seize the Day funded economic recovery coalition in Texas.

The Center is led by Scott McCown who retired as a state district judge in 2002 to become director of the Center. Called "the voice of the voiceless" and "the conscience" of Texas politics by *Texas Monthly*, McCown previously presided over all of Texas' public school finance cases from 1990- 2002 and thousands of child abuse cases.

It is our pleasure to recommend this \$75,000 grant to the Center for Public Policy Priorities.

Name of Organization: Border Network for Human Rights

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

Purpose of Grant: to support the Reform Immigration for Texas Alliance

Previous OSI Support: \$350,000
\$50,000 from USJ – Immigrant’s Rights (2007-2009)
\$300,000 from Equality and Opportunity Fund (2009-2011)

Organization Budget: \$686,848

Project Budget: \$170,000

Major Sources of Support:

Ford Foundation	\$287,500
Four Freedoms Fund	\$100,000
US Human Rights Fund	\$75,000

Amount Requested: \$120,000 over one year

Amount Recommended: \$100,000 over one year

Term: One year, beginning July 1, 2010

Description of Organization

The Border Network for Human Rights (BNHR) is an El Paso-based grassroots membership organization that combines community organizing, leadership development, litigation, and policy advocacy to build the voice and power of those who are hardest hit by border and immigration policies, and to address the systemic injustices facing border communities. Its mission is to facilitate the education, the organizing and the participation of marginalized communities on the US/Mexico border to defend and promote human and civil rights.

BNHR's priority issues include permanent residency for immigrants, labor rights, access to education, civic participation, human mobility, and peace and justice. BNHR focuses its organizing work in the immigrant communities of El Paso, Texas and in southern New Mexico. BNHR has formed more than 20 community-based Committees for Human Rights within immigrant neighborhoods and Colonias, and has trained more than 500 human rights promoters to coordinate the organizing work. BNHR attempts to create systemic changes in border enforcement policies, immigration laws, and other issues affecting border and interior communities.

Description of Program for Which Funding Is Sought

The Reform Immigration for Texas Alliance (RITA), fiscally sponsored by the Border Network for Human Rights, is a new statewide network dedicated to building support for immigrant rights, including comprehensive immigration reform. RITA's goal is to present a common, pro-immigrant Texas voice and educate Texas policy makers about "the need to fix America's broken immigration system with fair, humane and sensible policies that foster America's strength, security and prosperity."

In less than a year RITA has developed organically from a conference call among advocates to now include more than 100 organizations from across the state in the business, religious and law enforcement sectors with the aim of building a voice to express the need for immigrant rights. The more than 100 supporting organizations reach every section of the state, including El Paso, Austin, Dallas, Fort Worth, Houston, and the Rio Grande Valley.

With OSI support RITA will consolidate, expand and build its statewide capacity. In particular, OSI funds will be utilized to build grassroots capacity and civic engagement among RITA's member organizations across the state. Through this project, RITA hopes to encourage the organizing of the immigrant community "in order to become agents of change in policies that impact their daily lives and contribute to the continued strengthening of democracy in America."

In the short term, RITA's goal is to present a common Texas voice and vision on immigration policy through partnership development, and the sharing of strategies and resources to educate the policymakers on the need for immigrant rights advancement. In the long-term, RITA's goal is to support immigrant integration by building grassroots capacity and encouraging civic engagement among its member organizations.

Rationale for Recommendation

The Democracy and Power Fund (D&P) recommends a grant of \$100,000, over one year, to the Reform Immigration for Texas Alliance (RITA) for its work to advance these key D&P goals: Building state-based power through multi-issue advocacy that is deeply linked to grassroots organizations and OSI priority issues and constituencies. Additionally, RITA is building critical capacity among Texas's immigrant leaders, communities, and organizations.

RITA fills a critical D&P need: it is the only state-wide alliance in Texas advocating for immigrant rights. In the short time since its founding, RITA has shown promise. It has already organized participation in national days of action, house parties, a large and well-attended convention, and most recently the Texas Caravan for America which traveled to Washington, DC, to participate in the March for America to build public will for immigration reform. All of these events took place without a full-time staffperson.

RITA was founded as a venue through which different sectors, sharing a common vision for immigrants' rights, could come together and provide immigrant organizations in

Texas a resource for building capacity within the immigrant community. We've been impressed with that approach as RITA works to build unlikely alliances such as those with the business sector. RITA acknowledges that many of its members do not have an organizing component – many are service or faith community agencies – and aims to build their capacity through trainings and resource sharing.

In addition to meeting with the Border Network for Human Rights as part of our due diligence, we also met with two other RITA members, the Austin Immigrant Rights Coalition, and Proyecto Inmigrante in Ft. Worth. In both of these meetings the executive directors noted the important role RITA played in connecting diverse and disparate organizations under one immigrant rights effort, and how effective RITA was at integrating the various member organizations into the leadership structure of the alliance.

Because RITA is housed and staffed by the Border Network for Human Rights, it is well positioned to have both an immediate impact and also has immense long-term promise. In recognition of BNHR's critical role in the field, the Equality and Opportunity Fund awarded BNHR a \$300,000 grant over two years to expand the success of its US/Mexico Border Task Force to Southern California and other underrepresented areas to continue to bring the vision and recommendations of border communities to the national immigration debate. Because of its successful outreach model, connectedness to the national immigration debate and local rootedness, BNHR is in a unique position to guide RITA to impact policy in Texas and beyond.

BNHR is led by Fernando Garcia, who will provide oversight of RITA. He previously served as the National Coordinator of the National Movement for Legalization and Human Rights - an alliance of community based immigrant groups and organizations in the U.S. At present he is also a member of the Independent Task Force of Immigration and America's Future convened by the Migration Policy Institute.

We are pleased to recommend this \$100,000 grant to the Reform Immigration for Texas Alliance.

Name of Organization: Youth and Family Alliance

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

Purpose of Grant: to support the Texas Civic Engagement Table

Previous OSI Support: N/A

Organization Budget: \$9,700,000

Project Budget: \$379,545

Major Sources of Support:

Be One Texas (donor collaborative)	\$60,000
Other Grants	\$40,000
Atlantic Philanthropies (in-kind)	\$35,000
Board Contributions	\$15,000

Amount Requested: \$150,000 over one year

Amount Recommended: \$150,000 over one year

Term: One year, beginning June 1, 2010

Description of Organization

The Youth and Family Alliance is an Austin-based non-profit organization that provides a continuum of services to youth and families, addressing critical needs to achieve lasting, positive change. It offers social and counseling services through strategically located community-based centers that house and serve homeless and runaway youth. The Youth and Family Alliance aims to help homeless youth achieve self-sufficiency and avoid long-term dependency on social services; provide children and youth in at-risk situations with the support, knowledge and skills necessary to reduce the occurrence of behaviors that negatively impact opportunities for life success; and strengthen families dealing with crisis, emotional distress and violence.

Description of Program for Which Funding Is Sought

The Austin-based Texas Civic Engagement Table (TCET) is a new, statewide table whose mission is to increase civic engagement through strategic campaigns and projects. TCET is based on the successful State Voices model, a core Democracy and Power Fund grantee that provides support to over 600 social justice and progressive non-profits in sixteen states. This model enhances the civic engagement work of other organizations by providing voter list access, technical assistance, data analysis, independent evaluation, and a place for strategic collaboration for 501(c)(3) organizations advancing social justice through organizing, advocacy, and non-partisan voter engagement.

The Texas Civic Engagement Table aims to join State Voices within one-year after its launch – connecting it up to the above shared services at lower cost than it can access independently – and will enhance the civic engagement work of other organizations in Texas by providing them with shared voter file access and related services, fundraising support, including regrating funds, and support for multi-issue issue advocacy battles.

More specifically, TCET will purchase annual contracts at bulk rates for all of its member organizations.¹¹ Through these contracts TCET will provide shared voter file access, training and support to the social justice organizations that join the table. Those partner organizations in turn will use their shared files to run and rigorously evaluate collaborative issue advocacy and policy campaigns; engage communities in state elections; and clean, update and add critical data to files for issue and non-partisan electoral work. TCET will also provide a shared consultant to train and facilitate access to these tools and project planning support.

Through State Voices, several states have developed tables with enormous impact. For example, the Wisconsin State Voices table includes a diverse range of organizations that have integrated their voter engagement work with advocacy and are racking up victories such as a paid sick leave referendum. Because of their central role in state policy battles and capacity, the Wisconsin State Voices was a natural to be selected for OSI's Economic Recovery Alliance grant. Similarly, in Colorado, the state c3 table has more than 45 organizational partners who in 2008 united around shared messaging and a coordinated field campaign to build public will to defeat three right-wing ballot initiatives that would have attacked affirmative action, abortion access, and workers' rights.

Rationale for Recommendation

The Democracy and Power Fund recommends a \$150,000 grant, over one year, to the Texas Civic Engagement Table for its work to advance these key D&P goals: Building state-based power through increased organization collaboration, provision of key capacity building services, and expansion of large-scale non-partisan voter engagement efforts.

Through our more than 70 meetings in Texas we identified many gaps in the organizational ecosystem, but none as glaring or important as that of a viable and operational c3 table where advocacy, community organizing and voter engagement organizations could come together for coordination, strategy and shared tools. With this grant we will begin to close that gap and help the member organizations with the high-end voter engagement tools and support that otherwise would be out of reach for them.¹² In the long run it is our hope that in such a big state regional tables will also develop, and provide similar services in key regions like Houston/Harris and the Rio Grande Valley, among others.

¹¹ As of the time of this writing the table members had not been finalized. In order to maximize the strategic impact of OSI's new Texas grantee cohort, all D&P recommended grantees will be table members and we'll connect other relevant USP grantees that conduct civic engagement work to the table.

¹² It should be noted that Mr. Soros has separately authorized a grant of \$1 million per year, over three years, to purchase these shared services to offset the diminished access/increased costs of these services resulting from the economic downturn.

The resulting collaboration, sharing of data, and utilization of common tools will allow the member organizations to decrease overhead costs and put more of their resources directly into issue and engagement program work. The focus on collaboration ensures a cost-effective use of resources - time, money, technology and talent – to maximize the value of each organization’s efforts and increase the impact of funds spent by each group.

Because this table is just beginning to form, at the time of this writing the director has yet to be hired. It is currently spearheaded by Alexa Wesner, a prominent donor and rainmaker who currently serves as a member of President Obama’s Committee on the Arts and Humanities. In 2008, Wesner started a PAC where she raised \$1 million in two months and, in 2009, founded “Be One Texas,” a donor alliance focused on building lasting social justice infrastructure through civic engagement of the under-served.

Wesner is supported by Eli Lee, who has been contracted to lead the formation of the table. Lee, from Albuquerque, NM, is the well regarded former director of USP grantee Center for Civic Policy. Lee received very positive reviews for his panel participation at the December 2008 U.S. Programs Board Meeting, inspiring Diana Morris to invite him to visit OSI-Baltimore and share his state-based power building expertise as a possible guide for Maryland. Eli is a key national thought leader in state-based capacity building and strategies and we have no doubt he will put those skills to good use in Texas. He will provide the structural framework to help launch the new table entity while commencing the search for an in-state executive director.

We are pleased to present this grant recommendation for the Texas Civic Engagement Table.