

**U.S. PROGRAMS
DEMOCRACY AND POWER FUND
Summary of Recommended Grants
Docket III - September 27, 2010**

Organization	Recommended	Term
<u>U.S. Programs, Democracy and Power Fund, T1: 21091</u>		
<u>Organizing and Non-Partisan Voter Engagement</u>		
Center for Community Change ¹	\$1,600,000	18 months
National People's Action (aka National Training and Information Center) ²	\$700,000	2 years
PICO National Network ³	\$675,000	2 years
<u>Idea Generation and Multi-Issue Advocacy Centers</u>		
Center on Budget and Policy Priorities ⁴	\$1,250,000	20 months
Leadership Conference on Civil Rights Education Fund ⁵	\$1,000,000	1 year
Progressive America Fund (dba Center For Working Families)	\$75,000	1 year
<u>State Fiscal Analysis Initiative</u>		
- Colorado Fiscal Policy Institute (fiscal sponsor: Colorado Center on Law and Policy)	\$75,000	1 year
- Louisiana Budget Project (fiscal sponsor: Louisiana Association of Nonprofit Organizations) ⁶	\$75,000	1 year
- Maryland Budget and Tax Policy Institute (fiscal sponsor: Maryland Association of Nonprofit Organizations)	\$150,000	2 years
- NC Budget and Tax Center (fiscal sponsor: North Carolina Justice Center)	\$150,000	2 years
<u>Youth Engagement and Social Justice Leadership Development</u>		
Campus Progress (fiscal sponsor: Center for American Progress)	\$150,000	1 year
Center for Progressive Leadership	\$100,000	1 year
League of Young Voters Education Fund ⁷	\$325,000	1 year
Movement Strategy Center	\$150,000	1 year
Small Donor Development Project (fiscal sponsor: New World Foundation)	\$300,000	1 year
Ruckus Society	\$100,000	2 years
United States Student Association Foundation	\$600,000	2 years
Young People's Project	\$200,000	2 years
<u>Innovative Use of Art and Culture in Social Justice Advocacy</u>		
Highlander Research and Education Center ⁸	\$250,000	1 year
<u>Building State-Based Power</u>		
<u>North Carolina</u>		
- Blueprint North Carolina	\$75,000	1 year
- Center for Participatory Change	\$75,000	1 year
<u>Texas</u>		
- Reform Immigration for Texas Alliance (fiscal sponsor: Border Network for Human Rights)	\$65,000	1 year
- Mexican American Legal Defense and Education Fund (MALDEF)	\$150,000	8 months
TOTAL		\$8,290,000

Angel Veis

TOTAL \$8,290,000

9/27/10
Date

Approval Signature

¹ The total grant to Center for Community Change is to be split between Democracy and Power Fund T1: 21091 (\$1,400,000) and Seize the Day Initiative T1: 21079 (\$200,000)

² The total grant to National People's Action is to be split between Democracy and Power Fund T1: 21091 (\$400,000), Seize the Day Initiative T1: 21079 (\$200,000), and the Neighborhood Stabilization Initiative T1: 21083 (\$100,000)

³ The total grant to PICO National Network is to be split between Democracy and Power Fund T1:21091 (\$475,000), Seize the Day Initiative T1: 21079 (\$100,000) and the Neighborhood Stabilization Initiative T1: 21083 (\$100,000)

⁴ The total grant to Center on Budget and Policy Priorities is to be split between Democracy and Power Fund T1: 21091 (\$1,000,000) and Seize the Day Initiative T1: 21079 (\$250,000)

⁵ The total grant to Leadership Conference on Civil Rights Education Fund is to be split between Democracy and Power Fund T1: 21091 (\$350,000), Transparency and Integrity Fund T1: 21093 (\$300,000), Equality and Opportunity Fund T1: 24023 (\$175,000), Neighborhood Stabilization Initiative T1: 21083 (\$100,000), and Seize the Day T1: 21079 (\$75,000)

⁶ The total grant to Louisiana Budget Project is to be split between Democracy and Power Fund T1: 21091 (\$37,500) , and the Strategic Opportunities Fund T1: 21081 (\$37,500)

⁷ The total grant to League of Young Voters Education Fund is to be split between Democracy and Power Fund T1: 21091 (\$250,000), and the Campaign for Black Male Achievement T1: 21098 (\$75,000)

⁸ The total grant to Highlander Research and Education Center is to be split between Democracy and Power Fund T1: 21091 (\$200,000), and Strategic Opportunities Fund T1: 21081 (\$50,000)

MEMORANDUM

To: Aryeh Neier
From: Ann Beeson and Bill Vandenberg, for the Democracy and Power Fund
Date: September 17, 2010
Re: Democracy and Power Fund Docket III

We look forward to discussing with you the third 2010 Democracy and Power Fund docket on Monday, September 27. The write-ups and a docket sheet are attached here.

We write as the nation prepares for what promises to be an ugly election this November, one that will likely create a federal and state advocacy environment that is even more hostile to open society values and priorities. While many Democracy and Power Fund grantees are working to inspire non-partisan voter participation from people of color communities, new citizens, and young people, what's clear is that the much discussed "enthusiasm gap" in projected fall voting rates exists within the constituencies from which our grantees seek to catalyze participation. Impressive efforts are being led by D&P national grantees in Arizona, where state politics has indeed inspired urgency for Latino and immigrant voter participation, and among state-based grantees in Texas where the continuing demographic wave of people of color and immigrant population growth has produced some optimism that the state is perhaps, at last, poised to change. Beyond these instances, however, we know from our field research that this political moment and the enthusiasm gap is not simply due to the Great Recession or the ascendant anti-public investment and racialized right-wing. This is, unfortunately, also reflective of what many among our grantees' activist bases believe to be the inertia, lack of courage, and questionable backbone of many leaders, from both chambers of Congress to the White House.

Despite this deep dilemma, the Democracy and Power Fund's multi-issue advocacy and multi-constituency base-building grantees have taken on tremendous challenges in recent months and have played significant roles in many historic advocacy victories. Among these include health care reform, raising federal grant levels for low-income students and reforming student loan lending policies, increasing the accountability of lenders through the new independent federal agency for big bank oversight, and at the state level – in New York – on a first in the nation victory for a Domestic Workers Bill of Rights for the largely immigrant women workforce of nannies and housekeepers. Our grantees are strategic and nimble and are successfully pivoting their advocacy expertise and grassroots power to the fights du jour while keeping a long view of what must happen to achieve lasting structural reforms in our governance, economy, and other systems that have an impact on the daily lives of Americans.

Many advocacy fights continue, however, and our grantees are playing leadership roles in work to combat rising intolerance, extremism, and Islamophobia; in advocacy to expand job creation through public jobs funding and to ensure that federal

“infrastructure” funding includes public transportation and equal opportunity for women and people of color workers and contractors; and in identifying the next steps for the immigrants’ rights movement, including the DREAM Act and in-state college tuition for undocumented youth. In these efforts, D&P works closely with our colleagues from other USP funds, and their grantees, to bring a strong public participation component to our collective advocacy priorities.

We continue our prioritization of co-funding in order to build connective tissue between USP programs and strengthen OSI’s overall advocacy impact. Specifically, eight of the recommendations are co-funded, including additional support for grantees from the Campaign for Black Male Achievement, Equality and Opportunity Fund, Neighborhood Stabilization Initiative, Strategic Opportunities Fund, and Transparency and Integrity Fund. While we regularly co-fund, especially on public participation oriented grants, with the Campaign for Black Male Achievement, Equality and Opportunity Fund, Neighborhood Stabilization Initiative, Strategic Opportunities Fund, and Transparency and Integrity Fund, we are working to expand our partnerships with the National Security and Human Rights Campaign and Criminal Justice Fund. In recent conversations with our colleagues and in the field, it is increasingly clear that on NSHR and CJF advocacy priorities the need for expanded public participation is great and that the multi-issue advocacy and multi-constituency base building fields are not strong on these issues.

In this docket, we bring 23 recommendations to you totaling \$8.29 million. The recommendations include three of OSI’s best funded and best known organizations, the **Center on Budget and Policy Priorities**, **Center for Community Change**, and **Leadership Conference on Civil Rights**. Each of these organizations provides great leadership to open society advancement at the state and federal levels and, in recognition of their work to advance many programmatic priorities, they will move to a USP wide “Anchor Grants” budget line beginning in 2011. Two other recommendations are from our portfolio of large-scale grassroots advocacy networks, the **PICO** national congregation-based community organizing network and **National People’s Action**. Flying largely beneath the radar of higher profile DC-based groups, both are now among the nation’s largest public participation networks – PICO alone has more than one million families in its membership, from 1,000 congregations and 50 denominations in 150 cities nationwide – with diverse memberships and particularly effective leadership. Both are steadily increasing their advocacy impact on OSI priority issues at the local, state, and federal levels and have played notable roles in advancing health care reform, immigration reform, housing justice, and big bank accountability.

We also recommend six new grantees to our portfolio: **State Fiscal Analysis Initiative** projects in Maryland and North Carolina; the historic **Highlander Research and Education Center** for its unique contributions to advocacy in the South via the use of cultural organizing strategies; and three recommendations for our growing “building state-based power” portfolio, the **Center for Participatory Change**, an innovative center for grassroots organizations working in the African-American, Appalachian, Cherokee, and Latino immigrant communities of rural western North Carolina, **Blueprint North**

Carolina, a well-regarded statewide civic engagement hub, and **MALDEF**, for its redistricting work in Texas's Latino communities.

Last, but not least, we are recommending four tie-off grants. Two are to organizations in our youth leadership development portfolio, **Campus Progress** and the **Center for Progressive Leadership**, where we've begun to shift priorities slightly (and you will recall our conversation in June regarding Campus Progress). The other two tie-off recommendations are state-based organizations that are doing work in states that are not among our grantmaking priorities, the State Fiscal Analysis Initiative project in Colorado and New York's **Center for Working Families**. We have discussed our recommendations thoroughly with each of the four organizations.

Complete write-ups for all 23 recommendations follow this memo. We know that you have much to read and appreciate your thoughtful review, constructive advice, and encouragement. We look forward to discussing these recommendations with you when we meet next week and please let us know if there is further information we may provide in advance of the docket meeting.

**DEMOCRACY AND POWER GRANTS
TABLE OF CONTENTS
DOCKET III**

Organizing and Non-Partisan Voter Engagement

Center for Community Change.....	5
National People’s Action (aka National Training and Information Center).....	11
PICO National Network.....	16

Idea Generation and Multi-Issue Advocacy Centers

Center on Budget and Policy Priorities	20
Leadership Conference on Civil Rights Education Fund	24
Progressive America Fund (dba Center For Working Families)	29
<u>State Fiscal Analysis Initiative</u>	
Colorado Fiscal Policy Institute (fiscal sponsor: Colorado Center on Law and Policy)	33
Louisiana Budget Project (fiscal sponsor: Louisiana Association of Nonprofit Organizations).....	35
Maryland Budget and Tax Policy Institute (fiscal sponsor: Maryland Association of Nonprofit Organizations).....	37
NC Budget and Tax Center (fiscal sponsor: North Carolina Justice Center)....	39

Youth Engagement and Social Justice Leadership Development

Campus Progress (fiscal sponsor: Center for American Progress).....	45
Center for Progressive Leadership.....	49
League of Young Voters Education Fund.....	52
Movement Strategy Center.....	56
Small Donor Development Project (fiscal sponsor: New World Foundation).....	59
Ruckus Society.....	63
United States Student Association Foundation.....	67
Young People’s Project.....	71

Innovative Use of Art and Culture in Social Justice Advocacy

Highlander Research and Education Center.....	75
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Building State-Based Power

<u>North Carolina</u>	
Blueprint North Carolina.....	80
Center for Participatory Change.....	83
<u>Texas</u>	
Reform Immigration for Texas Alliance (fiscal sponsor: Border Network for Human Rights).....	87
Mexican American Legal Defense and Education Fund (MALDEF).....	90

Name of Organization: Center for Community Change

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

Purpose of Grant: to provide general support (\$1,400,000) and project support for the Jobs and Economy Program (\$200,000)

FPOS Grant Description: To support the Center for Community Change (CCC), a U.S. Programs anchor grantee and well established resource center for grassroots social change organizations across the nation, with a particular emphasis on groups working in low-income, people of color and immigrant communities

Previous OSI Support: \$14,025,850
\$2,400,000 from US Welfare Reform (1997-1998)
\$100,000 from US Political Campaign Reform (1998-2000)
\$2,000 from US Programs General (1998)
\$2,300,000 from Government & Political Development (1999-2004)
\$38,850 from Matching Gifts (2003-2010)
\$1,230,000 from Strategic Opportunities Fund (2004-2009)
\$3,200,000 from Progressive Infrastructure (2005-2008)
\$25,000 from USJ Immigrant Rights (2006)
\$2,650,000 from USP Immigration Innovation (2007-2011)
\$2,080,000 from Democracy and Power Fund (2008-2010)

Organization Budget: \$14,949,840

Project Budget: N/A

Major Sources of Support:

Charles Stewart Mott Foundation	\$1,150,000
Marguerite Casey Foundation	\$1,000,000
Ford Foundation	\$800,000
Anonymous	\$620,000
Carnegie Corporation	\$500,000
Public Welfare Foundation	\$300,000

Amount Requested: \$1,600,000 over eighteen months

Amount Recommended: \$1,600,000 over eighteen months (including \$1,400,000 from the Democracy and Power Fund T1: 21091 and \$200,000 from the Seize the Day Initiative T1: 21079)

Term: Eighteen months, beginning November 1, 2010

Description of Organization

The Center for Community Change (CCC) is a well established resource center for grassroots social change organizations across the nation. Its mission is to develop the power and capacity of low-income people, especially low-income people of color, to change their communities and public policies for the better. It focuses on strengthening low-income grassroots organizations and helping them join forces nationwide to raise a political and moral voice for social change.

Since its founding in 1968, CCC has assisted thousands of low-income grassroots organizations in improving their communities and shaping the public policies that affect their lives. Through its Washington, D.C. –based, headquarters and several staffed field offices across the country, including several smaller cities where there is limited funding or organizational development support for building a strong social change ecosystem, CCC pushes a policy agenda and works to build the capacity of grassroots organizations.

Over the last year and a half, CCC has played a major role in several historic advocacy victories including:

- Expansion and reauthorization of the State Children’s Health Insurance Program (SCHIP), and removal of the five year bar for legal immigrant children and pregnant women.
- Playing a lead role in policy development and large scale national field and public education efforts to secure health care reform.
- Leading advocacy efforts, with the Center on Budget and Policy Priorities, to successfully integrate a number of anti-poverty provisions into the 2009-10 federal budget (said by many experts to be the best and largest budget for fighting poverty in decades).
- Inclusion of improvements in Child Tax Credit and creation of TANF Emergency Contingency Fund in the American Recovery and Reinvestment Act (ARRA).
- Helping local groups implement the Recovery Act to benefit low-income families and communities.
- The personal stories and policy demands of CCC’s partner groups and their members are now reflected in a federal job creation proposal that is receiving serious consideration from Congress.

Over the coming year, CCC plans to build on this progress and will continue to advance national campaigns on issues that affect its constituency. A priority will be to engage grassroots constituencies in confronting the economic crisis – particularly as it is experienced in communities of color, where joblessness has long been profound and

entrenched. CCC will also intensify its efforts to strengthen and modernize the community organizing sector into a higher functioning and more strategic field that can exert power at the state and national levels. CCC will pay particular attention to building the capacity of African-American and immigrant led community-based organizations and has already begun a promising pilot effort to enhance African-American organizational development, an effort that is of interest to both D&P and the Campaign for Black Male Achievement.

CCC will continue to lead the Fair Immigration Reform Movement and co-lead the Reform Immigration for America campaign (with National Immigration Forum and America's Voice). Both efforts bring together immigrants and allies to inform the public debate using their real-life experiences. CCC's goal is to secure comprehensive immigration reform; help immigrants navigate the process to become citizens; and increase the number of immigrants who vote and participate actively in civic life.

Beyond immigration, CCC will play a key role in issues ranging from tax reform to reauthorization of the Temporary Assistance for Needy Families program. Rather than pursuing small, technical reforms to the TANF program, CCC is interested in exploring whether a new architecture for income support for the most vulnerable workers can be created that might provide a single, seamless safety net structure (e.g. combining TANF with unemployment insurance) so it does not segregate single women with children in a politically vulnerable, second class system. CCC also aims to lead an effort at developing a new body of work that will focus on the economy and the structural patterns of inequity that are an enduring feature—not a cyclical phenomenon tied to economic crisis—for many Americans, especially African-Americans, native-born Latinos, and working class white communities (described in greater detail below).

Description of Program for Which Funding Is Sought

The proposal seeks both general operating support (\$1,400,000) and one-time project support for a Jobs and Economy program (\$200,000). Over the last year CCC has either led or co-led three distinct efforts calling for federal action to advance job creation and has been a leader in both building the national jobs creation coalition. Through this, CCC has joined with key civil rights organizations, including LCCR, NAACP, and NCLR, to challenge the Obama Administration on its lack of targeted action to address the disturbing racial and ethnic disparities in un- and underemployment numbers.

CCC, with the Ms. Foundation for Women, has also launched Community Voices on the Economy to help local and national social change organizations understand how low-income communities are faring in the current economic crisis and how these communities view potential economic solutions. The project includes a particular focus on communities of color, and especially women in those communities.

In leading these various efforts, CCC has identified two fundamental barriers to progress. First, the effort lacks a broader economic narrative that would equip CCC and its partners and coalitions to refute statements of values that are clothed in policy arguments: for

example, that reducing the deficit is more important than reducing the suffering of unemployed people, or that regulating corporations would limit their role in creating wealth. Second, while CCC may have been successful in moving its own base to take action, the community organizing sector has not been able to mobilize the millions of unemployed people who are prime candidates to take action on jobs issues.

If approved, this grant would support a new, CCC-led effort to:

- (1) Develop a shared narrative about the economy and economic equality that includes: a theory of how the economy operates and why it is in crisis now – who and what is to blame – with explicit attention to gender and race disparities; guiding principles for creating a more just and equal economy, grounded in community values; a vision of what a more just economy would look like in practice; and a “theory of change” for achieving this vision, with steps that can be taken over the next three to five years to move the vision forward.
- (2) Test two to three new organizing methodologies that have the potential to recruit large numbers of new people around issues of economic equality. The goal is to reach the traditional community organizing constituency of low-income people as well as newly unemployed people who are not currently being organized or mobilized (and are perhaps at risk of finding the Tea Party’s angry message an attractive one).
- (3) Find strategic entry points into the economic debate that offer the greatest potential to promote a common narrative and engage large numbers of new people. After developing a path for achieving a vision of the economy and mapping other significant work in the field, CCC proposes to create a set of strategic initiatives – policy campaigns and other collective action strategies – that can advance its objectives over the next three to five years.
- (4) Build a national collaborative table on economic issues with a select number of field and external partners. This is not envisioned as a governing or oversight body but a platform that could help to: promote and extend the reach of the economic narrative CCC aims to develop; exchange strategic information and share lessons; encourage strategic alignment and coordination between this project and campaigns led by other organizations; and develop collaborations with partners.

Rationale for Recommendation

The Democracy and Power Fund recommends a \$1,600,000 grant (\$1,400,000 general support and \$200,000 project support from the Seize the Day initiative), over eighteen months, to the Center for Community Change for its work to advance these key goals: Expanding public participation through grassroots organizing, coalition building, and non-partisan voter engagement in order to build power for those who do not currently have it; building advocacy capacity through bolstering issue campaigns on multiple OSI priorities at the state and national levels; and constructing a strong leadership development pipeline for the broader social justice organizational ecosystem through

youth engagement, ongoing training, and technical assistance. CCC advances multiple priorities of other US Programs as well.

CCC remains well-positioned to make a difference both in the communities it serves and in the halls of power in Washington. It has already played an important role on advocacy efforts from healthcare to ensuring major benefits and funding for low-income people and families through the federal budget. Yet, the window of opportunity at the federal level seems to be closing rapidly and if immigration reform is not adopted in 2010 (and every indication is that it won't be or even that a smaller, but still important priority like the DREAM Act has a chance to pass), it will require a painful discussion about what happens next. CCC recognizes that defeat could prompt a radical rethinking of the strategy, structure, and leadership of the immigrants' rights movement, with implications for CCC's role.

In addition to a closing window of opportunity hastened by a resurgent right-wing there is also the challenge of moving major jobs creation reform following the mid-term elections. Because CCC is in the unique position of having both an "inside" and "outside" role in Washington, and because its work on job creation organizing includes playing a leading role in several constellations of activity, including the Jobs for America Now coalition, an alliance of 80 national and hundreds of local and state organizations, it is uniquely positioned to lead a jobs creation effort in this difficult policy reform climate. This agenda would allow for direct funding of 750,000 public jobs over two years, reducing unemployment, boosting local economies, and ensuring that municipalities can maintain critical services.

It is no secret that the Tea Party movement has done a much better job of organizing and mobilizing un- and underemployed people than have social justice advocates and organizers. Unemployed worker councils have played hugely significant roles in times of economic crisis throughout American history and, despite the many shifts in the nature of American employment and our workforce – and the decline of the labor movement – there is no reason why a well-organized group of unemployed workers couldn't have similar impact today. While there are several interesting efforts across the nation, in Indiana, Missouri, Pennsylvania and elsewhere, they remain small, disparate, and disconnected. With \$200,000 in additional OSI funding through a one-time grant from the Seize the Day Initiative, CCC will develop a pilot project in several priority communities across the nation to complement its job creation advocacy work with organizing of un- and underemployed people and communities.

CCC sees its role as a network and movement builder, not an empire builder, and demonstrates this commitment in many ways, including allocating \$1,200,000 of its 2011-12 budgets to strengthening the field of organizing through regranting funding to smaller and lesser known local and state organizations. The grants, usually ranging from \$5,000 to 50,000, support participation in national issue campaigns, general operating for smaller groups, and paid fellows that are housed by local organizations. This is a particularly effective strategy because many local organizations are central players in their region's policy change landscape and carry local relationships with national elected

leaders. This regranting pool often grows in election years when its civic engagement program secures national funds for nonpartisan groups working in key states across the nation.

Founded in 1968 to honor the life and values of Robert F. Kennedy, CCC is one of the longest-standing champions for low-income communities and communities of color, and one of the few national social change organizations whose executive leadership, staff and board are largely people of color. The Center is led by OSI board member and Democracy and Power Fund board advisor, Deepak Bhargava.¹ Prior to becoming CCC's director in 2002, Deepak served as CCC's Director of Public Policy since 1994. He is extremely well regarded by funders, elected leaders, DC advocates, and grassroots leaders across the nation and is seen as a visionary thinker on advocacy and social movements, a strong policy strategist, and an affirming but critical thinker on the state of organizing in the United States. Deepak is supported by a stellar staff with vast experience in civic engagement, organizing, leadership development, and local, state, and federal issue advocacy. In short, CCC's leadership is broad and deep and not limited to its Washington, DC offices.

CCC plays a key role in OSI's vision by connecting deep grassroots organizing to policy advancement. The grant is justified by the CCC's continued institutional strength and effectiveness, and by its more than decade-long relationship with OSI. It is our pleasure to recommend this combined grant of \$1,600,000. A final note: in recognition of CCC's cross-cutting work on a large number of OSI priorities, with its next grant it will move to a new "Anchor Grants" budget line. The nine organizations to be funded as anchor grantees are USP's largest grantees and will now be funded with sizeable, general support grants that integrate several strands of USP interests. The grantmaking relationship will likely continue to be led by the USP program or initiative that currently carry that relationship.

¹ To maintain a grantee/funder relationship that is as free from conflicts of interest as possible, Deepak Bhargava does not maintain direct contact with OSI's assigned program officer and has assigned a senior staffer to undertake all central grantmaking activities and communications.

Name of Organization: National People’s Action aka the National Training and Information Center

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

Purpose of Grant: to provide general support

FPOS Grant Description: To support National People’s Action, aka the National Training and Information Center (NTIC), a 36 year old national resource center that supports, strengthens, and coordinates grassroots community organizations working for social and economic justice.

Previous OSI Support: \$600,750
\$750 from Matching Gift Program (2008-2009)
\$300,000 from Democracy and Power Fund (2009-2011)
\$200,000 from Seize the Day (2009-2011)
\$100,000 from Neighborhood Stabilization Initiative (2009-2011)

Organization Budget: \$2,956,150

Project Budget: N/A

Major Sources of Support:

Arca Foundation	\$325,000
Panta Rhea Foundation	\$225,000
Mott Foundation	\$225,000
Ocwen	\$150,000
Ford Foundation	\$137,500

Amount Requested: \$500,000 over two years

Amount Recommended: \$700,000 over two years (including \$400,000 from the Democracy and Power Fund, T1: 21091, \$200,000 from Seize the Day, T1: 21079; and \$100,000 from the Neighborhood Stabilization Initiative T1: 21083)

Term: Two years, beginning May 1, 2011

Description of Organization

National People’s Action² (NPA), a 38 year old, Chicago-based national resource center supports, strengthens, and coordinates grassroots community organizations working for

² The organization is currently in the process of changing its name from National Training and Information Center (NTIC) to National People’s Action (NPA).

social and economic justice. NPA's core purpose is to develop the ideas, talent, and organizations that will help reclaim our democracy and advance racial and economic justice. The grassroots organizations supported by NPA are affiliated into an organizing network, which includes more than 200 organizers and staff representing metropolitan, regional, and statewide power structures across fourteen states and the District of Columbia.

NPA also operates as a policy, research, and training center, with a comprehensive platform for social and economic change based on four core strategies:

1. Grounding its work in a clear racial, economic and political analysis.
2. Training, mentoring and supporting creative, visionary, and effective community leaders and community organizers as a means of base-building that help them reach significant levels of breadth and depth.
3. Coordinating breakthrough state and national organizing campaigns designed to foster movement building and create systems level change; and
4. Building and growing sets of deep, far-reaching alliances that will propel larger, more ambitious social change efforts.

Nationally, NPA runs several leadership and organizer training programs and develops new organizing projects in unorganized regions, often in the midwest. It also coordinates two federal-level campaigns for racial and economic equity in the housing and banking industries, and plays supportive roles in national efforts to win comprehensive immigration reform and strengthen the rights of workers.

In the 1970s, NPA led the charge to pass the Home Mortgage Disclosure Act and the Community Reinvestment Act (CRA). CRA has since resulted in the reinvestment of trillions of dollars into low and moderate income communities throughout the country. Since these founding victories, the network has moved a host of additional national economic justice advocacy priorities including FHA Reform-Credit Watch. The FHA Reform Campaign was a national organizing effort to address subprime lending and resulted in the removal of lenders with high foreclosure rates from the FHA loan program.

In the past two years, NPA has focused on building internal infrastructure and capacity, in order to maximize its advocacy impact. This includes recruiting top level talent to its staff team, solidifying a powerful and visionary organizational culture, building alliances with other key social justice leaders, and consolidating the national Network around a unified set of principles and strategies. Recent major accomplishments include:

- Increasing the number of affiliates by 67%;
- Doubling the percentage of affiliates run by African American or Latino executive directors; and

- Developing national partnerships with JP Morgan Chase, Select Portfolio Servicing, and Litton Mortgage Servicing to implement aggressive loan workout programs to keep families facing foreclosure in their homes.

Perhaps most significantly for OSI interests, NPA also launched the “Save the American Dream Campaign,” a broad-based national organizing effort to address the nation’s foreclosure crisis. This campaign has included several national community hearings and face to face meetings between NPA representatives and Federal Reserve Chairman Ben Bernanke, FDIC Chairman Sheila Bair, and congressional leaders.

With co-funding support from the Neighborhood Stabilization Initiative, NPA has partnered with the PICO National Network, a large scale, national congregation-based organizing network (and Democracy and Power Fund grantee), to pursue accountability and transparency around the federal bank bailout. The partnership with PICO brings together more than one million families and 70 affiliate organizations in 22 states under one national strategy, and promises to show how alliance-building can bring organizing to scale effectively and economically. NPA stands out for its commitment to this type of deep, network to network alliance building that is, unfortunately, still all too rarely seen in the organizing field. NPA believes in – and actively builds – such alliances recognizing that no single organization has – or can build – the power necessary to advance social and systematic change.

In the past year, National People’s Action has moved to a new level of power and visibility resulting from a series of actions known as the “Showdown in America.” By bringing together labor allies such as AFL-CIO and SEIU, as well as organizing allies such as PICO, Jobs with Justice, IAF Southeast, Right to the City, and MoveOn.org, NPA helped to bring thousands of people into the streets to call for government intervention in regulating the banks whose actions led to the recent economic collapse. These public actions, with an advocacy agenda focused on big bank accountability and the creation of a financial consumer protection agency, drew more than 20,000 people in Charlotte, Chicago, Kansas City, and San Francisco, Wall Street, and K Street in Washington, DC.

These actions were the clearest public expressions of the “populist anger” that commentators site as a driving force in the ultimate passage of financial reform legislation. In particular, NPA played a key role in the Americans for Financial Reform coalition and was a driving force in the establishment of the new, independent financial consumer protection agency.

Description of Program for Which Funding Is Sought

The proposal seeks general operating support.

Rationale for Recommendation

The Democracy and Power Fund, along with the Neighborhood Stabilization Fund and the Seize the Day Initiative, recommend a renewal grant of \$700,000, over two years, to

National People's Action. For the Democracy and Power Fund, NPA advances this key goal: Expanding democracy and building power for those who do not currently have it through grassroots organizing that connects to strategic issue advocacy and non-partisan voter engagement.

The Neighborhood Stabilization Initiative supports NPA's work around foreclosures, bank bailout accountability, banking re-regulation, and affordable housing preservation. Seize the Day funds will support NPA's work around job creation, organizing the un- and underemployed, and an immigrant/worker rights campaign that seeks support against exploitation and retaliation against immigrant workers who are among the least protected in the workforce.

NPA is consistently recognized as a good partner in the field, sitting on the steering committee of the Fair Immigration Reform Movement (coordinated by the Center for Community Change) and playing a supporting role in CCC's Workers Alliance for a Just Economy. NPA's partnership with the PICO National Network in the joint TARP (Troubled Assets Relief Program) Accountability Campaign dovetails with the program goals of the Neighborhood Stabilization Initiative.

NPA has begun to understand what it takes to marshal community organizing and labor forces together for large-scale, collective direct action. The solidarity built among these forces through the "Showdown" series could create substantial policy leverage on multiple issues of concern to OSI, including economic policy reform, neighborhood stabilization, immigration reform, and job creation.

The Democracy and Power Fund studies the field of organizing and conducts extensive due diligence on both old-line and emerging national organizing networks. We've been very impressed with NPA's ability to build scale in terms of action and mobilizations. We believe that NPA has successfully reinvigorated its old-line network and is in a national leadership role in aligning organizations to support a larger economic justice agenda. With its heavy Midwestern membership base – some of NPA's largest affiliates are in Illinois, Iowa, Kansas and Missouri – it is one of few national groups that are positioned to tap into a more progressive-minded populist sentiment in this country that has largely remained private (and definitely unheralded by the media). NPA has developed a strategy and action plan to develop space for people to move private frustrations around the economy, bank bailouts, and big bonuses into public, collective action.

NPA's role in organizing the Showdown in America has brought substantial new visibility to the network. Key indicators include:

- The various Showdown actions attracted national media attention, including coverage by *The New York Times* and *The Washington Post*, where NPA is mentioned by name as a sponsor of the actions
- NPA built an online presence, with over 25,000 visitors to the Showdown in America website from 98 countries, 44,000 video views, and nearly 2,000 friends on Facebook

- NPA effectively used progressive aligned media to push its message with detailed coverage in *Huffington Post*, *The Nation*, *In These Times*, *Democracy Now*, *MichaelMoore.com*, and on *Bill Moyers Journal*

As NPA has achieved a new level of visibility, it needs a stronger infrastructure to sustain its efforts and allow for continued growth. Strategic investments in network development will amplify NPA's campaign work on banking, foreclosure, and community investment; immigration and worker rights; and housing justice, as well as its emerging work in non-partisan voter engagement. The Democracy and Power Fund is particularly interested in NPA's emerging work to build a strong voter engagement component. Issue based organizing and advocacy paired with civic engagement increases the power of a grassroots network. The synergy of the two strategies, done well, can catalyze shifts in public dialogue.

One of the most pressing internal goals of social justice advocacy communities is to break down the barriers that have kept national organizations from developing deep alliances with grassroots local and state based organizations. NPA's architecture for campaign partnerships embraces a new ethos of collaboration between local and state groups and between national networks that have long had strained relationships that compromised the efficacy of issue advocacy efforts. NPA's Executive Director, George Goehl, an experienced organizer, brings a refreshing truthfulness about his own – and NPA's – promise and limitations and is a dedicated coalition builder when many other national networks have shown an aversion to authentic collaboration. This is a key reason why we believe that this long-time, large scale network has had a rebirth in its activities and impact. We are very pleased to offer this recommendation for renewal.

Name of Organization: Pacific Institute for Community Organizations, dba PICO National Network

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

Purpose of Grant: to provide general support

FPOS Grant Description: To support the PICO National Network, a 38 year old network of faith-based community organizations that brings the voices of local families and faith leaders to the public debate.

Previous OSI Support: \$600,000
\$300,000 from Democracy and Power Fund (2009-2011)
\$250,000 from Seize the Day (2009-2011)
\$50,000 from Neighborhood Stabilization Initiative (2009-2011)

Organization Budget: \$11,864,309

Project Budget: N/A

Major Sources of Support:

Sandler Family Foundation	\$1,000,000
Walton	\$840,000
Marguerite Casey Foundation	\$600,000
John S. and James L. Knight Foundation	\$330,000
Nathan Cummings Foundation	\$300,000
Public Welfare Foundation	\$200,000

Amount Requested: \$675,000 over two years

Amount Recommended: \$675,000 over two years (including \$475,000 from the Democracy and Power Fund T1: 21091, \$100,000 from Seize the Day T1: 21079, and \$100,000 from the Neighborhood Stabilization Initiative T1: 21083)

Term: Two years, beginning May 1, 2011

Description of Organization

The PICO National Network, is a 38-year-old, Oakland, CA-based network of faith-based community organizations that brings the voices of local families and faith leaders to the public debate on national policies, including housing and immigration. With more than 50 faith denominations represented in over 1,000 member institutions, PICO represents

one million families in seventeen states and 150 cities making it the nation's largest congregation-based community based organizing effort.

PICO is dedicated to building a broad-based political movement for social and economic reform in the United States. It sees itself playing two critical roles:

- 1) Bringing the influence of low and moderate-income families directly into the political process so that policy campaigns engage and are accountable to the people they are designed to help; and
- 2) Organizing a strong and diverse faith voice around policy changes that revitalize communities and strengthen families.

Approximately five years ago, PICO launched an intentional effort to channel its power at the national level. PICO continues to develop the capacity to move issues at the local, state and national level simultaneously demonstrating the increased power of congregation-based community organizing in this country. In recent years it has flexed its muscles and achieved impressive results. PICO has:

- Completed its first national campaign, successfully expanding SCHIP children's health access by focusing on raising awareness about the challenges that families face when enrolling their children in health insurance programs.
- Developed a national healthcare reform campaign that brought a more strategic faith voice and stronger representation for lower-income families into this historic debate.
- Took on a leadership role in fighting for policies to prevent unnecessary foreclosures, and integrated its network into the broader fight for financial regulatory reform.
- Played a leadership role in the fight for immigration reform, under the framework of Reform Immigration For America.

In 2010 and 2011 PICO will continue to strengthen its organizational health and capacity while successfully impacting local, state and national policies. More specifically, PICO aims to strengthen its capacity in eight states where it currently organizes including California, Louisiana, Florida, Missouri, New Jersey, Pennsylvania, Vermont, and Colorado. PICO will also expand into Arkansas and one other Southern state. It will also ramp up work in the newly added states of New Mexico, Indiana, and Nebraska.

In terms of its national campaigns, looking forward PICO will lead the "Bring Health Reform Home" campaign. It will work in six to eight targeted communities to shape public opinion and to implement the health reform opportunities made available by the Patient Protection and Affordable Care Act and SCHIP reauthorization.

PICO will also ramp up its long-time efforts around immigrants' rights out of the ashes of this year's comprehensive immigration reform fight. Its immigration strategy has four elements: an immigrant integration scorecard; local alliances with partner organizations,

critical decision-makers, enforcement agencies, and other unlikely allies; a federal policy task force made up of leaders, clergy and staff; and a strategic partnership with the U.S. Conference of Catholic Bishops and the networks of Catholic churches.

PICO's Financial Reform & Economic Justice Campaign has worked to hold banks accountable, reduce predatory lending practices, and create a divestment strategy that encourages organizations, congregations, and individuals to divest from banks that do not serve the community. To fight on these multiple fronts, over the coming months, PICO – in close collaboration with National People's Action (also a Democracy and Power Fund and Neighborhood Stabilization Initiative grantee), Alliance of Californians for Community Empowerment (ACCE), Northwest Federation of Community Organizations, Center for Responsible Lending and others – will engage in efforts to continue pressing the highest-levels of the federal government to take a more aggressive response to the foreclosure crisis, and in particular to deal with the massive numbers of people who are unemployed and facing foreclosure, as well as the nation's many underwater homeowners.

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 \$675,000, over two years, to the PICO National Network to advance this key goal: to expand public participation and strategic collective action for social justice through grassroots organizing and base building. We also note its effective work on priority OSI issues – notably neighborhood stabilization and job creation – and are joined by the Neighborhood Stabilization Initiative and Seize the Day Initiative in making this recommendation. NSI will co-fund a portion of this grant (\$100,000) to support PICO's work on effective foreclosure relief, renewed commitments to community reinvestment in low-income communities, and affordable housing preservation.

PICO's capacity to engage families across racial, religious, regional and ideological lines to create pro-working family policy change at the local, state and national level is impressive. PICO has shown that it can successfully engage ordinary people in public life, building a strong legacy of leadership in thousands of local communities across the country." Its network of locally rooted interfaith organizations effectively engages faith-communities and families in social change and as a result, its network is increasingly seen as a critical component in the movement to put working family needs at the center of American political life.

By offering a unified voice to the more than one million families in congregations across the country, PICO is able to build support from the bottom up on the biggest issues of our day. That type of advocacy is what's needed now in order to get above the noise that permeates Washington D.C. With the United States in the middle of a long, hard

recession, with unemployment rates rising and an estimated 49.4% of African-American youth out of work, with state and local governments experiencing budget crises and tax revenues dropping by more than 20% in many states, and an additional three million families expected to lose their homes in the coming year, families across the nation need a vehicle to amplify their voice. In an era of particularly heightened political polarization, the political diversity of PICO's network of congregation-based members – including a not insignificant number of political conservatives who support common-good public policies that benefit low-income people and interests – gives some hope in a policymaking environment that is likely to get much more difficult after November.

PICO has strong leadership. Scott Reed, the Executive Director, joined PICO in 1976 and has led its growth and transformation. He has a great deal of organizing experience and has founded some of the most successful community organizations in the United States, including the Oakland Community Organizations, and the West 7th Street Federation in St. Paul, Minnesota. Between 1987 and 1995 Scott served as Executive Director of the San Diego Organizing Project, where he led organizing campaigns that won the nation's first large city-wide community policing department and created "Learn and Earn" a national model for connecting high school curriculum to career preparation.

We are pleased to make this \$675,000 grant recommendation to PICO.

Name of Organization: Center on Budget and Policy Priorities

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

Purpose of Grant: to provide general support

FPOS Grant Description: To support the Center for Budget and Policy Priorities, a national think tank that analyzes federal and state budget priorities with a particular emphasis on the impact of various budget choices on low-income Americans.

Previous OSI Support: \$9,849,830
 \$200,000 from U.S.P. General (1997-1999)
 \$50,000 from Emma Lazarus (1998)
 \$1,525,000 from Governance & Public Policy (1999-2005)
 \$172,830 from CEP (2002-2006)
 \$2,400,000 from Presidential (2002-2006)
 \$175,000 from Strategic Opportunities Fund (2005-2008)
 \$2,250,000 from Progressive Infrastructure (2006-2008)
 \$70,000 from OSIEA (2006-2008)
 \$1,200,000 from Transparency & Accountability (2007-2008)
 \$250,000 from MENA (2007-2008)
 \$1,557,000 from Democracy and Power Fund (2008-2010)

Organization Budget: \$18,276,000

Project Budget: N/A

Major Sources of Support:

Atlantic Philanthropies	\$1,666,666
Ford Foundation	\$1,200,000
Rockefeller Foundation	\$1,000,000
Annie E. Casey	\$750,000
MacArthur Foundation	\$666,666
Stoneman Family Foundation	\$650,000

Amount Requested: \$1,500,000 over two years

Amount Recommended: \$1,250,000 over twenty months (including \$1,000,000 from Democracy and Power Fund T1: 21091 and \$250,000 from Seize the Day Initiative T1: 21079)

Term: Twenty months, beginning January 1, 2011 (will then move to anchor grants line with grant ending Aug. 2012)

Description of Organization

The Center on Budget and Policy Priorities (CBPP) is the nation’s preeminent source of policy expertise on budget and tax issues, especially those affecting low- and moderate-income populations. CBPP’s work has been essential to preserving policy provisions that benefit the least well off in our society. Its reports, analyses, and issue briefs on matters such as tax cuts, the future of Social Security, and deficit spending, have been important for members of the national media, state-based budget groups, and grassroots organizations across the country. The Center has often been successful at integrating minor, little noticed adjustments into policies that have important positive effects on the lives of millions of low- and moderate-income Americans.

The Center’s work focuses on both the national and state levels. At the state level, the Center is the linchpin of the State Fiscal Analysis Initiative (SFAI), a network of state-based budget groups that use the Center’s findings for their own state-specific work (OSI is one of five national SFAI anchor funders). Over the past several years, SFAI groups have been able to influence many key decisions in low-income programs at the state level. Several SFAI recommendations are included in this docket for consideration, including the Colorado Fiscal Policy Institute, Louisiana Budget Project, Maryland Budget and Tax Policy Institute, and the North Carolina Budget and Tax Center.

The Center’s key activities in the years ahead will include:

- producing and disseminating analyses (more than 200 per year) and other materials that meet high analytical standards, are accessible to non-specialists, and are responsive to issues before the country, as well as helping SFAI groups and other state-based organizations produce high-quality, timely, and responsive analyses;
- conducting extensive media work, including holding media conference calls for journalists on a nearly weekly basis to present its analyses to reporters, columnists, editorial writers, and television news producers and to help shape media coverage of various federal and state policy proposals – starting with the first media cycle – and providing intensive assistance and guidance to SFAI groups to help them enhance their effectiveness with the media;
- playing a central role in building and strengthening broad-based coalitions;
- strengthening existing SFAI groups by providing technical assistance on analysis, communication, outreach, and fundraising, and expanding the SFAI network through the careful and deliberate development and fostering of new SFAI organizations;
- providing technical assistance to, and working to build the capacity of, other national and state nonprofit organizations so they can increase their effectiveness in working

- developing and advancing new and innovative proposals to reduce poverty and inequality, as well as to improve the bleak long-term fiscal picture so that key social programs are not threatened with severe cuts in coming years and decades.

Description of Program for Which Funding Is Sought

This proposal seeks general operating support.

Rationale for Recommendation

The Democracy and Power Fund and the Seize the Day Initiative recommend a renewal grant of \$1,250,000, over eighteen months, to the Center on Budget and Policy Priorities to meet this key goal: Supporting paradigm-shifting policy generation, conducted by multi-issue policy organizations that are deeply linked to grassroots communities and that seek to advance a new economic agenda. Seize the Day Initiative support is in recognition of CBPP's long-time leadership in defending the tattered U.S. social safety net, including its role in the upcoming reauthorization of the Temporary Assistance to Needy Families (TANF) program. CBPP's work advances multiple USP goals, including the Equality and Opportunity Fund's increasing focus on economic security.

The Center on Budget and Policy Priorities has been a longstanding OSI grantee and is widely recognized as one of the most important organizations in Washington, DC. CBPP produces influential analyses on budget and tax issues in ways that have important effects on issues that are priorities for OSI, including immigration, structural inequality, climate change, the foreclosure crisis, and economic inequality. The Center provides an outstanding model for how to build effective national and state coalitions, in ways that can advance the chances for policy changes at both levels of government. In its SFAI work, as well as its approach in Washington DC, the Center focuses on building coalitions and bridging differences in view, constituency, and approach to policy change that are central to the goals of OSI. The Center's work is also an important priority for the Transparency and Integrity Fund, which has great concern for budget transparency and accountability at the national and state levels.

The Center is regarded as one of the most effective national organizations working on a range of federal and state budget, tax, and domestic policy issues. Led since its founding by Robert Greenstein, a frequent advisor to OSI, the Center is well positioned to play an important and constructive role in the next Congress, as many budget and tax issues will be central to the policy agenda. Along with so many challenges, the past eighteen months has presented important opportunities to improve the lives of low- and moderate-income families, make progress on an array of key domestic issues, and reverse recent policies in a number of areas. The Center has been a leading voice in calling for a reshaping of federal budget priorities and a reversal of the agenda of recent years, which has emphasized tax cuts for the affluent while giving little consideration to measures that could improve the lives of those who are less fortunate.

By issuing hard-hitting and timely analyses, engaging in sophisticated and pragmatic policy development work, providing technical assistance to other nonprofit organizations and working in coalition with them, conducting extensive media outreach, and educating policymakers, journalists, and advocates, the Center will continue to be a key player both in shaping debates on federal budget priorities and in ensuring that the interests of low- and moderate-income families and individuals are considered in those debates. Its work will be all the more important as the country faces not just record-setting national budget deficits but tremendous shortfalls – and crises – in state and local budgets as well.

Both through its analytical work and by providing extensive technical and capacity-building assistance to the state policy organizations that belong to the SFAI network, the Center also will work to strengthen state and local finances and influence priorities so state and local governments have the resources they need to improve the lives of low-income and other vulnerable residents. In addition, the Center will work to analyze and communicate the impact of national policy proposals and laws on state and local revenues and programs, with the goal of ensuring that the impacts on states are positive rather than adverse.

We are entering a crucial period for policy change in this country, at a moment of tremendous economic instability. We believe that the Center on Budget and Policy Priorities has the broad capacity and deep expertise, access, and credibility to advance and protect the interests of low and middle income Americans. Beginning with its next renewal, in 2012, CBPP will be considered for funding in USP's new "Anchor Grants" line, reflecting its OSI core grantee status. We are enthusiastic about recommending OSI's renewal of support.

Name of Organization: Leadership Conference Education Fund (fka as the Leadership Conference on Civil Rights Education Fund)

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

Purpose of Grant: to provide general support

FPOS Grant Description: To support the Leadership Conference Education Fund, formerly known as the Leadership Conference on Civil Rights Education Fund, established in 1969 to provide public education and research for the national civil rights community.

Previous OSI Support: \$3,043,500
\$375,000 from USJ- Re-entry (2000-2002)
\$228,500 from USP General Grants (2002-2004)
\$200,000 from USJ-Policy & Research (2002-2004)
\$490,000 from Strategic Opportunity Fund (2003-2005, 2008-10)
\$300,000 from Equality and Opportunity Fund (2009-10)
\$700,000 from Transparency and Integrity Fund (2009-10)
\$750,000 from Democracy and Power Fund (2008-10)

Organization Budget: \$5,580,000

Project Budget: N/A

Major Sources of Support:

Kellogg Foundation	\$800,000
Ford Foundation (AFC)	\$672,500
Gates Foundation	\$375,000
Ford Foundation	\$350,000

Amount Requested: \$1,000,000 over two years

Amount Recommended: \$1,000,000 over one year (including \$350,000 from the Democracy and Power Fund T1: 21091, \$300,000 from Transparency and Integrity Fund T1: 21093, \$175,000 from the Equality and Opportunity Fund T1: 24023, \$100,000 from the Neighborhood Stabilization Initiative T1: 21083; and \$75,000 from Seize the Day T1: 21079)

Term: One year, beginning September 1, 2010

Description of Organization

Established in 1969 to provide public education and research for the national civil rights community, the Washington D.C.-based, Leadership Conference Education Fund (The Education Fund) promotes policies that strengthen civil rights advocacy and social justice reform. It serves as the 501(c)(3) partner of the Leadership Conference on Civil and Human Rights³, a coalition of civil rights organizations founded by A. Philip Randolph in 1950. Through its initiatives focused on voting rights enforcement, fair and impartial federal courts, and affirmative action protection, The Education Fund works on building an informed public that will be supportive of the nation's growing diversity and pressing civil and human rights issues.

With over 200 organizations in its national coalition, The Education Fund places its initiatives within the framework of six program areas. The first area is ***Protecting the Independence of the Judiciary***, which monitors federal judicial nominations and educates the public about the impact of federal courts on civil rights, due process of law, and other issues. The second program area is ***Ensuring Equal Opportunity***, which defends strong civil rights enforcement, affirmative action, expanded educational opportunities, disability rights, religious liberty, fairness for indigenous peoples, and an end to discrimination against gay, lesbian, bisexual and transgendered Americans. The third program area is ***Building Stronger Families and Communities***, which supports policy and advocacy reform to strengthen family and medical leave, encourages decent childcare and economic opportunity for all, access to health care for all, and fair and effective law enforcement in every community, including action against hate crimes. The fourth program area is ***Promoting Civic Engagement***, which promotes and defends democracy by supporting efforts such as the re-authorization of the Voting Rights Act, promoting participation in the census, and encouraging Americans of every background and generation to register to vote. The fifth program area is ***Reforming the Nation's Criminal Justice System***, which takes aim at racial disparities in the criminal law and criminal justice enforcement at the state and federal levels. The final program area is ***Guarding the Crossroads of Civil Rights, Human Rights and Civil Liberties***. This work involves education and advocacy on matters of immigration, human rights and national security, and the global issues of inequality and discrimination.

The Education Fund also has played a critical role in exposing and addressing the role that structural discrimination in housing and lending has played in causing and perpetuating the current mortgage and foreclosure crisis. Coinciding with the 40th anniversary of the passage of the Fair Housing Act in 1968, the Education Fund partnered with the Lawyers Committee for Civil Rights Under Law, NAACP Legal Defense &

³ Following in-depth strategic planning, the Leadership Conference on Civil Rights changed its name to include its growing emphasis on human rights; the new name is The Leadership Conference on Civil and Human Rights. Likewise, the Leadership Conference on Civil Rights Education Fund is now The Leadership Conference Education Fund. "These changes... reflect the founding principles of The Leadership Conference by linking civil and human rights in the name to recognize the central importance of both concepts in the work of the coalition."

Educational Fund, and the National Fair Housing Alliance (all U.S. Programs' grantees) to create a national, bipartisan fair housing commission to investigate the alarming state of U.S. housing in the wake of the subprime housing debacle. The Commission released its findings and recommendations in a comprehensive and influential report in 2008, which served as a foundation for subsequent federal mortgage reforms and continues to provide a framework for mitigating the impacts of the crisis on communities of color.

Looking ahead, The Education Fund will continue to work on five major campaigns: jobs creation, a quality education for all children, immigration reform, criminal justice reform, and healthcare reform. More specifically, in terms of criminal justice, in addition to taking a strong stand against state-mandated racial profiling in Arizona, The Education Fund is working to ban the practice of racial profiling by federal and state law enforcement agencies, create tools to ensure compliance with the anti-profiling policies, and help victims of profiling to report complaints against police officers. To that end, The Education Fund will raise awareness of the need for policy reform such as the End Racial Profiling Act (ERPA).

Additionally, the Education Fund will continue to advocate for federal funding to improve state juvenile justice systems and strengthens and for keeping children out of adult jails, addressing disproportionate minority contact, removal of children from adult jails and deinstitutionalizing status offenders. The Education Fund will also work to promote pro-active, non-punitive strategies to reduce youth gang involvement.

Description of Program for Which Funding Is Sought

The proposal seeks general operating support.

Rationale for Recommendation

The Democracy and Power Fund, Transparency and Integrity Fund, Equality and Opportunity Fund, Neighborhood Stabilization Initiative and Seize the Day Initiative jointly recommend this one year grant of \$1,000,000 to the Leadership Conference Education Fund. The recommended grant would advance multiple issues of importance to U.S. Programs, including racial justice, immigration reform, criminal justice reform, civil liberties in wartime, media justice, and judicial nominations. This joint recommendation represents the importance of the Education Fund an organization whose work sits at the core of OSI's goals for an open society in the United States.

During the late 1960s, the growing complexities of civil rights law, social agitation and significant policy reform gave rise to the need for strategic coordination among progressive racial justice advocates to engage in research and public education to defend and promote equal protection under the law. This led to the establishment of The Education Fund to build a broad based coalition of national and local advocates to collaborate towards social and economic justice efforts to build an inclusive and just society. Its ongoing commitment for justice and democracy remains true today, and is increasingly important to protect the eroding rights of vulnerable minority groups in the

United States. Recent demographic, political, economic, and technological changes continue to alter the civil rights landscape and the public's perception and support for racial justice. These challenges require new strategies and bold leadership to ignite a coalition of actors to address pressing civil rights issues.

Given its unique position at the center of the civil rights community, and its relationship with LCCHR, The Education Fund plays a pivotal role in sharing different perspectives and advancing broader strategies to advance equal protection under the law. The organization draws its expertise from a cross-section of more than 200 organizations and examines the impact of civil rights policy on a broad range of constituencies. Given its broad knowledge of the civil rights field, policy makers, elected officials and opinion makers regularly seek The Education Fund's advice and counsel.

The Education Fund, together with the coalition, has played a significant role in several policy reforms over the last two years. These include the Lily Ledbetter Fair Pay Act, the Local Law Enforcement Hate Crime Prevention Act, lowering the disparity between crack and powder cocaine sentences and removal of the mandatory five-year sentence for simple possession of crack, and healthcare reform. Indeed, the Education Fund was the key to getting an anti-discrimination provision with a private right of action in the healthcare reform bill.

The Education Fund's leadership remains as critical today as it did 30 years ago. Following its in-depth strategic planning, The Education Fund board unanimously approved a recommendation to return the leadership structure of LCCHR and The Education Fund to that of a single President and CEO, with long-time counsel Wade Henderson filling that role going forward. Karen McGill Lawson, formerly the Executive Director is now the Executive Vice President and Chief Operating Officer for both LCCHR and The Education Fund. Under their leadership, the organization is well positioned to lead civil rights advocacy into the next decade and beyond.

In the past two years, LCCREF has played the leading role in coordinating the Coalition for Constitutional Values, a collaboration of more than a dozen organizations working on judicial nominations efforts. With LCCREF's Nancy Zirkin leading the Coalition's many members, the various organizations have developed a well-thought out plan for how to work in a significantly different political landscape than that faced in the past eight years. An energized and vehement conservative opposition has made efforts to ensure a fair and independent judiciary challenging, as has a lack of engagement on the issue by the Obama administration. In that atmosphere, LCCREF has had to find new ways to influence the debate. Most encouraging has been a new collaboration with the American Constitution Society and some of its most influential members, working together to raise the profile on the need for action on nominations. At the same time, LCCREF has been putting renewed emphasis on its grassroots strategy working with such TIF grantees as the National Council of Jewish Women and the Communications Consortium Media Center.

The Education Fund also helps bridge multiple constituencies and interest groups to address the civil rights implications of the current foreclosure crisis in a coordinated fashion. It convenes a national Fair Housing Task Force that has successfully advocated for regulatory reforms aimed at eliminating the most egregious and discriminatory lending practices. Going forward, the Equality and Opportunity Fund will rely on the Education Fund as a trusted thought partner as it develops its grantmaking strategies to promote housing and infrastructure equity in order to overcome barriers to opportunity for low-income communities and communities of color.

Encouraging and promoting effective coalitions across various OSI program issues is a critical strategy as we seek to better connect the many lines of work in U.S. Programs. The Education Fund, both as an organization and as a leader of coalitions, shines as an example of a USP “Anchor Grantee.” Through its rich history, The Education Fund has been at the forefront of critical progressive and racial justice issues that build on its overarching mission of defending and expanding opportunities in America. Over the past five years, the organization has worked directly on OSI issues such as voting rights, judicial freedom, media policy reform, immigration reform, affirmative action and the Decennial Census. Through its coalition of 200 members, The Education Fund is able to access a dynamic civil rights infrastructure of multi-racial leaders, national and grassroots organizations.

The Education Fund represents a unique opportunity to advance forward thinking civil rights education and advocacy that embraces our foundation’s values and mission. Since OSI began funding the organization for its criminal justice work in 2000, U.S. Programs has primarily provided project support. Rather than continue to support the Education Fund piecemeal, this combined general support grant represents our shift towards jointly-funded general support of anchor grantees, such as this one. General operating support is vital to The Education Fund’s strategic growth and continuing efforts to serve a growing civil and human rights coalition at a time when right wing populism threatens to roll back hard won civil rights and thwart any meaningful federal reform. We strongly recommend a general support grant of \$1,000,000 over one year.

Name of Organization: Progressive America Fund, d.b.a. Center for Working Families

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

Purpose of Grant: to provide general support

FPOS Grant Description: To support the Center for Working Families which aims to bring innovative ideas into the public debate to benefit low- and moderate-income people in New York State.

Previous OSI Support: \$225,000
\$75,000 from Progressive Infrastructure (2008)
\$150,000 from Democracy and Power Fund (2009-2010)

Organization Budget: \$1,140,976

Project Budget: N/A

Major Sources of Support:

Rockefeller Foundation	\$325,000
Surdna Foundation	\$100,000
Rockefeller Brothers Fund	\$100,000
New York Community Trust	\$100,000
Unitarian Universalist Veatch	\$50,000

Amount Requested: \$75,000 over one year

Amount Recommended: \$75,000 over one year

Term: One year, beginning January 1, 2011

Description of Organization

Founded in 2006, the Center for Working Families (the Center) is a New York State-based policy and advocacy organization that works on a diverse portfolio of issues: fair taxes, health care, work and family, climate change, government reform, the creation of quality jobs and more. What unites its work is less a singular issue focus than a commitment to equality and the priorities of working families and democratic participation in decision making. It draws connections among apparently disparate issues, recognizing that the nexus of problems that affect the lives of working people cannot be solved in isolation from each other.

The Center was created to bridge the gaps that separate nonprofit issue advocates, think tanks, and policy makers. It builds relationships with and between policy-makers, policy experts, and constituency groups; packages policy proposals to make them usable by

legislators and the public; and provides campaign support to advance progressive policy ideas. These connections are built to in-state organizations and efforts and to national and multi-state networks (e.g., the Progressive States Network, a Democracy and Power Fund grantee).

More specifically, the Center's work has four main elements:

Gathering and evaluating policy proposals

The Center aggregates policy proposals from its think tank and advocacy partners, and evaluates them in light of the needs of policymakers and constituency groups. It both educates constituency groups about policy options that can advance their priorities and educates policy groups about the needs and priorities of their audiences.

Developing materials

The Center adapts and packages policy proposals in ways that are useful and accessible to policymakers and constituency groups. It provides background context and research and supplies communications expertise and polling information.

Connecting policies to policymakers

The Center is expanding its already significant relationships with legislators and local officials throughout New York State. It organizes issue briefings for these policymakers and convenes policy conferences that draw significant attendance.

Providing campaign support

The Center is helping to provide media and communications, field, and policy supports to policy campaigns. The Center both provides these resources directly and also coordinates its partners' efforts. Communications activities include developing overall media strategies, writing and placing op-eds, organizing press conferences, and identifying experts and strong public messengers for a campaign. Field work includes helping to organize community meetings, building coalitions, and policy and communications trainings for community and labor leaders. The Center also works in real-time during campaigns to marshal experts and research as needed.

From September, 2008 to March, 2009 the Center was deeply involved in the public education campaign to convince policymakers that making the state personal income tax (PIT) system more progressive was the best solution to addressing the state's budget deficit. The Center developed the personal income tax reform model that was adopted by a host of strong political allies, including the United Federation of Teachers, the Service Employees International Union, Citizen Action of New York, the Working Families Party, the Alliance for Quality Education, and the Communication Workers of America. The Center's model proposed creating three new income tax brackets and rates (8.25% at \$250,000, 8.97% at \$500,000, and 10.3% above one million). As a result, the Fair Share Tax Reform bill, which was based on the Center's model, helped shape the debate and create space for the eventual PIT reforms that passed as part of the 2009-2010 budget legislation. This was a historic win with national ramifications, as New York became the only state in the nation to balance the budget with new revenue from PIT

reform instead of relying mostly on cuts to public services that would hit low- and middle-income families the hardest.

Description of Program for Which Funding Is Sought

This proposal seeks general operating support.

Rationale for Recommendation

The Democracy and Power Fund recommends a \$75,000 tie-off grant, over one-year, to the Center for Working Families for its work to advance these key goals: Building state-based power through multi-issue advocacy that is deeply linked to grassroots organizations and OSI priority issues and constituencies. While the Center plays a key role in New York State advocacy, the Democracy and Power Fund is now prioritizing all direct, state-based grantmaking in North Carolina and Texas, resulting in this tie-off recommendation. This has already been communicated to the Center.

Even though the Center no longer fits squarely into D&P's strategy, it does offer a compelling model for other organizations working to build state advocacy impact and is a proven incubator of good state policy that many other states can replicate. Among the most stubborn obstacles to moving good policy is the lack of effective and consistent collaboration among social change actors: community groups, think tanks, issue advocates, unions, and policymakers and their staffs. Even when they share parallel agendas, these actors do not often work together in a strategic fashion. At best, their collaboration is last minute and transactional; at worst, it either does not happen, or groups end up working at cross purposes due to lack of communication. All too rarely do groups work collaboratively on joint policy agenda setting, with commitments to coalitional reciprocity. The Center is different; it actively works to address these obstacles, is coalitional in structure, and seeks a greater power to have impact on policy change by growing the number of players.

The Center's mission is to connect different types of actors together in ways that can contribute to constructive efforts at policy change. The Center is able to play this unique and critical role in moving policies at the state and local levels in New York in large part because its small staff, led now by David Palmer, an experienced organizer with strong political instincts, is quite versatile across issue areas and issue campaign activities. They can talk about tax and budget intricacies with the Fiscal Policy Institute (the New York State SFAI organization), understand the priorities and demands of community-based organizations and labor, and have frank conversations with policymakers in Albany.

The Center's effectiveness is best illustrated by its recent success on Green Jobs. In September 2009 the New York State legislature passed the Green Jobs-Green NY Act based on the Center's policy blueprint and subsequent advocacy and directed \$112 million to the program. Signed into law in October 2009 by Governor Paterson, the program, if properly implemented, will achieve mass-scale energy-efficiency retrofits of 1 million residential housing units, nonprofits and businesses over five years making it

the largest government retrofit program ever initiated in the U.S. and establishing a sustained, high-road green economy.

In just over three years, the Center for Working Families has established itself as a credible, high impact organization in New York. It is deeply collaborative, building bridges across diverse constituencies and among organizations that prioritize different approaches to policy change. We are pleased to make this \$75,000 tie-off recommendation.

State Fiscal Analysis Initiative Recommendations:
Four State-Based Recommendations Totaling \$450,000

We have consolidated four State Fiscal Analysis Initiative (SFAI) recommendations – for state-based organizations in Colorado, Louisiana, Maryland, North Carolina – into this one write-up.

Name of Organization: Colorado Center on Law and Policy

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

Purpose of Grant: to support the Colorado Fiscal Policy Institute

FPOS Grant Description: To support the Colorado Fiscal Policy Institute, a member of the State Fiscal Analysis Initiative, for advancing the interests of low- and moderate-income people through state-level research and advocacy around budget, tax, and fiscal issues.

Previous OSI Support: \$1,200,000
\$300,000 from Gov&Pol Dev/Effective Govt (1998-2002)
\$100,000 from Strategic Opportunity Fund (2004)
\$150,000 from Progressive Infrastructure (2006)
\$150,000 from Democracy and Power Fund (2008)
\$500,000 from Seize the Day (2009)

Organization Budget: \$2,506,972

Project Budget: \$1,300,000

Major Sources of Support:

Colorado Trust	\$250,000
Rice Foundation	\$150,000
C.S. Mott Foundation	\$100,000

Amount Requested: \$75,000 over one year

Amount Recommended: \$75,000 over one year

Term: One year, beginning January 1, 2011

Description of Organization

The Colorado Center on Law and Policy is a policy research, legal services, and advocacy organization based in Denver. In addition to the Fiscal Policy Institute, it works on health policy and welfare policy in Colorado. It serves as a vital resource for

individuals and families, community organizations, state legislators and local policymakers by:

- Educating communities affected by public policy decisions;
- Researching and producing reports on issues that affect lower-income Coloradans;
- Testifying before the state legislature and state and local administrative agencies;
- Helping people access systems and services that offer safety nets, and move them to self-sufficiency;
- Litigating and assisting pro bono attorneys in administrative proceedings when significant policy or legal issues are involved;
- Helping people access systems & services that offer safety nets, and move them to self-sufficiency; and
- Serving as a legal resource to advocacy groups involved in welfare reform and efforts to increase access to adequate healthcare.

Description of Program for Which Funding Is Sought

The Colorado Fiscal Policy Institute, a project of the Colorado Center on Law and Policy, was founded in 1996 as a coalition of community-based organizations, individuals, advocates, educators and nonprofits that provides fiscal analysis of state and tax budget matters to Colorado policymakers, the media and the public. Colorado's Taxpayers' Bill of Rights (TABOR) and other regressive tax policies have severely limited the amount of money going to social services and have prevented the state from spending surplus where it's most needed.

The Colorado Fiscal Policy Institute operates in - and has played a role in reforming - this difficult environment by providing quality research, policy analysis, education, and advocacy around tax, budget, and other fiscal issues. It directs these activities toward: (1) promoting comprehensive tax and fiscal reform, including the need for revenue adequacy and tax fairness; (2) providing quality materials that inform tax, budget, and fiscal policy debates; and (3) protecting and expanding the rights and opportunities of lower income Coloradans by developing and advocating for policies that reduce poverty and alleviate hardship. The Colorado Fiscal Policy Institute publishes a wide range of reports and analyses on the state's tax and spending systems. It hosts and participates in trainings and events on important issues in the state. It monitors legislation affecting low and moderate-income families and individuals, and it educates the public, legislators and interested groups on relevant fiscal issues through various forums and trainings.

The Institute sees its ultimate goal as achieving justice and economic security for all Coloradans. Its approach to achieving these goals has evolved over time. The production and promotion of rigorous analysis about tax and budget issues is still at the heart of the Institute's activities. But in the past two years, since the state passed a five-year suspension of the TABOR revenue limit, the Institute has turned its attention toward gaining a comprehensive understanding of Colorado's tax and revenue systems, their limitations and strengths, and building the case for reform. The Institute is working in a

more deliberate way to do education and outreach. It has expanded communications capacity, and it is building a network of engaged people in the state who can be mobilized for issue campaigns.

- Name of Organization:** Louisiana Association of Nonprofit Organizations
- Tax Status:** 501(c)(3) public charity
- Purpose of Grant:** to support the Louisiana Budget Project
- FPOS Grant Description:** To support the Louisiana Budget Project, a member of the State Fiscal Analysis Initiative, for advancing the interests of low- and moderate-income people through state-level research and advocacy around budget, tax, and fiscal issues.
- Previous OSI Support:** \$350,000
\$200,000 from Strategic Opportunity Fund (2006-2008)
\$150,000 from Democracy and Power Fund (2008–2010)
- Organization Budget:** \$1,825,000 (need updated number)
- Project Budget:** \$350,000
- Major Sources of Support:**
- | | |
|---------------------------|-----------|
| Kellogg Foundation | \$150,000 |
| Annie E. Casey Foundation | \$50,000 |
| Public Welfare Foundation | \$50,000 |
- Amount Requested:** \$200,000 over two years
- Amount Recommended:** \$75,000 over one year (including \$37,500 from Democracy and Power Fund T1: 21091 and \$37,500 from Strategic Opportunities Fund T1: 21081)
- Term:** One year, beginning (last grant was in Sept. find out their and SOF’s start date preferences)

Description of Organization

The Louisiana Association of Nonprofit Organizations (LANO) is a statewide membership network of nonprofits, foundations, and individuals dedicated to improving the nonprofit sector to provide quality services to Louisiana citizens. LANO was formed by the Council for A Better Louisiana after a lengthy planning process involving the

Center for Nonprofit Resources in New Orleans, Volunteer Baton Rouge and the Foundation for the Mid South. The Frost Foundation and the Foundation for the Mid South made the initial investment in LANO in 1998, and the community foundations in Shreveport, Baton Rouge and New Orleans are instrumental in supporting LANO's development.

LANO has over 500 members and provides training and services in every corner of the state. LANO works with key nonprofit organizations in each region to provide services and information. Key partners with LANO are the United Way agencies in each region. LANO is committed to outreach in the rural areas of the state. In addition, LANO is supporting the use of technology to deliver training and services to nonprofit organizations. The 30 member LANO board represents all sectors of Louisiana's nonprofit community and every region.

Description of Program for Which Funding Is Sought

In 2006, LANO became the organizational home for a new State Fiscal Analysis Initiative (SFAI) group, the Louisiana Budget Project (LBP), focused on tax, budget, and fiscal issues in Louisiana. The LBP seeks to develop a coherent, research-based understanding of the current and evolving fiscal situation in Louisiana, with a particular emphasis on how trends affect low and moderate-income families. The LBP works collaboratively with key stakeholders including business owners, community leaders, elected officials, grassroots organizations, nonprofits, and other policy and advocacy organizations to provide and disseminate timely and credible research and analysis on fiscal and budget policy.

Louisiana faces a crisis in its current state budget given the destruction of nearly one-third of the states tax base due to the impact of hurricanes and flooding. According to the latest estimates from the state's Revenue Estimating Conference, the shortfall in state general funds is projected to reach \$2.4 billion by FY2012. Louisiana's current governor, Bobby Jindal has claimed out-of-control spending as the culprit but LBP research has shown that the problem, in fact, is revenue based. The state has had to cut services and budgets. The inadequate funding of basic state services imperils many aspects of Louisiana society and falls particularly hard on working families, children, seniors and people with disabilities. The increasing gap between available revenues and the cost of providing needed services is not merely the result of a damaged economy, but also of structural problems caused by the state's unstable revenue system.

One of the main obstacles to change is limited resources for policy work in Louisiana. A state fiscal analysis initiative organization has been a starting point for Louisiana to have more in-depth information and advocacy tools for nonprofit organizations. The constituency for the organization includes advocates working on issues of public education, transportation, housing, environment, health and mental health, child welfare, labor force development and other critical issues.

LBP is filling the gaps in Louisiana’s economic and budget policy debate through these general categories of activity: 1) analysis of existing legislation and budget proposals at the state and national level; 2) dissemination of analyses; 3) collaboration with grassroots organizations; and 4) creation of alternative budget and policy proposals.

Name of Organization: Maryland Association of Nonprofit Organizations

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

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

FPOS Grant Description: To support the Maryland Budget and Tax Policy Institute, a member of the State Fiscal Analysis Initiative, for advancing the interests of low- and moderate-income people through state-level research and advocacy around budget, tax, and fiscal issues.

Previous OSI Support: \$399,000
\$169,000 from OSI-Baltimore Workforce Development (2002-2005)
\$130,000 from OSI-Baltimore Special Opportunities (2005-2007)
\$100,000 from OSI-Baltimore 3rd Party Unrestricted (2007-2009)

Organization Budget: \$2,513,173

Project Budget: \$936,619

Major Sources of Support:

Kellogg Foundation	\$150,000
Ford Foundation	\$100,000
C.S. Mott Foundation	\$50,000

Amount Requested: \$100,000 over two years

Amount Recommended: \$150,000 over two years

Term: Two years, beginning November 1, 2010

Description of Organization

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

Maryland Nonprofits works to:

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

Description of Program for Which Funding Is Sought

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

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

This is the first time in approximately 40 years that the state's total budget has declined. Moreover, the budgeted levels are not sustainable for future years. The budget depends on federal Recovery Act dollars and one-time fund transfers to cover fourteen percent of general fund expenditures. As a result, the legislature's budget staff projects shortfalls of \$1.5 billion each year for 2012 through 2015. Already, the legislature has suspended most of the inflation adjustments and other automatic formula increases for future years. Further budget cuts are likely to harm education, healthcare and programs benefitting low-income and vulnerable Marylanders because these programs account for the bulk of state expenditures.

The Institute's connection with MANO gives them special access to a network of nonprofit service providers, advocacy groups, and their umbrella organizations. In conjunction with MANO, the Institute works collaboratively with local nonprofit organizations on state and local funding issues. For instance, the Institute has received a grant to provide budget advocacy assistance in Prince George's

County, and it is working closely with the Human Services Coalition of Prince George's and the Community Foundation of Prince George's County.

Maryland benefits from a relatively strong advocacy community and the Institute is an active member in a community of broad-based organizations, which includes organizations such as Progressive Maryland, Job Opportunities Task Force, Advocates for Children and Youth, Health Care for All, Legal Aid Bureau, Maryland Alliance for the Poor, and Welfare Advocates. The Institute also works closely with organized labor advocates, including AFSCME's Maryland Chapter and SEIU Local 1199.

On the other end of the spectrum, conservative and business groups are also well organized in Maryland. The Maryland Chamber of Commerce and other business groups have been very active in opposing continuation of the million-dollar income tax bracket and corporation income tax combined reporting. State-level conservative outlets like the Maryland Public Policy Institute, The Free State Foundation, and the Calvert Institute are small but persistent. The "Tea Party" movement is present in Maryland, although it has received only limited attention in mainstream media up until now.

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

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

Name of Organization: North Carolina Justice Center

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

Purpose of Grant: to support the work of the Budget and Tax Center

FPOS Grant Description: To support the North Carolina Budget and Tax Center, a member of the State Fiscal Analysis Initiative, for advancing the interests of low- and moderate-income people through state-level research and advocacy around budget, tax, and fiscal issues.

Previous OSI Support: \$50,000
\$50,000 from Democracy and Power Fund (2010)

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: \$100,000 over two years

Amount Recommended: \$150,000 over two years

Term: Two years, beginning November 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. 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.

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 is a new general support grantee of the Democracy and Power fund via its June 2010 docket.

Description of Program for Which Funding Is Sought

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

The four overarching goals of the BTC are as follows:

- *Promoting adequate government services to meet the needs of low and moderate income North Carolinians.* The BTC is committed to making sure North Carolina’s children, low-income working families, senior citizens and other vulnerable populations have a government that prioritizes their needs. BTC employs the principles that a fair and democratic society must have a floor below which no one is allowed to fall and it should empower people to use government for the common good. The BTC is the leading voice for an overall level of government services sufficient to meet society’s needs and make a difference in people’s lives.
- *Promoting fair state and local tax codes.* North Carolina maintains a somewhat progressive personal income tax and a tax on corporate profits; however, the state’s overall tax system is quite regressive, requiring the lowest-income North Carolinians to pay a greatest share of their incomes in state and local taxes than the richest income earners do. This fundamental unfairness drives much of the BTC’s analytical work and outreach activities.
- *Promoting fiscal stability and long-term revenue adequacy.* North Carolina’s fiscal system is extremely unstable and unable to keep pace with economic growth, population growth and the spending demands of good government. Moreover, revenues from the tax system over-respond to short-term economic shifts –meaning that when the economy is good, the tax system generates more revenue than can be sustained over time, and in the bad years, lagging revenues force painful tax increases or spending cuts. The BTC is at the forefront of advancing ideas and calling for action on revenue reform.

- *Educating coalitions and community-based groups and equipping them to bring about change.* The BTC has long recognized that the most effective way to bring about positive change is through partnerships and outreach. The project remains committed to putting the accessibility of the work on equal footing with timeliness and credibility.

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

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

Rationale for Recommendation

The Democracy and Power fund recommends a one-year tie-off grant of \$75,000 to The Colorado Fiscal Policy Institute; a one-year grant of \$75,000 – co-funded with the Strategic Opportunities Fund – to the Louisiana Budget Project; a two-year grant of \$150,000 to the Maryland Budget and Tax Policy Institute; and a two-year grant of \$150,000 to the North Carolina Budget and Tax Center. These recommendations meet this key goal: Supporting paradigm-shifting policy generation and analysis, conducted by multi-issue policy organizations that are deeply linked to grassroots communities and that seek to advance a new economic agenda.

Launched in 1994, SFAI provides a mutually supportive network not only for the organizations involved, but also for the national funders of those organizations (the Ford Foundation, the Mott Foundation, the Annie E. Casey Foundation, the Stoneman Family Foundation, the Kellogg Foundation, and OSI) and some of the state-level foundations that support just one of the groups (those most actively engaged are the Z. Smith Reynolds Foundation in North Carolina, the Fund for New Jersey, the Irvine Foundation in California, and the Gund Foundation in Ohio.)

Technical support and other services for SFAI groups are provided largely through the Center on Budget and Policy Priorities (CBPP). OSI does not directly fund CBPP's support for SFAI groups, but makes a sizable (\$750,000 per year) general support grant to the organization, which we expect will help with this work. CBPP organizes two national meetings a year for SFAI groups to network and share expertise, as well as a multi-day conference each year which is attended by groups that are not part of the SFAI

network. In addition, CBPP, often in partnership with other national organizations, coordinates the release of several state-by-state and national reports - such as the "Pulling Apart" report on income inequality - with the SFAI groups, which creates a bigger press hit, as national press covers the national report and local press covers the state numbers.

The meetings and a very active listserv help SFAI groups learn from their colleagues' particular strengths. The priorities of the network and its state-based groups are a good fit with the Democracy & Power Fund's concern for strengthening connections among groups working at the state and local levels across the country and the SFAI groups work on issues of interest to OSI, especially related to the transparency and fiscal integrity of government. While the SFAI groups are focused on research and analysis first and foremost, they actively work in coalition with advocates, organizers, and reformers within their states - participating in and often helping to build coalitions for long-term change within their states. This work is more important than ever with the economic crisis and record breaking state budget shortfalls.

The Colorado Fiscal Policy Institute has been a grantee under the State Fiscal Analysis Initiative (SFAI) since 1998 and OSI, Mott and the Center on Budget and Policy Priorities have reviewed the organization's work and found it to exemplify the SFAI model of credible, timely analysis relevant to policymakers. In particular, Colorado's successful fight in 2005 to modify its very restrictive government spending limits, known as TABOR, was greatly aided by data and analysis from the Colorado Fiscal Policy Institute. TABOR is widely seen as the nation's most regressive state revenue limitation and is the anti-government right's coup de grace for state tax policy. Colorado's success in rolling back some of its most onerous provisions in 2009 has taken the wind out of the sails of the movement to export TABOR to other states. Despite CFPI's track record of effective work, our tie-off recommendation is due to Colorado not being a state where either D&P or USP are currently prioritizing direct grantmaking.

The Louisiana Budget Project has proven itself a credible and influential source of information about taxes, budgets, and the fiscal health of Louisiana. It has experienced steady growth and notable successes. In 2007, with a lame duck governor (Kathleen Blanco) and term-limited state legislature, the Louisiana Budget Project played an important role in getting a 3.5% state match to the Federal Earned Income Tax Credit adopted. A LBP report entitled "A Tax Credit that Works for Louisiana Families" provided critical analysis and was distributed to every legislator and key administrative staff. This focused effort informed the outcome on a substantive issue that affects the lives of most Louisianans.

LBP has experienced significant staff turnover. Its founding director has left, as has the first policy analyst on staff. The replacement project director and analyst was promoted to CEO of the larger sponsoring organization, LANO. LBP has recently hired Ed Asworth as director who previously was the Undersecretary of the Louisiana Department of Social Services and former ED of the Southern Poverty Law Center. Despite the many changes the staff at the CBPP has remained supportive of the work going on at LBP while recognizing our concerns that there remains a pressing need for the Louisiana Budget

Project to increase their outreach to more grassroots groups, particularly those based outside of Baton Rouge in order to increase their effectiveness.

The first OSI grant to LBP came through the Strategic Opportunities fund as part of OSI's post-Katrina support for rebuilding efforts in the Gulf Region. This support then moved to the Democracy and Power fund as a consolidation of the SFAI work. With the reorganization of state priorities among the funds, this current grant recommendation is jointly funded by the Democracy and Power Fund and the Strategic Opportunities Fund with the expectation that if LBP staffing stabilizes and their work with other Louisiana-based OSI grantees improves, the Strategic Opportunities Fund, with its focus on Louisiana, will lead OSI's consideration of future funding.

The Maryland Budget and Tax Institute is affiliated with both the EARN Network, administered by the Economic Policy Institute, and the SFAI Network, operated by the Center on Budget and Policy Priorities. Both national organizations are Democracy and Power Fund grantees. Via conversations with the Institute's leadership, due diligence in the field, conversations with peer funders, and discussions with OSI-Baltimore, we believe that this recommendation is complementary to OSI's work in Maryland and that a grant to the Maryland Budget and Tax Policy Institute is a wise investment.

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. 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. The Center is in the process of hiring for the Director position for the Budget and Tax Center. The previous director, Elaine Mejia, has left to work with Demos yet still remains connected to the work of the BTC and with the Center on Budget and Policy Priorities and the SFAI network.

You will also, in October via the Strategic Opportunities Fund's docket, consider a recommendation for renewed funding for the Mississippi SFAI.

We are pleased to offer these recommendations for support of several leading SFAI state-based organizations.

Name of Organization: Center for American Progress

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

Purpose of Grant: to support Campus Progress

FPOS Grant Description: To support Campus Progress, the youth program of the Center for American Progress. Campus Progress seeks to empower new generations of leaders by connecting them to issues, resources, and organizations.

Previous OSI Support: \$1,300,000
\$800,000 from Progressive Infrastructure (2005-2008)
\$500,000 from Democracy and Power (2008-2010)

Organization Budget: \$37,205,000

Project Budget: \$3,100,000

Major Sources of Support:

Center for American Progress	\$1,000,000
Ford Foundation	\$295,000
Sandler Foundation	\$250,000
University of Phoenix Foundation	\$100,000
Visa	\$75,000

Amount Requested: \$500,000 over two years

Amount Recommended: \$150,000 over one year

Term: One year, beginning January 1, 2011

Description of Organization

Established in June 2003 and located in Washington, DC, the Center for American Progress (CAP) has risen to become the nation's largest progressive think tank. CAP's goals for the next five years are to: (1) offer bold ideas that challenge the political system to tackle the most important problems facing our nation and the world; (2) provide a sharp critique of the conservative agenda and its ideas; (3) develop concrete proposals and advocacy strategies to advance a progressive policy agenda in the current policy debate; (4) create a clear public identity for progressivism based on its history, thought, and values; (5) work with champions of progressive ideas, including both coalition partners and policymakers at the federal, state, and local levels; and (6) build a lasting institution that is a model for the progressive movement and provides support to progressive organizations across our country.

Description of Program for Which Funding Is Sought

The Center for American Progress launched Campus Progress in 2005 with the goal of strengthening progressive voices among young people and empowering new generations of leaders. Campus Progress seeks to cultivate a new generation of writers, policy analysts, communications specialists, and activists that are better trained, better informed, more diverse, and more united than previous generations. By investing in youth participation and leadership development, it seeks to build a strong, sustained movement in which young leaders play a continued and leading role in achieving lasting gains for this country.

Campus Progress grew steadily between 2005 and 2009, reaching a budget of \$2.8 million for 2009 and a staff of 20 by the end of that year. Through its programs, Campus Progress works with thousands of young people across the country every year, most in the seventeen to 28 age range and via a non-membership structure. Many are undergraduate students, and they attend a wide range of schools, from large state institutions to small private colleges, Hispanic-serving institutions to historically black colleges and universities, community colleges and schools with strong traditions of political conservatism.

Campus Progress breaks down its work into three areas:

(1) Activism and advocacy: Campus Progress supports young people to run issue campaigns – seeking change on their campuses or in their communities -- with mentoring, advice, and training. Campus Progress also works at the national level to advance issues that are part of its policy priorities, including work on recent victories for college affordability and healthcare reform.

(2) Journalism: Campus Progress supports more than 80 campus publications that amplify diverse voices, break news, influence debate, and get national recognition. Campus Progress also provides support and training for thousands of young journalists and has created a platform for young journalists who contribute to the CampusProgress.org web magazine, which has drawn millions of readers.

(3) Events: Young people participate in a large number programs annually that are supported by Campus Progress staff on a wide range of issues and speakers. Speakers at Campus Progress events have included Barack Obama, Bill Clinton, Nancy Pelosi, John Lewis, Van Jones, Majora Carter, Tim Russert, and others. Its national conference held each summer in Washington D.C. draws over 1,200 young participants.

Within this framework, Campus Progress is able to reach tens of thousands of students and play a role on debates at the national and local levels.

Campus Progress undertook a strategic planning process in 2009. Its overall conclusion was that it needed to emphasize quality and focus over quantity of projects. Campus Progress also determined that it needed to shift staff capacity: Instead of continuing to

add more staff to Campus Progress’s core functions – activism, journalism, events – it needed to add specialists in communications and online communications to make its work “break through.” Campus Progress shared with us that it “needed more staff time devoted to development; our hiring since then has reflected these needs.”

In terms of priorities, Campus Progress determined that its top priority was to seek more national and local policy victories and strong media breakthroughs, and to emphasize at any given time one national policy priority that it would treat as a campaign. The second and third priorities for Campus Progress are to upgrade its website and increase the diversity of its staff and to make its programs more accessible and useful to participants from all socioeconomic backgrounds.

Rationale for Recommendation

The Democracy and Power Fund recommends a \$150,000 one-year tie-off grant to Campus Progress for its work to advance this key D&P goal: to build a healthy, long-lasting and dynamic social justice ecosystem through youth organizing, engagement, and leadership development.

We have had, as has OSI leadership, concerns for some time regarding Campus Progress’s leadership and its accountability to young people, including how its advocacy priorities are identified. Following additional due diligence, conversations in the field, and a meeting with David Halperin, these concerns continue and we have new questions about Campus Progress’s broader accountability to the youth engagement field. In light of these concerns, we have made the decision to tie-off Campus Progress. In our tie-off discussion with David Halperin, which was conducted in the interest of transparency and openness, we noted that in addition to the above concerns we also have concerns about the leadership pipeline within Campus Progress. We also shared our own shifts within the youth engagement portfolio to allow for more support of non-college youth and immigrant led advocacy and organizing organizations. The conversation was testy but by its end we believe that David heard our concerns, understood our strategic shifts, and in turn felt heard.

Nevertheless, we feel that Campus Progress warrants this final grant from the Democracy and Power Fund. Beyond not wanting to adversely impact the group with an abrupt end to our funding, Campus Progress continues to provide opportunities for professional development, networking, and mentoring to young people. It also carves out a role for them within elite organizations like CAP, ideally making those organizations more innovative, politically relevant, tactically diverse, and savvy. While its agenda is staff-driven, its issue campaigns, events, and publications foster debate on hundreds of campuses nationwide and nurture a collective culture of youth activism that transcends campuses and can lead to major success, as evidenced by the elimination of the Federal Family Education Loan Program (FFEL). The elimination of FFEL (enacted into law as part of healthcare reform) will save about \$87 billion in wasteful subsidies to student loan companies which instead will be applied to grants for students and other education

programs. As Melody Barnes, director of the White House Domestic Policy Council and former CAP staffer wrote, “We could NOT have done it without Campus Progress.”

Campus Progress also brings a unique set of tools to its active student community and its coalition partners. Through its access to CAP’s policy experts, media outreach professionals, and in-house fellows, Campus Progress is able to provide resources and expertise to its colleague youth activist organizations. Following its strategic planning, Campus Progress will target these resources to two areas of OSI significance: immigration and LGBTQ equality.

We are pleased to make this final \$150,000 recommendation to Campus Progress.

Name of Organization: Center for Progressive Leadership

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

Purpose of Grant: to provide general support

FPOS Grant Description: To support the Center for Progressive Leadership (CPL), a Washington, DC based leadership development intermediary that engages activists across the country to provide skills and resources to develop the next generation of leaders.

Previous OSI Support: \$500,000
\$200,000 from Progressive Infrastructure (2006-2008)
\$300,000 from Democracy and Power (2008-2010)

Organization Budget: \$2,870,410

Major Sources of Support:

Bohemian Foundation	\$300,000
Arcus Fund	\$100,000
Akonadi Foundation	\$72,000
Arca Foundation	\$55,000
Gill Foundation	\$50,000
Wallace Global Fund	\$50,000

Amount Requested: \$100,000 over one year

Amount Recommended: \$100,000 over one year

Term: One year, beginning January 1, 2011

Description of Organization

Launched in 2003, the Center for Progressive Leadership (CPL) is a national training institute dedicated to developing the next generation of future candidates for public office, campaign professionals, advocacy leaders, grassroots organizers, policy leaders, and nonprofit managers. CPL has state offices in Pennsylvania, Arizona, Michigan, Colorado, and Ohio, and a national headquarters in Washington, DC. Through intensive training programs for youth, advocates and future candidates, CPL provides individuals with the skills and resources needed to become effective leaders. The organization's staff, drawn from a broad community of activists from across the country, includes leaders from the nonprofit, political, philanthropic, legal, business, and government sectors.

CPL has three core training programs:

- *Political Leaders Fellowship*
CPL's flagship program recruits, trains, mentors, and networks promising political leaders and future candidates on the state level. The nine-month fellowship consists of intensive five-week political training, one-on-one coaching, mentorship, and networking events in Pennsylvania, Arizona, Michigan and Colorado.
- *New Leaders Program*
Focused on helping youth leaders jumpstart their careers in progressive activism, CPL has placed hundreds of college-aged leaders in paid, ten-week summer internships, with support and networking from CPL. Building on this successful program, it launched a youth fellowship program in 2008 with an inaugural group of twenty-three participants. These fellows work with CPL in its state offices, while they receive mentorship and training, and ultimately, help with placement.
- *Partnership Trainings*
CPL partners with local and national organizations to run trainings in the states in which it works. Partner organizations recruit trainees and collaborate with CPL on curriculum development. Topics range from field organizing to donor contact. Partners have included Planned Parenthood, the Urban League and other national, state and local organizations.

Over the past two years, CPL has trained, coached, and mentored more than 2,000 individuals across the country to create policy and political change. More specifically, CPL trained 426 mid-career adults in its nine-month Political Leaders Fellowship, 218 youth in its New Leaders Program, 127 future elected officials in its Local Candidates program, and over 1,600 grassroots leaders in a range of partnership trainings across the country.

Trainees in CPL's programs were comprised of 65% people of color, 55% women, and 15% identified as LGBTQ.

Description of Program for Which Funding Is Sought

This proposal seeks general operating support.

Rationale for Recommendation

The Democracy and Power Fund recommends a \$100,000 tie-off grant, over one year, to the Center for Progressive Leadership for its work to advance this key Fund goal: Building a healthy, long-lasting, and dynamic social justice ecosystem through the development of a leadership pipeline that supports multiple layers of social justice leadership.

With funding from OSI and others, especially individual donors in the Democracy Alliance, CPL has advanced its work at the state level, moving out of the New York-

Washington corridor to promote leadership development in places lacking investment beyond election year only funding, like Arizona, Michigan and Ohio. CPL's leadership programs, including its flagship nine-month state-based program in four states, are well conceived, generally well executed, and provide important skills development and networking for social justice activists.

We are, however, recommending that this grant serve as tie-off for three primary reasons: (1) due to D&P's sprawling grantee list, our desire to be able to provide larger grants to our core grantees, and growing state-based work, we made a decision that to be able to do this effectively would require identifying a piece of our portfolio to scale back. Consequently, we've begun to pare the number of grantees in our non-youth focused Leadership Development portfolio, including many that have had a difficult time making the connection to a specific advocacy agenda, something that we believe is important in our grantmaking; 2) CPL's four states of focus do not align with D&P's priority states of Texas and North Carolina for direct, state-based investment or U.S. Programs's emerging State Strategies Initiative; and (3) the difficulty in measuring how CPL's trainings translate to advocacy impact.

CPL's founding executive director Peter Murray is regarded as a strong advocate for leadership development. He is also a prodigious fundraiser, bringing new donors to this field, particularly from the Democracy Alliance universe. CPL plans to transition to a new President/Executive Director in the winter of 2011/2012 and Murray will serve on the Board of Directors. Looking ahead, CPL is also exploring the development of innovative new training tracks focused on bringing under-appreciated professions, such as teachers and health care workers, into its leadership development efforts.

CPL's programs continue to draw on best practices of leadership development and encompass group trainings, one-on-one coaching, interactive training, mentorship programs, and networking events. In recent years, CPL has improved the diversity and inclusivity of its participants as well as its tracking of where its leadership program graduates go next in their careers, either as social justice organization staffers, elected leaders, or community activists. We are pleased to recommend this tie-off grant and have communicated our intentions to the organization's leadership with appropriate notice.

Name of Organization: League of Young Voters Education Fund

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

Purpose of Grant: to provide general support

FPOS Grant Description: To support the Brooklyn, NY based League of Young Voters Education Fund (LYVEF), a national network that is focused on building the power of young people of color and low-income young people.

Previous OSI Support: \$1,400,000
\$800,000 from Progressive Infrastructure (2005-2008)
\$600,000 from Democracy and Power (2008-2010)

Organization Budget: \$1,627,000

Project Budget: N/A

Major Sources of Support:

Ford Foundation	\$305,000
Wellspring	\$180,000
Rockefeller Brother Fund	\$75,000
Nathan Cummings Foundation	\$75,000
Brico Fund	\$30,000
Maine Initiatives	\$25,000
Hull Family Foundation	\$20,000

Amount Requested: \$300,000 over one year

Amount Recommended: \$325,000 over one year (including \$250,000 from Democracy and Power Fund, T1: 21091 and \$75,000 from the Campaign for Black Male Achievement, T1: 21098)

Term: One year, beginning November 1, 2010

Description of Organization

The Brooklyn-based League of Young Voters Education Fund (“the League”) empowers young people nationwide to participate in the democratic process and create social change on the local, state and national levels – with a focus on non-college youth and youth from low-income communities and communities of color. The League makes political engagement relevant by meeting young people where they are, working on issues that affect their lives, and providing them with tools, training, and support to become serious catalysts for change in their communities. Founded in 2003, the League

maintains state affiliates in Maine and Wisconsin and local chapters in Tallahassee, Houston, Columbus, and San Francisco.

The League's long term strategy is to build an inspired, engaged and effective culture and community around youth participation. To do so the League employs an integrated youth civic engagement model that combines best practices from community, campus and cultural organizing with sophisticated voter engagement techniques. During election cycles, it runs targeted data-driven, neighborhood-based voter contact and turnout programs.

The rest of the year the League organizes its constituents around issues that make sense to young people. By focusing on relevant local issues like inner city violence, the rising cost of college tuition and improving public transportation, the League engages and mobilizes new and drop off voters who would otherwise not be active in off election years.

An example of the League's local organizing impact is the current immigrant rights effort in Maine, where the League affiliate turned in over 5,000 local signatures to put legal immigrant voting rights on the City of Portland's November ballot. The Maine League - along with its partners - ended up personally contacting one in seven Portland voters. According to *The Portland Press Herald*, "The League of Young Voters has proved to be an influential force in city politics because of its ability to motivate its volunteer base."

The League supports its integrated civic engagement model through a series of high-level trainings:

- introductory trainings (half or full day);
- advanced Tunnel Builder Institute trainings (three days); and
- state-based Apprenticeships (ten week organizing placements).

The trainings address issues such as understanding power and spheres of influence, connecting problems that exist in the youth's communities to mobilizing individuals and the electoral process; other trainings have taught participants to use enhanced precinct data to develop smart and effective nonpartisan field outreach strategies.

Description of Program for Which Funding Is Sought

The proposal seeks general operating support.

Rationale for Recommendation

The Democracy and Power Fund and Campaign for Black Male Achievement jointly recommend a renewal grant to the League of Young Voters Education Fund for \$325,000, over one year, to advance these key goals: 1) to build a healthy, long-lasting and dynamic social justice ecosystem through youth organizing and engagement and the development of a leadership pipeline that supports multiple layers of social justice

leadership; 2) to support organizations that use innovative means of social engagement, through arts, culture, and/or technology, to inspire and sustain participation in social justice organizing and advocacy; and expand public participation in issue advocacy, particularly from communities most impacted by structural inequality; 3) expanding public participation through non-partisan voter engagement in order to build power for those who do not currently have it; and 4) building the community-based civic engagement capacity of young Black men in order to catalyze more effective advancement of education and employment advocacy.

The League fills an important niche as one of the only national, non-partisan voter engagement organizations that focuses on young people of color who are not primarily based on college campuses (only about one third of young people between the ages of 18-24 are enrolled in college full-time). We believe that its permanent campaign approach (year round, long-term, locally-driven) is key to building the trust, skills, and power necessary to not only increase young voter turnout in the short term, but to leverage long-term change and form a generation of engaged and active young leaders.

The League works across silos and social networks, and is committed to collaboration and alliance building – a goal at the heart of the Democracy & Power program. It exists not only to do organizing within priority states but to help build a larger youth-driven social change movement and leadership pipeline. It collaborates on projects with ally organizations such as United States Student Association, Generation Change, and the New Organizing Institute Education Fund (all current Democracy and Power Fund grantees).

The League’s issue-driven work overlaps with many of the priorities of U.S. Programs’ funds. The League addresses the Democracy & Power Fund’s deep commitment to building the collective power of organizations and individuals by nurturing the leaders of the future. Its work around racial justice has included criminal justice reform work – including supporting the federal Youth Promise Act – and efforts to seek passage of increased summer youth employment funding in inner cities. The League also works to address the root causes of urban violence that leads to high rates of juvenile incarceration. In Wisconsin, for example, the local League worked to close loopholes on gun sales and to reduce violence among youth of color.

The League is led by Robert “Biko” Baker. Well respected in the youth engagement field, Biko began his career with the League as an innovative organizer in his hometown of Milwaukee and is currently a Ph.D. candidate at UCLA. Biko embodies the spirit and energy of the League’s work and has the experience and background to understand the day-to-day operations of the affiliates and perspectives of its constituents. He also has the vision and thoughtfulness to strengthen the broader youth activism landscape.

Through their participation in the non-partisan Youth Vote Table, supported by OSI and six other funders (and where the League will receive an additional \$50,000 this year, perhaps more), and use of improved data evaluation and measurement technologies, the League has taken a big step forward in its commitment to monitoring and evaluating its

own work, both quantitatively and qualitatively. A one year renewal will help us continue to monitor their progress while supporting the critical work that it does. Additionally, through the additional support of the Campaign for Black Male Achievement, the League of Young Voters would receive funding via this grant to develop an effective development plan in order to diversify and stabilize its funding base.

We recognize that it takes long-term commitment to build leaders and civic infrastructure in historically under-represented communities, and see this co-funded grant as a step in the right direction. We are pleased to offer this recommendation for renewal.

Name of Organization: Movement Strategy Center

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

Purpose of Grant: to provide general support

FPOS Grant Description: To support the Movement Strategy Center (MSC), an Oakland, CA based organization strengthening social justice movements through increasing the capacity of individuals, organizations, alliances, and sectors to be more strategic, collaborative, and sustainable.

Previous OSI Support: \$950,000
\$600,000 from Progressive Infrastructure (2006-2008)
\$350,000 from Democracy and Power (2008 – 2010)

Organization Budget: \$1,453,037

Project Budget: N/A

Major Sources of Support:

Surdna Foundation	\$200,000
Starry Night Foundation	\$100,000
Ford Foundation	\$100,000
California Endowment	\$75,000
Novo Foundation	\$75,000
Rockefeller Brothers Fund	\$50,000

Amount Requested: \$400,000 over two years

Amount Recommended: \$150,000 over one year

Term: One year, beginning October 1, 2010

Description of Organization

The Movement Strategy Center (MSC), an Oakland, CA-based organization that was founded in 2001, strengthens the social justice organizational ecosystem through increasing the capacity of individuals, organizations, alliances, and sectors to be more strategic, collaborative, and sustainable. MSC teaches organizers and organizations, particularly those working in and with people of color communities and constituencies, to be more effective in developing campaigns. Specifically, MSC provides technical assistance through: 1) capacity-building trainings and conferences; 2) networking opportunities for organizations through face-to-face and online meetings; and 3) strategic research and information.

MSC primarily works with organizations led by young people, women, people of color, and low-income people on the metropolitan, statewide, and national levels. Since its founding, MSC has provided deep technical assistance and consulting services to over 40 organizations and 400 young people nationwide. Among the organizations it has supported include the Center for Community Change, Generational Alliance, Ruckus Society, United States Student Association, Young People For, and the Right to the City Alliance, all current grantees of the Democracy and Power Fund.

MSC helps organizations to develop the skills, culture, analysis, and vision to work together in broad alliances. Through the use of field scans that identify opportunities, barriers, and needed capacities, it works with organizational networks to design and build infrastructure that facilitates more effective leadership and coordination of activity. Among MSC's current partners is the Inter-Alliance Dialogue (IAD), a Seize the Day Fund grantee of six low-income, people of color, and immigrant led national grassroots organizing networks, including the National Domestic Workers Alliance and the Right to the City Alliance (both are current Democracy and Power Fund grassroots organizing network grantees). MSC is working with the IAD to "organize the organizers," providing the planning, facilitation, and coordination of capacity building activities that IAD partners' staff members – who are already busy beyond capacity with existing advocacy priorities – are not able to carry out.

In addition, MSC helps to facilitate consensus building, organizational alignment, and shared strategies through the development of metropolitan, state, and national networks of social justice groups across issues and constituencies. Through its work with the education, media, reproductive, and environmental justice fields, MSC has effectively brought together previously divided segments of the social justice ecosystem into cohesive, multi-issue, and broad-based alliances that feature strong racial justice leadership and a commitment to deep collaboration and sustainability. A recent example is MSC's convening of key people of color leaders in the education justice sector to launch an alliance that will take advantage of education resources available to the states from the recent stimulus bill and prepare for the impending debate over Elementary and Secondary Education Act (fka as the "No Child Left Behind Act") reauthorization.

Description of Program for Which Funding Is Sought

The proposal seeks general operating support.

Rationale for Recommendation

The Democracy and Power Fund (D&P) recommends a renewal grant of \$150,000, over one year, to the Movement Strategy Center for its work to advance this key goal: Building a healthy, long-lasting, and dynamic social justice ecosystem through the development of a leadership pipeline that supports multiple layers of social justice leadership.

Given the magnitude of present economic and environmental challenges and the difficult juggling that the White House must do between constituencies and political demographics, this is a critical time for OSI to support innovative models and strategies of leadership expansion that can elevate grassroots perspectives and solutions. As we witnessed in the historic interest of young people in the 2008 elections and the current “enthusiasm gap” among young voters for this year’s elections, youth engagement can quickly move from peaks to valleys in participation. Youth organizing, as a sustained strategy for continuing the participation of young people whether elections are occurring or not, can generate a base of trained and skilled leaders while bringing valuable new perspectives and energy to advocacy efforts.

The Movement Strategy Center focuses on young peoples’ critical role in changing the culture of organizations in order to more effectively advance change. As a national organization working with grassroots organizations across the country, a key element of MSC’s strategy is to support the work of emerging young leaders who are often marginalized by traditional power structures due to race, gender, sexuality, or age.

MSC concentrates on identifying strategies that can help unify the “reform sector,” organizations seeking to gain incremental, specific wins, and the “justice sector,” those organizations seeking longer-term structural change. Additionally, MSC works to address geographic isolation and issue fragmentation through prioritizing support for the reproductive justice, media justice, educational justice, and environmental justice sectors. MSC builds the capacity of anchor organizations in key justice sectors and supports a critical mass of strong organizations that are pursuing a shared long-term strategy and leading national initiatives.

MSC founder and executive director, Taj James, is recognized in the youth engagement field as a strong leader and was previously the director of youth policy and development at the San Francisco Bay area’s Coleman Advocates for Children and Youth. He is also a recipient of the Rockefeller Foundation’s Next Generation Leadership Fellowship.

While we remain optimistic about MSC’s potential, we have several concerns that we will monitor via due diligence and field research: 1) MSC does not effectively communicate its mission or its impact in the field; 2) the organization relies too heavily on Taj’s work and has not effectively developed and retained additional staff leadership, limiting growth while placing a disproportionate amount of work on one person’s shoulders; and 3) the organization must better quantify how its facilitation and capacity building technical assistance specifically helps to advance issue campaigns of interest to its organizational partners (and OSI). We have communicated our concerns with MSC and will closely monitor the organization’s continued development. Because of these concerns, we are recommending a one year renewal, not a multi-year renewal, at this time.

Name of Organization: New World Foundation

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

Purpose of Grant: to support a small donor development and funding diversification project

Previous OSI Support: \$400,000
\$20,000 from Chairman’s Fund (2002)
\$80,000 from Strategic Opportunity Fund (2005-2006)
\$300,000 from Democracy and Power Fund (2009-2010)

Organization Budget: \$7,949,620.00 (update)

Project Budget: \$550,000

Major Sources of Support: New World Foundation \$200,000
Stoneman Family Foundation \$50,000

Amount Requested: \$300,000 over one year

Amount Recommended: \$300,000 over one year

Term: One year, beginning November 1, 2010

Description of Organization

The New World Foundation, a NYC-based community foundation, was founded in 1954 to support community activists in the United States and around the world in building stronger alliances for social justice, civil rights, and economic and electoral issues.

In 1994, New World moved from its status as a private national foundation to a public charity in order to leverage additional financial resources. Their grantmaking programs are now collaborative funds and the foundation seeks to engage donors and other foundations to help understand the social justice field, support exemplary work, and develop innovative new ways of working towards social justice.

Description of Program for Which Funding Is Sought

Originally conceived following a several month long process – initiated by the Democracy and Power Fund – as a response to the economic crisis and its impacts on grassroots social justice organizations, OSI, the New World Foundation, and the Stoneman Family Foundation developed a joint request for proposals for a new effort to support innovations in small donor development for non-profit organizations. With a goal

of making grants to a small cohort of community-based organizations that have a proven track record in raising revenue from small donor bases and that now seek to raise the scope, scale, and replicability of this work, the RFP generated 315 applications. After a multi-level review by representatives of all three foundations, eight community-based social justice non-profit organizations from across the U.S. were selected to receive a total of \$510,000 in grants. The eight organizations each work to advance social justice through community organizing and issue based advocacy, especially among low-income people, people of color, immigrant, LGBTQ, and youth communities.

The eight organizations selected for one-year grants include:

- Colorado Community Organizing Collaborative (CCOC), Denver, Colorado, \$120,000, to build the shared fundraising capacity of eight community-based groups working collectively to advance racial and economic justice in Colorado. The CCOC will hire two fundraising consultants to provide tailored assistance and ongoing training to each organization and conduct rigorous evaluation to determine which fundraising approaches – in person, phone, mail, online – work most effectively to increase membership contributions and sustain long-term donor loyalty;
- Kentucky Coalition/ Kentuckians for the Commonwealth, London, KY, \$75,000, to deepen the connections between community organizing, grassroots fundraising, and membership recruitment and retention. The Kentucky Coalition has tripled its membership and increased its grassroots fundraising by nearly 350% from 2004 to 2009 and projects to do similarly over the next five years;
- FIERCE, New York, NY, \$70,000, to build stronger member-led grassroots fundraising efforts among lesbian, gay, bisexual, transgender, and queer identified (LGBTQ) youth of color in New York City and to develop a grassroots fundraising model to share with other social justice organizations;
- Pinos y Campesinos Unidos del Noroeste (PCUN), Woodburn, OR, \$60,000, to expand the donor bases and fundraising capacity of nine immigrant and farmworker organizations in rural Oregon. PCUN will establish a leadership institute to provide fundraising training to 100 staff and leaders from the nine partner groups;
- Domestic Workers United, New York, NY, \$50,000, to strengthen its membership’s commitment to fundraising, expand its fee-for-service Nanny Training Program for its largely immigrant women membership, and implement a “Donor Member” initiative that will raise matching contributions from non-domestic workers to match the membership dues of its domestic worker members;
- Make the Road New York, NY, \$50,000, to implement the “Our Money, Our Power” fundraising initiative, including instituting a member donor program and connecting thousands of low-income immigrant New Yorkers with low-cost, non-predatory banking services, financial counseling, loans, and other financial services;
- Washington Community Action Network, Seattle, WA, \$50,000, to expand its membership and donor base (currently at 35,000 members) through the targeted development of small business leaders and to increase membership retention

- Just Cause Oakland, Oakland, CA, \$35,000, to implement its Unity Campaign to raise \$100,000 in small membership contributions in the first year of an organizational merger of its grassroots base of low-income, primarily African-American tenants and workers with the largely Latino community membership of the San Francisco-based St. Peter's Housing Committee.

The eight organizations represent a diversity of constituencies and geography and bring a mix of models and projects to grassroots fundraising and donor diversification. Grantees will participate in a convening in the fall of 2010 to get additional training, share success stories (and what hasn't worked, too), and discuss innovative models for fundraising.

The joint funding collaborative, housed at the New World Foundation, seeks to renew funding to these same organizations pending successful reporting of their first year of work. In addition, the funding partners have developed opportunities for convening the grantees and disseminating models and lessons learned through this process. The funding partners have provided outreach on their respective websites, generated an article in *The Chronicle of Philanthropy*, and sought thought partnerships and possible additional investments from peer funders including the Surdna Foundation, French-American Charitable Trust, Unitarian Universalist Veatch Program at Shelter Rock, and the Four Freedoms Fund at Public Interest Projects.

Rationale for Recommendation

The Democracy and Power Fund recommends a renewal grant of \$300,000, over one year, to the New World Foundation for its partnership with OSI to build stronger organizations that have the capacity and the sustainability to be successful advocates for social justice and a more open society. This recommendation is complementary to the work that U.S. Programs' Grantmaking Operations and the Strategic Opportunities Fund seek to do with regard to developing the Technical Assistance Initiative for OSI's grantees in this challenging economic climate.

With the economic recession and high rates of un- and underemployment, particularly in the communities and constituencies where many grassroots social justice, the fundraising climate for many community-based organizations is an incredibly challenging one, forcing difficult decisions on staffing, consolidation of programs, or basic existence. We do not intend for this project to prop up organizations that may have needed to close for sometime and which now teeter on the brink of survival. We do seek for this joint funding effort to support innovative models of small donor development and overall donor diversification that can lead to greater organizational sustainability and capacity in the future. With this sustainability can come greater organizational independence along with an enhanced capacity to maximize mission impact through more community participation in internal governance and external advocacy.

Through the second round of funding, conference calls, and convening, the three foundations – OSI, New World, and Stoneman – seek to support organizations as they develop new sources of revenue that are critical to the ongoing sustainability of their community-based social justice work. The current foundation-heavy organizational funding model has many problems, including creating instability for organizations in times of financial crisis and reorienting accountability away from an organization’s membership base. Through this joint effort, OSI, New World, and Stoneman seek to lift up models and ideas that can inform and inspire the field and funders. Several of the successful proposals demonstrated a commitment to improving the fundraising capacity of alliances of organizations and specific fields and not solely their own groups.

Final funding decisions will be made at the end of the year and an OSI grant to the New World Foundation, where this effort is housed, would ensure a more efficient allocation of funds to grantees (as opposed to grantees receiving grants from three or more separate foundations, all with distinct funding processes). Democracy and Power Fund staffers Bill Vandenberg and Patricia Jerido play key roles in this collaboration and comprise two of the four funders active in the collaboration. New World will provide all administrative coverage for the grant process, including reporting, providing grant notification, and reporting to OSI and Stoneman. OSI, New World, and Stoneman will review grants and make final funding recommendations. If additional funding partners are identified, Veatch is the most likely next addition, they will join the funding evaluation process.

The time sensitive nature of this effort is clear: The economic recession and subsequent downturn in grantmaking have created high levels of organizational anxiety and there are great needs in the field for successful working models for donor development and diversification. From our field review, we believe that the impacts are most severe in grassroots people of color, immigrant, low-income, LGBTQ, women’s, and youth-led community organizations, all of which contain key voices and perspectives that need to be further amplified in many local and national advocacy efforts that are among OSI’s issues priorities. We are pleased to offer this recommendation and to continue OSI’s leadership in this important challenge.

Name of Organization: Ruckus Society Inc.

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

Purpose of Grant: to provide general support

FPOS Grant Description: To support the Ruckus Society, an Oakland, CA based capacity building and intermediary organization that provides trainings to grassroots organizations and young individuals working on social justice issues.

Previous OSI Support: \$200,900
\$900 from Matching Gift Program (2003-2009)
\$100,000 from Progressive Infrastructure (2006-2008)
\$100,000 from Democracy and Power (2008-2010)

Organization Budget: \$223,180

Major Sources of Support:

The Lia Fund	\$20,000
Max & Anna Levinson Foundation	\$10,000
Patagonia Environmental Grants	\$10,000
AEPOCH	\$10,000

Amount Requested: \$100,000 over two years

Amount Recommended: \$100,000 over two years

Term: Two years, beginning November 1, 2010

Description of Organization

The Ruckus Society (Ruckus) is an Oakland, CA-based capacity building and intermediary organization that provides trainings to grassroots organizations and young individuals working on environmental, human rights, and social justice issues. Founded in 1995 after the passage of federal anti-environmental legislation, Ruckus seeks to increase the leadership and participation of people in their communities in order to shift power dynamics in this country to address social justice issues.

In collaboration with local and national organizations, Ruckus leads camps, trainings, and workshops of varying length that train participants to envision the community they want, take action to further and achieve their goals, and hold decision makers accountable to their demands. Ruckus trainings are based in experiential education, focused on the group's knowledge rather than the trainer's. The role of a Ruckus trainer is to empower the group to draw out their own expertise and to have participants teach each other. Ruckus also incorporates culturally savvy media outreach, performances, and public

exhibitions into its trainings as critical components to garnering attention, organizing, and engagement.

The mission of the Ruckus Society is to provide environmental, human rights and social justice organizers with the tools, training and support needed to achieve their goals. Through their national training and action support network, Ruckus works to develop leaders that serve communities facing many forms of injustice. Ruckus works to build organizational capacity, improve strategy, and develop skills needed to achieve sustainability and self-determination.

Among Ruckus's recent priorities include work to advance green jobs for the formerly incarcerated and to confront rising anti-immigrant xenophobia. In Arizona, Ruckus worked with OSI grantees Right to the City Alliance and National Day Laborers Organizing Network to sponsor a National Week Against Criminalization. With a team of a dozen Ruckus trainers in Phoenix, they held trainings daily and helped community members strategize and prepare for nonviolent responses to SB1070, the new Arizona anti-immigrant law that is likely to lead to increased racial profiling by law enforcement.

To deepen the skills of network members and to cultivate new trainers, Ruckus conducts trainings of different lengths and sophistication:

- *microRuckus*, a one to four day training created in partnership with local organizations for their members that include workshops such as media and messaging, using the radio and radio communication, event planning, and fundraising.
- *Action Camp*, a week-long intensive training program designed to unite community members, students, organizers and other individuals interested in learning about campaign development; in addition to the workshops offered at microRuckus, Action Camps are an opportunity for participants to share strategies, develop leadership skills and form relationships that help networking and alliance building.
- *Training for Trainers (T4T)*, a three to four day workshop which expands the skills and analysis of current trainers at partner organizations and brings new trainers into the network.

Ruckus also runs shorter action-specific workshops tailored to organizations' needs and constituents, ranging from three hours to one week. Rare among training and leadership development organizations in our portfolio, Ruckus conducts its curriculums and trainings in Spanish, enabling Ruckus to more successfully reach many of its colleagues and target audience.

In addition to the trainings, Ruckus plans actions that help facilitate the campaigns of local organizations. During this summer Ruckus worked with Zero Waste Detroit and the Global Alliance for Incinerator Alternatives to plan public advocacy about a Detroit incinerator. Engaging local community members to participate, Zero Waste Detroit and Ruckus created 40 foot sunflowers, created a street theater piece showing the mayor tearing down the incinerator and created banners calling for alternative energy proposals.

The action was an opportunity to build a key alliance between local environmentalists and the Teamsters. In addition Zero Waste Detroit utilized the public advocacy and education work to leverage meetings and build alliances with local politicians.

Description of Program for Which Funding Is Sought

This proposal seeks general operating support.

Rationale for Recommendation

The Democracy and Power Fund recommends a renewal grant to the Ruckus Society for \$100,000, over two years, to further this key goal: Building a healthy, long-lasting, and dynamic social justice ecosystem through youth engagement and the development of a leadership pipeline that supports multiple layers of social justice leadership.

The theory of change on which Ruckus's work is based coincides with the Democracy and Power Fund's mission: true change can only occur when those communities most impacted are able, educated and trained to stand up for their own rights and are at the forefront of strategies to shift structures of power and oppression.

Ruckus advances the priorities of the Democracy and Power Fund in its strategic work with often-overlooked indigenous, low-income, youth of color, and non-English speaking communities. Ruckus's work with formerly incarcerated individuals and its partnership with Green For All, aligns with the Criminal Justice Fund's efforts to support green jobs training for the formerly incarcerated as well as the broader interests of the climate initiative to spotlight the importance of addressing global climate change.

Ruckus has had a successful leadership transition this past year when Executive Director Adrienne Marie Brown, shifted back to the Board and was replaced by a new Leadership Team. In the last two years, Adrienne has led Ruckus through leadership and staffing transitions which have resulted in a staff that is now majority woman of color led, and is diverse across race, culture, and sexual orientation. The team consists of Co-Directors Sharon Lungo and Megan Swoboda. Sharon is the daughter of immigrant parents from El Salvador and started as a volunteer trainer with Ruckus in 2000. She came on staff in 2007. Megan joined Ruckus in 2006 and has been managing operations, administration, fundraising and communications.

Although Ruckus's small paid staff coordinates, plans and helps run trainings, Ruckus is fueled by over 150 trainers and action coordinator volunteers. These trainers have come through the Ruckus trainings themselves and volunteer on their own time to attend, train, and support Ruckus events. Their connection to Ruckus offers them the continuing unique opportunity to gather and discuss best practices with their colleagues across issues, geographic locale, and generational lines. Ruckus trainings prepare individuals with hard skills that they then bring back to their coworkers, their organizations, and issue campaigns.

Ruckus is a part of a vibrant youth leadership network that includes other OSI grantees, such as the Energy Action Coalition (a well regarded national youth climate advocacy network in its final year of funding via the climate initiative) and Wellstone Action. The innovation, creativity, and inspiration that Ruckus infuses into its trainings has made it extremely popular among activists, has helped its campaigns to generate interest among less engaged youth, and garnered media attention disproportionate to its size. In the coming years, the work of youth organizing, engagement, and leadership development organizations will be particularly crucial as the social justice movement tries to revitalize the national and youth momentum created by the 2008 election. Ruckus's role in engaging, training and supporting activists, organizers, and social justice leaders so that they grow and continue to effectively work for change is essential. We are pleased to recommend renewed support for this innovative grantee.

Name of Organization: United States Student Association Foundation

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

Purpose of Grant: to provide general support

FPOS Grant Description: To support the United States Student Association Foundation, the tax exempt arm of the United States Student Association, the nation's oldest, largest, and most diverse student organization.

Previous OSI Support: \$1,469,000
\$210,000 from Strategic Opportunity Fund (2004-2006)
\$659,000 from Progressive Infrastructure (2005-2008)
\$600,000 from Democracy and Power Fund (2008-2010)

Organization Budget: \$766,555

Project Budget: N/A

Major Sources of Support:

Surdna Foundation	\$100,000
Ford Foundation	\$85,000
Jewish Community Endowment Fund	\$60,000
Unitarian Universalist Veatch Program	\$40,000
Quinn Delaney (individual donor)	\$20,000

Amount Requested: \$600,000 over two years

Amount Recommended: \$600,000 over two years

Term: Two years, beginning November 1, 2010

Description of Organization

United States Student Association Foundation (USSAF) is the Washington D.C.-based, tax-exempt arm of the United States Student Association (USSA), the oldest, largest, and most inclusive national student organization, representing 4.5 million students at over 400 campuses throughout the country. Since its founding in 1947, USSA has advocated for civil rights, social justice and access to higher education for all. USSAF believes in the importance of education for all students regardless of their socio-economic background and identity and believes that people directly affected by issues of access to higher education should be the ones identifying the solutions that make education accessible to them. Therefore, USSAF is dedicated to training, organizing, and

developing a base of student leaders who are utilizing those skills to engage in expanding access to higher education and advancing the broader movement for social justice.

USSAF plays a crucial leadership role in the youth organizing field. Its work falls into three main categories: 1) leadership development trainings and coalition building workshops for promising students; 2) nonpartisan electoral organizing trainings and voter registration drives; and 3) technical assistance to State Student Associations.

USSAF training programs focus on issue education, message development, and infrastructure creation. Mainstay trainings include:

- GrassRoots Organizing Weekends (GROWs), which teach students how to strategically address issues on their campuses and in their communities; in the last two years, USSAF trained 545 students from 25 campuses in ten key states (AZ, CA, FL, KS, MA, NC, NY, PA, WA, and WI).
- Electoral Action Trainings (EAT), which train students in nonpartisan issue-based electoral organizing; in the last two years, USSAF, through 23 weekend –long EATs delivered in partnership with Wellstone Action (a D&P grantee), three statewide summits in Colorado, Florida and Pennsylvania; and trainings held during conferences sponsored by USSA and seven youth organizations, trained 2,700 students to become electoral organizers on 46 campuses in eight states.
- Leadership Empowerment Trainings, which teach students to successfully win student government elections through a series of presentations, exercises, role-plays, and interactive discussions; and through ongoing peer-to-peer mentorship.

These trainings have been created and are led in conjunction with the Midwest Academy, Young People For, and Wellstone Action (the latter two are OSI grantees). Through its membership in non-partisan statewide voter networks, USSAF also connects college students with progressive organizations that provide them with access to databases and other tools that they otherwise could not afford.

For the historic 2008 election, USSAF conducted intensive voter education and non-partisan get out the vote activities on 54 campuses in ten states (CA, CO, FL, MI, MN, NC, OR, PA, WA and WI). USSAF volunteers distributed more than 150,000 nonpartisan voter guides; hosted forums and festivals; and trained thousands of students in nonpartisan electoral organizing. Results indicate that turnout in student-dominated areas on USSAF selected campuses far exceeded the turnout rates of the general youth population. Researchers and USSAF found that USSAF’s electoral organizing plan included components found to be most effective in reaching young people – peer-to-peer contact, connection between issues and voting, and non-partisan candidate information.

The 2008 election helped to lay the foundation for student engagement in the 2010 Mid-term elections, such as hiring student organizers who are deemed to have better success at peer to peer engagement than full-time statewide organizers based in the field. Current college students are part of the largest, most racially diverse, and – some say – most

social justice minded generation in history, the Millennial Generation. This generation – born between 1978 and 1996 – exceeds the Baby Boomer Generation by nine million people and nearly 40% are people of color. The sheer size of the Millennials points to the major impact they will play in upcoming elections. To address this, USSAF will work in the same ten states in which it worked in 2008 to increase non-partisan voter education.

Lastly, USSAF provides technical assistance and the above trainings to Statewide Student Associations, which are multi-campus coalitions (usually within a state university system) working on issue-based campaigns. SSAs are critical to building the long-term, consistent and strategic participation of youth in the civic process serving as key entry points into student organizing and providing students with critical leadership development. During the past two years, USSAF worked with SSAs in eleven states and on 65 individual campuses nationwide with hundreds of students via coalitional partners such as the Generational Alliance (a Democracy and Power Fund grantee and youth engagement field building collaborative table). The most sophisticated SSAs have offices, staff, and decision-making structures that ensure diversity. USSAF provided training and technical assistance to SSA staff and key leaders to help them combat turnover and maximize their effectiveness.

USSAF played a key role in advocating for student loan reform, which was passed as a part of the health care reform bill. As a result of the end to privatization of loan subsidies, more money will be allocated to Pell grants which allows for greater access to higher education for students less fortunate.

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 \$600,000, over two years, to the United States Student Association Foundation for its work to advance these key goals: Expanding democracy and building power through youth organizing and engagement, and developing a social justice leadership pipeline that supports innovation and impact at multiple levels of activism.

USSAF emphasizes the importance of life-long leadership and outreach to underrepresented communities that are prioritized by U.S. Programs. It encourages activism around a range of issues that are relevant to college students - such as labor rights, marriage equality, affirmative action, college access and affordability - and then engages activists in the political process by encouraging them to run for student government. USSAF's membership base attends public colleges and universities, and its leadership and staff are ethnically, racially and socio-economically diverse. Its student board is 63% women, 77% students of color, and 63% LGBTQ students. By working on USSAF campaigns and serving on its governing board, students develop leadership skills and policy expertise that prepare them for professional roles in social change

organizations. USSAF regularly replenishes its own roster of facilitators with rising students, as it recognizes the importance of putting trust in new leaders to help maintain ongoing leadership development, genuine peer-to-peer trainings, and curriculums that are relevant to the youth involved.

USSAF's work is rooted in the idea that there is strength in diversity and numbers and actively pursues partnerships with national organizations around education, civil rights, and youth issues. To increase voter participation, USSAF collaborates with APIA Vote, Voto Latino, the League of Young Voters, and Young People For – the latter three are current OSI grantees - and various state (c)(3) tables. In the coming year, consistent with the mission and history of uplifting low income and underrepresented populations and in response to the current climate in which the most marginalized students are being priced out of higher education, USSAF will invite more Minority Serving Institutions (MSIs), community colleges, and two-year campuses to become part of its work.

USSAF recognizes the power of working in coalition at a more local level as well, actively encouraging and training student groups to form cross-sector coalitions on their campuses. In ten states on more than forty campuses, USSAF has laid the groundwork for creating diverse student vote coalitions that include student governments, student of color organizations, LGBTQ groups and centers, students with disabilities, women's organizations and centers, progressive student groups, residence halls, and fraternities.

In the past two years and with OSI assistance, USSAF has strengthened its media presence through traditional media outlets and new media. Recent activities include strategic coordinated use of new media for online advocacy enabling USSAF to reach more students. In 2009-2010, USSA students, staff and officers have been quoted or featured in over 140 articles, including *The Washington Post*, *The Nation*, CNN, *USA Today* and *The Seattle Times*. USSAF's Communications department has nearly doubled the size of its database of USSA members, potential members, alumni, and allies in order to keep these critical constituents informed of its work.

USSAF is a student-led organization: student delegates elect the USSAF president, vice president, and board of directors and determine the organization's action agenda. USSAF's newly elected President, Lindsay McCluskey, is a recent graduate of the University of Massachusetts Amherst where she helped to found a statewide network that has organized students, faculty, and staff from across Massachusetts' public higher education system and served as the Student Trustee on the University of Massachusetts Board Of Trustees. She was USSA's regional chair and has been a trainer for two years.

This recommendation is part of the Democracy & Power Fund's strategy to build the capacity of youth and student-driven organizations at the nexus of social change activism, leadership development, and movement building. USSAF is a core grantee for D&P and shares our vision of an integrated civil society, a goal that cannot be achieved unless young people are ready and able to take leadership in key advocacy fights. USSAF is paving the way to ensure that young people, including those who come from underserved and neglected constituencies, are ready to make the change they wish to see.

Name of Organization: Young People’s Project, Inc.

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

Purpose of Grant: to provide general support

FPOS Grant Description: To support the Young People's Project (YPP), a youth organizing group that uses math literacy programs and civil rights workshops as organizing tools to engage and equip young people with the confidence and skills to learn, teach, lead and organize their peers

Previous OSI Support: \$400,000
\$200,000 from the Campaign for Black Male Achievement (2008)
\$200,000 from the Democracy and Power Fund (2008)

Organizational Budget: 2,323,023

Project Budget: N/A

Major Sources of Support:

National Science Foundation	\$400,000
Atlantic Philanthropies	\$300,000
Kellogg Foundation	\$200,000
Barr Foundation	\$80,000
Hayden Foundation	\$75,000

Amount Requested: \$200,000 over two years

Amount Recommended: \$200,000 over two years (CBMA will recommend its renewal in 2011)

Term: Two years, beginning March 1, 2011

Description of Organization:

The Young People’s Project (YPP) was founded in Jackson, Mississippi in 1996 by former and current students of the Algebra Project, whose programs help low-income students and students of color acquire mathematical skills that are a prerequisite for college preparation and full citizenship in today’s technological society.” Born out of the spirit and work of Fannie Lou Hamer, Ella Baker, Bob Moses and many others, YPP strives through their learning/organizing model to create a culture among young people centered on educational excellence, equity and social justice, and community change. Today, YPP uses its math and media literacy programs and civil rights workshops as an organizing tool to engage and equip young people with the confidence and skills to learn,

teach, lead, and organize their peer groups in their schools and communities.

YPP is building a powerful network of young people from traditionally marginalized and under-resourced communities to become creative, productive, contributing, and influential members of society who collectively advocate to raise America's educational floor. To achieve this goal YPP has created a continuum of experiences and opportunities, characterized by the slogan, "Each 1 Teach 10, Each 10 Organize 10³," that engage a network of young people across three areas of work: education, neighborhoods and communities, and education policy and advocacy. These activities have provided the inspiration, space, and continuity for young people to grow individually and into a broad base that shares the experience and aspirations to create change at individual, neighborhood and community, and systemic levels.

Launched in 1996 at the Brinkley Middle School in Jackson, Mississippi, YPP has grown from the Algebra Project into an independent organization that has replicated its work in communities around the country through a strategic visioning process. During the last two years, YPP has reflected on the last five years of growth in Boston, Cambridge, Chicago, Jackson, Petersburg (VA), Miami, Atlanta, Mansfield (OH), Los Angeles, and Ann Arbor and has developed clear strategies for supporting a network of stable programs that are catalysts for young people leading and organizing in their neighborhoods and communities and through education policy and advocacy.

YPP plays a crucial role in the youth organizing field, especially for K-12 aged young people using education as a means for organizing. Since its inception, YPP has implemented math literacy programs and activities with upwards of 1,000 high school and college students, over 5,000 elementary and middle school students, and 2,000 community members in thirteen cities and communities nationally. YPP's work falls into three categories: education, neighborhoods and communities, and education policy and advocacy. Over the past two years YPP has achieved the following:

Education

- Launched the Flagway Campaign in six YPP sites and programs across the country to create tournaments and events where students practice, celebrate and demonstrate talent in math
- Annually employs over 200 college and high school students as MLWT (Math Literacy Worker Trainers), and conducts workshops, and events for over 1,500 middle and elementary students and their parents and children
- Launched Algebra Labs initiative to improve the number and percentage of students that successfully complete algebra by the eighth grade at schools in Chicago and Boston; and
- Helped to improve elementary mathematics state assessment test scores for fourth grade students who participated in YPP workshops at the Fletcher Maynard extended day program.

Neighborhoods and Communities

- Students and staff participated in trainings by Lawrence Community Works to

- Mississippi site has successfully implemented NeighborCircles in Jackson;
- NeighborCircles have led to local actions that include – neighborhood clean up day and removing abandoned housing; and
- YPP sites have joined local educational justice organizing networks and coalitions in Chicago, Mississippi, Miami, and Boston (Boston United for Students).

Education Policy and Advocacy

- YPP has incubated the Quality Education as a Constitutional Right Campaign, a national initiative over the last year and a half, and re-launched it as an organizational project at the SNCC 50th Anniversary in Spring 2010;
- Launched the *We The People* tour in conjunction with the release of the book, *Quality Education as a Constitutional Right, Creating a Grassroots Movement to Transform Public Schools*;
- YPP @ Hamilton College was developed by YPP students and is being organized as a model for engaging college students in educational justice and education reform work;
- Partnering with the U.S. Department of Education Office of Community Engagement to host youth listening tours in Miami, Mississippi, and Boston; and
- Developing partnerships with the Annenberg Institute for Education Reform, The League of Young Voters, and Color of Change (the latter two are Democracy and Power Fund grantees) to support education organizing and advocacy.

Description of Project

The recommendation is for 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 Young People’s Project for its work to advance key D&P goals: Expanding democracy and building power to advance social justice through youth organizing, engagement, and the development of a leadership pipeline. Educational justice is an interest for the Democracy and Power Fund as well as a priority for the Campaign for Black Male Achievement and the Special Fund for Poverty Alleviation. It is also complementary to the recent Strategic and Opportunity Fund grantmaking related to reauthorization of the Elementary and Secondary Education Act (fka the “No Child Left Behind Act”).

YPP sees the classroom as the frontline of its community organizing because the classroom brings together all necessary community stakeholders (parents, teachers, educational advocates, and youth) committed to improving the life outcomes for all students. YPP currently employs over 300 college and high school students nationwide and engages over 7,000 students, family and community members through its various initiatives. Over the next five years, YPP will concentrate on building leadership capacity

across the network and strengthening and positioning sites to increase local advocacy impact. As YPP deepens its work in education, neighborhoods and communities, and education policy and advocacy, it will naturally create more opportunities for its diaspora to connect and remain connected, exponentially increasing the network's potential to impact people, communities, and educational systems.

By increasing the breadth of areas of work offered by its internal training program, YPP will be able to both expand and enhance its advocacy and be more self-sufficient as it begins to rely less heavily on outside consultants to provide training. By bringing its training in all areas of work in house, YPP will have greater control over its work, be able to ensure consistent high-quality activities and workshops, integrate the neighborhood- and community-building and advocacy work, increase the frequency of these activities across the network, and be better poised for future growth.

YPP serves a unique role in the youth organizing field as it is one of the few organizations that focus on advocacy, organizing, educational performance enhancement, and leadership development for K-12 students. We are excited to note that as a part of its growing advocacy work, YPP's Quality Education as a Constitutional Right campaign aims to create a national conversation about a proposed constitutional amendment that could guarantee that all children have the right to a quality education. This campaign incorporates the testimonies of young people and their experiences in the current educational structure as a means to mobilize support for educational justice and expand youth, parental/guardian, and community engagement in school reform fights. YPP's shift into advocacy and educational justice is an important step as it continues to grow in scale and seeks to aggregate its impact.

The Young People's Project is ably led by Omo Moses, son of civil rights pioneer Bob Moses and a visionary leader in his own right. YPP evolved out of the Algebra Project, which in turn grew out of the civil rights activism of Bob Moses, a civil rights hero and a recipient of a MacArthur Foundation "Genius Award." Omo Moses has guided YPP's rapid growth to a number of new cities and has introduced a number of OSI staff to the organization's dynamic young leaders from Jackson, Boston/Cambridge, and Chicago.

Since 1996, YPP has established a strong reputation for educational success and nurturing youth leaders committed to social justice. The Democracy and Power Fund considers YPP to be a strategic youth organizing organization in the South that marries educational justice advocacy with community outreach and organizing led by those who are directly impacted by misguided policies and practices. Additionally, YPP is among D&P's only youth organizing grantees that prioritizes the activism of young people before they enter college. We believe this to be a gap in our funding and will work with CBMA and peer funders to expand our support for youth organizing, especially among African-American, Latino, and immigrant youth in the South. D&P and the Campaign for Black Male Achievement strongly recommend this grant for the Young People's Project and CBMA will renew its co-funding support for YPP in 2011.

Name of Organization: Highlander Research and Education Center

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

Purpose of Grant: to support the Zilphia Horton Community Cultural Project

FPOS Grant Description: to support the Highlander Research and Education Center’s Zilphia Horton Community Cultural Project, an effort to integrate cultural organizers into criminal justice reform and immigrants’ rights advocacy in the South

Previous OSI Support: \$100,000
\$100,000 from the Southern Initiative Program (2001-2003)

Organization Budget: \$1,399,000

Project Budget: \$300,012

Major Sources of Support:

Ford Foundation	\$300,000
Marguerite Casey Foundation	\$100,000
Robert Wood Johnson Foundation	\$100,000
Nathan Cummings Foundation	\$75,000

Amount Requested: \$200,000 over one year

Amount Recommended: \$250,000 over one year (including \$200,000 from Democracy and Power Fund, T1: 21091 and \$50,000 from Strategic Opportunities Fund T1: 21081)

Term: One year, beginning November 1, 2010

Description of Organization

Founded in 1932, Highlander is a world-renowned organizing and leadership development center for grassroots activists in Appalachia and the South, particularly for young activists and activists of color. Highlander serves as a catalyst for grassroots organizing and movement building in Appalachia and the South. They work with people fighting for justice, equality and sustainability, supporting their efforts to take collective action to shape their own destiny. Through popular education, participatory research, and cultural work, they help create spaces – at Highlander and in local communities - where people gain knowledge, hope and courage, expanding their ideas of what is possible. Highlander develops leadership and helps to create and support strong, democratic

organizations that work for justice, equality and sustainability in their own communities and that join with others to build broad movements for social, economic, and environmental justice.

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

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

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

In the 1970s, 1980s, and 1990s, Highlander provided vital support to the environmental justice movement, the occupational safety and health movement, and the fair trade movement, including groups fighting black lung, strip-mining, plant closings, and unfair trade policies. During this period, Highlander also helped spark a revival of Appalachian music and culture by organizing music festivals and cultural workshops and by linking

this work to local organizing efforts. This cultural organizing helped combat stereotypes about the region and its people and encouraged residents of the region to take pride in their Appalachian heritage. It also contributed to the growth of Appalachian Studies as an academic discipline at colleges and universities throughout the region.

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

Description of Program for Which Funding Is Sought

The Zilphia Horton Community Cultural Project expands Highlander's efforts to address the many issues facing southern communities, including structural racism, poverty, criminal justice, changing demographics, environmental degradation, and the government's abandonment of those in need.

For the last fifteen years, globalization has devastated the South's working class economy, while tax policies and funding cutbacks have shredded its social safety net for low-income people. Companies that profited from relatively cheap southern labor are moving their factories to even cheaper labor markets internationally. Job opportunities in the region are shifting to lower paying jobs without health insurance. In many rural areas, the only growth industries are prisons and the military.

Changing demographics driven by globalization are also profoundly affecting the South, posing particular problems for a region still struggling with unresolved racial issues. Real economic fears are heightened by conservative divide-and-conquer tactics, which encourage both white and African American workers to blame immigrants for "taking our jobs" and reinforces a climate of fear and violence fueled by reactions to September 11th. Targeting immigrants rather than corporate excess and inequitable government policies has fueled a resurgence of racism, as evidenced by the rise of anti-immigrant organizations and escalating attacks on immigrants.

The South is also marked by widespread environmental degradation. The broken levees in New Orleans, mountain-top removal in Appalachia, uncontrolled sprawl, eroded wetlands in the Gulf, and the loss of family farms to corporate farming are all examples of the environmental problems facing the region, and all contribute to the demoralization of people whose lives have traditionally been connected to the land, voluntarily or not.

In response to these problems, activists across the South are building grassroots organizations to address local, regional, and national issues. These efforts include work around the aftermath of Hurricanes Katrina and Rita along the Gulf Coast and in communities where hurricane survivors have been relocated, resistance to stripmining and mountaintop removal in Appalachia, and organizing in immigrant communities for fair immigration reform.

These conditions present tremendous challenges, as well as opportunities, to those organizing for justice, and are critically relevant to reinvigorating the social justice movement in the South over the next five years. African Americans, Appalachians, and immigrants all share rich histories of struggle. Connecting these communities and movements has tremendous potential to build a strong base to move both the region and the country forward.

The Zilphia Horton Project will address these issues by helping social justice organizations expand their outreach and effectiveness through the use of art and culture. It will develop models for involving artists in social justice organizing and help artists engage community issues and work with – while learning from – grassroots organizations. There are other organizations, including Alternate Roots (a Strategic Opportunities Fund grantee), that support the connection between arts and activism, and still others that sponsor community residencies for artists. However, the Zilphia Horton Project is unique in sponsoring residencies that foster social justice organizing and that enhance the work of both artists and the advocacy campaigns of grassroots organizations.

Specifically, the Zilphia Horton Project will sponsor and facilitate residencies for artists to work with grassroots social justice organizations in the Deep South, Appalachia, and immigrant communities. The project will include:

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

Rationale for Recommendation

The Democracy and Power Fund, with support from the Strategic Opportunities Fund, recommends a grant of \$250,000, over one year, to support the Highlander Research and Education Center’s Zilphia Horton Community Cultural Project to meet this key fund goal: Expanding democracy and building power through innovative means of social engagement through arts, culture, and technology, specifically cultural organizing.

As the Democracy and Power Fund builds its portfolio to integrate cultural organizing into broad-based organizing and advocacy, we seek to partner with and provide support

for organizers who are challenging ineffective models of engagement and developing strategies to more fully engage a broader public.

Culture and creativity are essential tools for organizing in the new millennium and the Highlander Center has been a proven social movement leader in this work. Culture has been used across the centuries in political activities to reach and engage a broad public. What has been lost in the last few decades as culture has become increasingly privatized and commercialized is an intentional use of culture within the social justice sector to reach beyond the “usual suspects.” In addition, as activism has become more specialized and professionalized, residing in the areas of law and policy, the social justice ecosystem has often lost its ability to translate and connect advances (and threats) to democracy to a broader public.

The goals of the Zilphia Horton Project overlap with the Democracy and Power Fund’s interest in developing new models of public engagement and with the Strategic Opportunities Fund interest in supporting art and social change. Specifically the project:

- Helps organizations expand the role of art and culture in their organizing and advocacy.
- Broadens and enriches the work of the artists involved by enabling them to engage community issues and to work with and learn from grassroots organizations.
- Highlights the vital role that art and culture can play in addressing social and economic issues, and providing models for involving artists and cultural organizers in social justice organizing.
- Develops a network of artists and activists involved in social justice organizing and strengthen the connections among them.
- Brings community residents together across differences and enabling them to share their cultures with others in their communities and beyond.

On a recent site visit to Highlander, we learned about pilot efforts this year – one in Kentucky taking on voter disenfranchisement of the formerly incarcerated and the other in Tennessee with young immigrants working for the DREAM Act. The project had an inspiring start and it was clear from our conversations that the grassroots groups that hosted the Zilphia Horton Project benefitted greatly. The Democracy and Power Fund has been especially impressed by the work at Highlander, its thoughtful leadership, and how it integrates its rich history into modern social justice organizing and advocacy.

Creativity is essential to good organizing. It keeps activists from clinging to stagnant tactics that are no longer effective. Throughout Highlander’s history, art and culture has played a vital role in their efforts. All of their workshops and training programs begin with participants sharing stories about their experiences, and all use music, art, popular theater, and other forms of culture to engage participants with different learning styles, help them identify and explore common issues, develop strategies to address these issues, and build relationships within and across constituencies. We are pleased to offer this recommendation to an institution that has played such a central role in American social movement history while contributing thoughtfully and creatively to our changing nation’s future.

Name of Organization: Blueprint North Carolina

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

Purpose of Grant: to provide general support

FPOS Grant Description: To support Blueprint North Carolina, a state civic engagement convening “table” dedicated to improving non-partisan civic engagement.

Previous OSI Support: N/A

Organization Budget: \$957,185

Project Budget: N/A

Source of Support:

Z. Smith Reynolds Foundation	\$425,000
State Voices	\$101,185
Mary Reynolds Babcock Foundation	\$100,000
Warner Foundation	\$75,000
Individual Donations	\$75,000

Amount Requested: \$75,000 over one year

Amount Recommended: \$75,000 over one year

Term: One year, beginning January 1, 2011

Description of Organization

Blueprint North Carolina is a Raleigh based partnership of state-level public policy, advocacy, and organizing groups dedicated to achieving a better, fairer, healthier North Carolina through the development of an integrated and networked civic engagement, policy and communications strategy. Blueprint serves as the state partner for State Voices, a Democracy and Power Fund core grantee that advances state-based strategies for increasing non-partisan voter participation via its 16 state collaborative “tables” and more than 600 diverse member organizations.

Blueprint serves as the c3 state table for North Carolina and is comprised of over fifty organizations that are leaders in voter engagement and broader social justice advocacy across the state. Members include: the ACLU of North Carolina, Institute for Southern Studies, Planned Parenthood, People of Faith Against the Death Penalty (a Criminal Justice Fund grantee), and several Democracy and Power Fund grantees, including Democracy North Carolina, the state conference of the NAACP, and the North Carolina Justice Center.

A key purpose of this collaborative table is to put resources and tools directly into the hands of organizations in underrepresented and socially responsible (a broader and less partisan tinged term than “progressive”) communities. The organizations that make up the state table represent almost every demographic and issue area in the state and Blueprint’s focus on strategic collaboration ensures a more 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. The cost savings through technical assistance provision through the state table, an economy of scale, is one way that funders like OSI can leverage a great return on their investments in grassroots organizations.

In North Carolina, Blueprint built the first-ever statewide 501(c)3 “Issue Interest” voter model to identify socially responsible voters. This innovative tool is designed to help Blueprint’s partners become more strategic in their advocacy and voter engagement work and to be able to more easily identify sympathetic North Carolinians for social justice activism, advocacy, and fundraising. In this tough non-profit fundraising climate the socially responsible voter model gives Blueprint partners the ability to do more targeted and precise work using fewer resources.

Significantly in a state that is changing so rapidly, both demographically and politically, Blueprint provides civic engagement support and training that has made huge strides in its improving its partners’ voter outreach capacity. Blueprint has two full-time staffers who assist organizational partners with using the Voter Activation Network (VAN), a high quality online access voter list, and Catalist, a political database tool, in order to more effectively conduct outreach to voters. Through the use of VAN, Catalist, and sophisticated modeling, issue identification, and member list sharing, Blueprint partners are able to identify thousands of socially responsible voters in the shared voter file, enhance their membership lists, and collaborate on phone banks that boost grassroots activism and attendance at various advocacy oriented events. More than 200 people have received high-level technical assistance training through Blueprint’s VAN, media outreach, social networking, and message framing trainings.

Description of Program for Which Funding Is Sought

The proposal seeks general operating support.

Rationale for Recommendation

The Democracy and Power Fund recommends a grant of \$75,000, over one year, to Blueprint North Carolina 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.

Blueprint provides an essential role among social justice non-profits in North Carolina, providing a neutral home from which groups can collaborate in non-partisan voter engagement work while offering high level tools, training, and technical support to its

partners. Working from a shared universe of socially responsible voters has significantly increased collaboration among Blueprint's diverse partners, no small feat in an advocacy universe of many single issue organizations, and has helped to catalyze a shift in public will to positively impact the issue environment in North Carolina. The collaboration has contributed to several advocacy victories in North Carolina in the past two years, including on sex education, anti-bullying, death penalty reform, and hate crimes legislation. This heightened level of collaboration is still, from our travels and field knowledge, all too rare in states across the nation and even more impressive in a Southern state where "socially responsible" voters may still not yet be a large base of voters.

Blueprint creatively uses incentives, such as stipends and technology, and technical assistance to encourage members to enhance the voter file, the essential tool from which groups can conduct effective non-partisan voter engagement. It also works closely with partner organizations to develop strategic plan writing for advocacy campaigns, including public education, organizing, advocacy, and communications components, so that groups can more effectively use all of the tools that are available for the advancement of state-based social justice.

Blueprint has just recently obtained its 501(c)3 status, having formerly been under the umbrella of the NC Justice Center (another grantee in the Democracy and Power Fund's North Carolina cohort). Our recommendation for general support for Blueprint takes into account the need for non-restrictive funding for an organization at this stage of development. The organization has solid leadership and strong support from in-state foundations like the Z. Smith Reynolds and Mary Reynolds Babcock Foundations. Blueprint's ED, Sean Kosonsky, has long been engaged in social justice political work, including leading Detroit's LGBTQ center and NARAL Pro-Choice North Carolina, and its newly formed board includes representatives from the NC Justice Center, Alliance for Black Elected Officials, Center for Death Penalty Litigation, and Planned Parenthood.

Blueprint NC fits into our North Carolina strategy to build statewide power and strengthen in-state, multi-issue collaboration so that groups can more effectively advance change. Blueprint is one of the few organizations within the state with a broad reach (although no social justice non-profit appears to reach every part of the state) and provides a critical place for our grantees to connect, increase their strategic and technical capacity, and enhance their political effectiveness to benefit the communities they represent. We are pleased to offer this recommendation.

Name of Organization: Center for Participatory Change

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

Purpose of Grant: to provide general support

FPOS Grant Description: To support the Center for Participatory Change, an Asheville, NC based non-profit focused on supporting community-led, grassroots social justice work in western North Carolina.

Previous OSI Support: N/A

Organization Budget: \$309,680

Project Budget: N/A

Major Sources of Support:

Mary Reynolds Babcock Foundation	\$70,000
Z. Smith Reynolds Foundation	\$60,000
Ms. Foundation	\$30,000

Amount Requested: \$50,000 over one year

Amount Recommended: \$75,000 over one year

Term: One year, beginning October 1, 2010

Description of Organization

The Center for Participatory Change (CPC) is a grassroots support organization working across the 25 counties of Western North Carolina. CPC’s mission is to help people in Western NC recognize their own power, work together and transform their communities. The basic goal of CPC’s work is to support groups of people living in low-wealth and marginalized communities as they develop the capacities, confidence and collective power needed to move themselves, their families, and their communities out of poverty.

Each year, CPC supports 40 to 50 grassroots groups and networks working for racial, social, and economic justice. CPC prioritizes work with people and groups who have been excluded or marginalized from mainstream political and economic systems, particularly those in low-wealth communities of color. Of the groups CPC supported over the past three years, approximately 43% have been Latino, 24% African American, 17% multiracial, 10% European American (primarily rural white, Appalachian identified communities), 3% Cherokee and 1% Hmong. This is all the more impressive in a rural part of the state that is only 20% people of color. Around 75% of the core leaders in these groups are women and most of the groups are small, with annual budgets between

five thousand dollars and \$75,000. These leaders and groups are CPC's constituency and its work is driven by and accountable to these grassroots partners.

CPC's focus on racial and economic justice in Western North Carolina is rooted in two defining characteristics of the region: poverty and disparity. Western NC is a region that is geographically and culturally aligned as much with Appalachia as the South. It is made up of some of the most socially and economically distressed counties in the state and, while North Carolina has an average poverty rate of 14.3%, many mountain counties are significantly above that rate approaching 20% poverty. Across rural North Carolina, 9.8% of all whites are poor compared to 27% of all African Americans, 22.3% of Native Americans, and 28.3% of Latinos.⁴

CPC's work falls into two organizing areas: economic justice and racial justice.

Economic Justice

The struggle for better economic policy is more important now than ever. The South is the least unionized region of the United States and North Carolina is the least unionized state in the country. Violations of workplace safety, hiring, overtime, and wage laws are standard practice for many businesses, and even entire industries. Although the recession provides a convenient excuse for employers to reduce pay, cut benefits, and ignore poor working conditions, meaningful economic improvement depends upon fairly treated and fairly paid workers. CPC's primary partner in this work is Just Economics, a local group which won a living wage ordinance in the city of Asheville, NC in 2008. In 2011, CPC will support Just Economics in advocacy efforts to extend that policy to organizations that contract with the city and pursue a similar living wage policy in nearby counties.

Racial Justice

CPC's approach to racial justice is informed by three interrelated analyses related to racial privilege and oppression, reflecting the three major communities of color it organizes, African-Americans, Latinos (primarily from local immigrant communities), and the Cherokee Nation. CPC focuses on tailored technical assistance to organizations and leaders rooted in the communities and assists with the development of strategic community campaigns. It's best work in this area of work has focused on building multiracial alliances to advance immigrants' rights at the local and state levels.

CPC's approach to grassroots organizing consists of the following activities:

- Community organizing: both taking the lead on organizing efforts, especially around immigrants' rights, and supporting grassroots groups in their own organizing efforts.
- Grassroots leadership development: providing capacity building, skills training, encouragement, and networking opportunities to African American, Latino, Cherokee, Hmong and white Appalachian grassroots leaders.

⁴ Data from the NC Rural Economic Development Center

- Supporting the development of grassroots groups and organizations: helping grassroots groups build strong and resilient organizations so that they can carry out effective community-based advocacy work.
- Supporting cooperative business development: enhancing the sustainability of small grassroots groups that are comprised of low wealth individuals by supporting and organizing worker-owned businesses, from initial business plans to decision making structures to pricing and marketing.
- Networking: organizing and supporting regional networks of grassroots leaders and organizations.
- Resource programs: including The Western North Carolina Self Development Fund (a micro-grants program) and the CPC VISTA Program (sponsoring and training up to fifteen VISTA volunteers placed with their grassroots partners).

The work CPC provides looks different for each of their partners. For example, its work with a well-established African American community center involved facilitating a six-month strategic planning process. For work with an emerging immigrant women's cleaning cooperative, CPC worked intensively with them on organizing the workers, writing a business plan, figuring out budgets and salaries, and working with customers. When multiple community groups are struggling with similar issues, CPC will bring those organizations together to talk about their shared concerns. Whatever the group or the issues, the core principle of CPC's work is always the same: that the people in the group direct and control their own work, their own decisions, and their own futures.

Description of Program for Which Funding Is Sought

The proposal seeks general operating support.

Rationale for Recommendation

The Democracy and Power Fund recommends a grant of \$75,000, over one year, to the Center for Participatory Change to meet this key 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 our state strategy to build the capacity of people of color, immigrants, and young people and organizations in North Carolina's different regions – in order to build a stronger statewide social justice ecosystem – we see the role of CPC as crucial in this effort. CPC is the only entity in the western part of the state that provides support to grassroots, community-based organizations that are owned and controlled by their communities and that have the flexibility to address multiple front-line needs and issues.

CPC supports each group it works with in developing and deepening their own analyses of racial disparities, privileges, and oppressions, rather than trying to impose a shared

analysis. At the same time, the organization recognizes that each of these approaches has valuable insights and strategies to offer the others. CPC's networking fosters this first by helping build strong and effective community organizations and second by bringing people together so that African American, Cherokee, immigrant, Latino and white Appalachian organizers and activists can learn the strongest points of each analysis and share the most effective strategies. This is perhaps most developed in its work to advance a multiracial immigrant rights campaign to confront the state's heavy participation in 287g and ICE "Secure Communities" programs that foster racial profiling for all people of color communities.

While still fairly isolated from other social justice organizations in North Carolina (this surfaced in a rich conversation in Asheville that we recently had with CPC leaders), CPC works with strategic partners regionally and nationally, including the North Carolina Justice Center (a Democracy and Power Fund grantee), National Network for Immigrant and Refugee Rights (an Equality and Opportunity Fund grantee), Highlander Research and Education Center (recommended for support in this docket), Southern Coalition for Social Justice (a recent Strategic Opportunities Fund Census 2010 grantee), and the Grassroots Institute for Fundraising Training (a Democracy and Power Fund grantee).

CPC is very thoughtful in its approach to building a truly multiracial organization, never easy and perhaps even tougher to do in the South, and has taken innovative steps in recent years to overhaul its staff and board structures to facilitate multiracial alliance building and power sharing across lines of difference. Currently CPC has four staff and eight member board members, a majority of whom represent their grassroots partners.

The Center for Participatory Change fits squarely into our emerging North Carolina strategy to build statewide power through expanded base building in people of color and immigrant communities. Our assessment of social justice organizations within the state finds that many, like CPC, continue to work in regional isolation, building strong local networks and advancing social justice goals that rarely extend to other areas of the state. Our funding strategy for groups like CPC includes both capacity building and identifying opportunities to make statewide connections in order to elevate rural voices and priorities. We are pleased to recommend this grant to an innovative, inclusive, thoughtful, and effective group that is building rural capacity to advance social justice.

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: \$450,000
\$50,000 from USJ – Immigrant’s Rights (2007-2009)
\$300,000 from Equality and Opportunity Fund (2009-2011)
\$100,000 from Democracy and Power Fund (2010)

Organization Budget: \$751,848

Project Budget: \$235,000

Major Sources of Support:

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

Amount Requested: \$65,000 over one year

Amount Recommended: \$65,000 over one year

Term: One year, beginning April 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, organizing, and participation of marginalized communities on the 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 and housed by the Border Network for Human Rights, is a fast growing statewide network dedicated to building support for immigrant rights. 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 a little more 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, law enforcement and non-profit sectors with the aim of building a collective 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.

At RITA's strategic planning meeting (held earlier this summer in the Rio Grande Valley), it was decided that over the next twelve months RITA would focus on two key areas: (1) preparing a state-level advocacy agenda for 2011, anticipating both Arizona SB-1070 copy cat threats and possibilities for advancement of immigrants' rights, and (2) developing the non-partisan voter engagement capacity of its grassroots membership organizations in order to build the foundation for a long-term process of immigrant integration and power. This grant recommendation is the second grant recommendation from the Democracy and Power Fund to fund RITA this year and would support a fast-emerging second prong of RITA's strategic plan: to build up the individual capacity of its membership organizations to undertake voter engagement work.

A vast majority of RITA members are new to conducting voter engagement campaigns. To help with implementation of non-partisan local campaigns, RITA has partnered with Mi Familia Vota (MFV), an experienced national voter engagement organization that began with support from the Service Employees International Union, to assist in the implementation of non-partisan local campaigns. Through this partnership, MFV will provide technical assistance to RITA community-based organizations, including targeted voter lists, communications support and best-practices on Get Out The Vote activities.

To make possible the implementation of this work plan, this grant would be used to hire a staffer in the Rio Grande Valley to coordinate the joint efforts of RITA and MFV. This individual will be responsible for managing the on-the-ground campaign in the Rio Grande Valley that will consist of volunteer and staff training, technical assistance and day-to-day management of the coordinated voter engagement efforts. In terms of issue areas that matter to voters in this region, the campaign will stress the importance of immigration, green jobs, education, taxes, and the economy.

Rationale for Recommendation

The Democracy and Power Fund (D&P) recommends an add-on grant of \$65,000, over one year, to the Reform Immigration for Texas Alliance (RITA) for its work to advance

this key D&P 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.

RITA fills a critical D&P need: it is the only state-wide alliance advocating for immigrant rights in Texas, the state with the nation's second largest immigrant population. 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 state 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. One is now officially onboard thanks to the OSI grant that was approved in our June docket.

RITA was founded as a venue through which different sectors, sharing a common vision for immigrants' rights, could come together to provide immigrant organizations in Texas with resources 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 a voter engagement component – many are service or faith community agencies – and aims to build their capacity through trainings and resource sharing.

This grant would allow RITA to do exactly that: offer its fledgling members a high level of technical assistance, training and coordination in order that they may begin to flex their muscles during elections, and perhaps equally important, after elections to hold their elected leaders accountable. By promoting a culture of voter engagement among Latino voters and immigrant voters, RITA seeks to impact policies at the national and state level that affect those communities. Through our due diligence, we've recognized that the emerging partnership between RITA and Mi Familia Vota makes sense, particularly because of the need in the Rio Grande Valley for enhanced coordination and technical assistance. As such, we've helped facilitate the partnership and believe that it will lay the groundwork for many years of fruitful collaboration. We should also note that we are recommending the grant to RITA, and not Mi Familia Vota, in order that the indigenous Texas organization (RITA) control the terms of the relationship while maintaining a local focus.

RITA's fiscal sponsor, the Border Network for Human Rights⁵, 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. He is also a member of the Independent Task Force of Immigration and America's Future convened by the Migration Policy Institute and was a recent presenter at the 2010 Soros Justice Fellows Conference in Austin, Texas.

We are pleased to recommend this \$65,000 add-on grant to the Reform Immigration for Texas Alliance.

⁵ The Border Network for Human Rights is also an Equality and Opportunity Fund grantee for its work on Comprehensive Immigration Reform.

Name of Organization: Mexican American Legal Defense and Educational Fund

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

Purpose of Grant: to support Texas redistricting efforts

FPOS Grant Description: To support the Mexican American Legal Defense and Educational Fund (MALDEF), a leading Latino legal civil rights organization that advances fair treatment of and opportunities for Latinos through advocacy, communications, education, and litigation.

Previous OSI Support: \$675,000
 \$275,000 from Emma Lazarus Fund (1997-1999)
 \$100,000 from USP Immigration Innovation (2008-2009)
 \$100,000 from Strategic Opportunities Fund (2009)
 \$200,000 from Equality and Opportunity Fund (2010-2012)

Organization Budget: \$7,200,000

Project Budget: \$153,376

Major Sources of Support:

W.K. Kellogg Foundation	\$400,000
Ford Foundation	\$300,000
Evelyn and Walter Haas, Jr. Fund	\$165,000
California Community Foundation	\$50,000

Amount Requested: \$150,000 over seven months

Amount Recommended: \$150,000 over one year

Term: One year beginning November 1, 2010

Description of Organization

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

Description of Program for Which Funding Is Sought

MALDEF has a long history as a leader in the area of redistricting, particularly in Texas. Beginning with the first Texas redistricting after MALDEF's founding in 1968, MALDEF has worked throughout the state to inform Latinos about the redistricting process, assist them in creating and advocating for fair maps, educate redistricting officials about their legal obligations towards Latinos, and represent Latinos in administrative and legal proceedings that inevitably follow the adoption of redistricting plans in Texas. Its accomplishments include increasing Latino majority electoral districts in local jurisdictions such as cities, school districts and counties as well in statewide redistricting plans.

In the upcoming 2011 round of Texas redistricting, Latino participation is more critical than ever before. Latinos are the fastest growing minority group in Texas, comprising 37% of the state population, but redistricting rarely reflects increased Latino population and political potential absent powerful advocacy by the Latino community. For example, in 2003, Texas redrew its congressional district boundaries and dismantled a Latino-majority congressional district along the U.S.-Mexico border. In order to shore up the re-election chances of the incumbent, Texas cut more than 100,000 Latinos out of the district and reduced the Latino citizen voting age population of the district from 57% to 45%. MALDEF challenged the plan before the Supreme Court in LULAC v. Perry, which resulted in defeating a portion of the redistricting plan. Nevertheless, the final result of significant legislative efforts and litigation did not yield any additional Latino-majority congressional districts over those already present in the 1990 Texas congressional redistricting plan.

Texas' Latino population has increased by more than four million since 1990. However, none but one of the statewide redistricting plans that will be used in the 2010 elections reflects this growth. With this grant, MALDEF aims to increase Latino political opportunity in Texas by engaging and informing the Latino community, Latino-serving institutions and advocates in the redistricting process and securing redistricting plans that fairly reflect the Latino community.

More specifically, this project aims to:

- Equip Latino voters and Latino grassroots and grassroots leaders with information necessary to create and advocate for fair redistricting maps at the local and state level;
- Increase the opportunity of the Latino community to elect its preferred candidates by securing local and state redistricting plans with an increased number of Latino-majority districts;
- Create capacity among community leaders to inform, engage and mobilize the Latino community for civic engagement beyond redistricting;

- Communicate and collaborate with other civil rights organizations to promote inter-racial cooperation and achieve fair redistricting plans in geographic areas that contain Latinos plus other minority populations;
- Build on relationships developed during MALDEF's extensive OSI-supported work to promote the Census in Latino communities throughout Texas. The network of individuals and advocates strengthened by MALDEF's workshops, door to door organizing and media campaign will serve as the base of our outreach program for redistricting.

Rationale for Recommendation

The Democracy and Power Fund (D&P) recommends a grant of \$150,000, over one year, to the Mexican American Legal Defense and Education Fund for its work to advance this key D&P goal: Building state-based capacity through multi-issue advocacy that is deeply linked to grassroots organizations and OSI priority issues and constituencies.

As the fall elections approach, the political parties and many elected leaders at all levels of government—from local school board to Congress—are jockeying for position to maximize their chances of manipulating the redistricting process that will take place in 2011, to pick up the most seats at every level of government. The results of the 2010 Census, the mid-term elections and the upcoming redistricting process will influence public policy decisions at the state and federal level for the next decade.

Unlike any previous redistricting cycle, non-profits, community based organizations, and individuals across the nation are uniquely positioned to impact the redistricting process in profound ways because of readily available technologies and increased civic participation. But that can only happen if civil society has the tools, education, funding and technical support necessary to undertake this work.

Recognizing the importance of redistricting to U.S. Program-wide efforts, the Democracy and Power Fund, Transparency and Integrity Fund, Equality and Opportunity Fund and the Strategic Opportunities Fund have formed a working group to develop a coordinated grantmaking strategy. The goal is to support organizations working to ensure a fair, open and transparent map drawing cycle that protects the gains made by minorities, and where communities participate, influence the system and ultimately build power. Should the board approve USP's proposed 2011-12 budget, this working group will have roughly two million dollars to grant out through 2011 to support fair and racially just redistricting efforts. The Funds plan to use this November's docket to recommend grants in order to move much-needed funds into the field at the earliest possible time.

While the working group plans to use the November docket to move grants early in 2011, since this connects to our emerging Texas state-based strategy we felt that this particular grant recommendation should not wait. Texas is projected to gain more seats in Congressional reapportionment than any other state due to its high rate of growth, especially Latino population growth. Latinos comprise 63% of the population growth in Texas since 2000 and are the single largest reason that the state is projected to gain up to

four Congressional seats. Importantly, the Texas redistricting process has already commenced and is compressed when compared to other states with later party primary elections. The process of statewide redistricting begins earlier than local redistricting and a serious effort to engage the Latino community to participate in redistricting starts now.

MALDEF is uniquely positioned to conduct redistricting outreach and advocacy in Texas. MALDEF's unique redistricting expertise, amassed over four decades of redistricting processes, has allowed the organization to construct targeted and effective organizing techniques to provide highly effective redistricting outreach, mobilization, advocacy, and where necessary litigation.

We are impressed with MALDEF's workplan for Texas redistricting. In addition to hiring an organizer to work with local communities to expand public participation in the process, MALDEF will offer advanced trainings, help draw maps, prepare communities for hearings and work with leaders of other communities of color throughout the state. That strategy will be particularly important in Texas redistricting because the state includes significant numbers of Latinos, African Americans, and Asian Americans who will have to work together to ensure political opportunities for all minority voters. Texas has a spotty record of such cross-racial alliances and we do not take the numerous minefields of this challenge for granted.

The MALDEF Southwest regional office is led by civil rights lawyer Nina Perales. Ms. Perales specializes in voting rights litigation, including redistricting and vote dilution challenges, and successfully argued before the U.S. Supreme Court in *LULAC v. Perry*, a Latino vote-dilution challenge to the 2003 Texas congressional redistricting plan which resulted in a ruling by the Court that the redistricting plan violated the Voting Rights Act of 1965. The sophisticated understanding of census and redistricting coupled with the trust Latinos place in MALDEF make it a solid choice for this grant.

We are pleased to recommend this grant \$150,000 grant for MALDEF's Texas redistricting work.