

**U.S. PROGRAMS
DEMOCRACY AND POWER FUND
Summary of Recommended Grants
Docket I - March 14, 2011**

Organization	Recommended	Term	2011	2012
<u>U.S. Programs, Democracy and Power Fund</u>				
<u>Organizing and Non-Partisan Voter Engagement T1:21113</u>				
Jobs with Justice Education Fund	\$200,000	2 years	\$100,000	\$100,000
National Association of Latino Elected and Appointed Officials Education Fund	\$300,000	2 years	\$150,000	\$150,000
Wellstone Action Fund	\$75,000	1 year	\$75,000	
<u>Idea Generation and Multi-Issue Advocacy Centers T1: 21114</u>				
American Rights at Work Education Fund	\$150,000	1 year	\$150,000	
<u>Youth Engagement and Social Justice Leadership Development T1: 21115</u>				
Wellstone Action Fund	\$200,000	2 years	\$100,000	\$100,000
<u>Innovative Use of Art and Culture in Social Justice Advocacy T1: 21116</u>				
Citizen Engagement Lab (fiscal sponsor: Air Traffic Control)	\$75,000	9 months	\$75,000	
TOTAL Recommended	<u>\$1,000,000</u>		\$650,000	\$350,000
GRANTMAKING TOTAL THIS DOCKET:			\$1,000,000	

Angel New

March 17, 2011

Approval Signature

Date

MEMORANDUM

To: Aryeh Neier
From: Ann Beeson and Bill Vandenberg, for the Democracy and Power Fund
Date: March 4, 2011
Re: Democracy and Power Fund Docket I

We look forward to discussing with you the first 2011 Democracy and Power Fund docket on Monday, March 14. The write-ups and a docket sheet are attached here.

As you know, the Democracy and Power Fund (D&P) expands on U.S. Programs' long-time support of efforts that inspire the participation of people of color, immigrants, young people, and low-income people in open society activity. Via general support grants and strategic project and rapid response funding, the Fund invests in multi-issue organizations that work at the local, state, and federal levels to expand and defend open society. Specific strategies include: idea generation (multi-issue with special emphasis on fiscal and economic policies); non-partisan voter engagement; community and congregation-based organizing and emerging constituency development; youth engagement and leadership development; advocacy innovations via the use of art, culture, and technology; and building state-based capacity and advocacy.

In light of the February board meeting, we thought it would be wise to make a smaller than usual set of recommendations in this docket so that we may best respond in the future to the board's direction and thinking. Accordingly, we are making five recommendations at this time and expect to make an additional 50 renewal and emerging, opportunistic grant recommendations throughout the rest of 2011.

Since this docket is lighter than usual and since we're nearing the midway point of our three year strategic plan, after the following brief descriptions of our grant recommendations you'll find a broader status update on the Democracy and Power Fund's grantmaking strategies and impact.

In this docket, we bring five recommendations to you totaling \$1 million. Four are renewal recommendations and one is to support a planning process for an emerging and opportunistic effort. The recommendations include:

Non-Partisan Voter Participation

National Association of Latino Elected and Appointed Officials Education Fund *\$300,000/2 years (renewal)*

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

Responding to the historic immigrant's rights mobilizations of 2006 and continuing immigrant engagement on comprehensive immigration reform, the DREAM Act, and state and local immigration policies, NALEO has spearheaded the "Ya Es Hora" campaign, linking naturalization to census to voter participation under a single message: "it's time."

Organizing, Base Building, and Constituency Development

Jobs with Justice Education Fund

\$200,000/2 years (renewal)

Jobs with Justice Education Fund (JWJEF) is a Washington, DC-based national network of 47 coalitions in 25 states comprised of member organizations and over 100,000 individual activists which engage in campaigns to win justice in workplaces and in communities where working families live. Since its founding in 1987, JWJEF has built a base of diverse constituencies at the local level and provided training, coordination, and networking at the national level to more effectively advance economic and social justice. With workers' rights and immigrant rights increasingly under attack, JWJEF is working to bridge the gap between the labor movement and immigrant rights groups to explore strategies to fight for better living and working conditions for all workers, regardless of their legal status.

Youth Engagement/ Non-Partisan Voter Participation

Wellstone Action Fund/ Campus Camp Wellstone

\$275,000/2 years (renewal)

Wellstone Action Fund is a Minneapolis, MN based organization that provides advanced capacity building assistance to non-partisan voter participation efforts nationwide. Campus Camp Wellstone (CCW) provides high level civic engagement and leadership training to college and university students. Wellstone Action Fund provides extensive non-partisan trainings to support community, campaign, and elected leaders in cities and states across the nation and was supported by the Democracy and Power Fund in 2010 for its technical assistance provision to a number of state civic engagement tables. CCW plays a key national role as a technical and strategic intermediary developing critical youth leadership, building a large scale network of skilled, civically-engaged young people and strengthening the capacity of the national youth movement. CCW has played an important role in increasing the number of youth who are engaged and effective on a variety of Open Society Foundations priorities, including immigrant rights, climate change, and racial justice.

Advocacy Innovations via Use of Arts, Culture, and Technology

The Culture Group – fiscal sponsor: Citizen Engagement Lab

\$75,000 (new; planning grant)

To support a 6-month planning process for The Culture Group, a new initiative to popularize progressive values, ideas, and policies through cultural strategy and cultural organizing. The Culture Group features a diverse cohort of cultural producers and

activists who are looking to link multiple sectors – including music, visual arts, television, film, publishing, online and community-rooted organizing, and issue-based work to unite cultural and political change. The planning process will identify the systematic deficiencies in how advocates and artists work with one another and provide mechanisms to strategically engage media, arts, and culture for social change. The Culture Group is led by a team of seasoned social change experts and creative producers including Jeff Chang, Ian Inaba, Liz Manne and Alexis McGill Johnson, and is being incubated under the aegis of Citizen Engagement Lab, a national online/offline organizing and advocacy incubator – home to Color Of Change and Presenté.org – that is based in Oakland, CA and is a USP grantee partner.

Idea Generation – Economic Opportunity

American Rights at Work Education Fund

\$150,000/ 1 year (renewal)

American Rights at Work Education Fund (ARAWEF) is a Washington, DC-based national organization that advocates for equality in the workplace through coalition-building, research, public relations, policy analysis, and organizing. ARAWEF investigates and exposes workplace discrimination and the inadequacy of U.S. labor law; stimulates debate about the state of workplace equality among journalists, policymakers, advocacy groups, and the public; researches policies that can lead to enhanced levels of unionization in the U.S.; and highlights public policy that protects workers from hostile employers and weak laws. As workers' rights come increasingly under attack at the state level, ARAWEF will pivot its campaign assets and infrastructure in support of efforts to fight back in state defensive battles.

Update on Democracy and Power Fund Strategies and Impact

In 2008, when the Fund began, 110 prior OSI grantees were placed into its portfolio. Through shifting priorities, tightened strategies, and tie off grants, the portfolio was trimmed to 60 core grantees. New grantees were added in 2009-10 to reflect emerging USP and D&P priorities and the Fund is now a more strategic, opportunistic, and manageable program that includes roughly 90 grantee partners moving forward. The shifts have made \$4 million available annually to allow for enhanced rapid response capacity for 2011 redistricting, 2012 elections, and state-based work while reducing our time spent on administration. This also gives us the opportunity to provide more funding to a smaller number of grantees that most effectively advance open society. Last, but not least, of the Democracy Alliance's portfolio of recommended organizations and special projects, D&P funds eleven (11), USP's largest share. A fair characterization of D&P is that we fund multi-issue ideas, multi-constituency open society infrastructure, and tactical innovations.

Major themes that illustrate the relevance of the Fund's strategies to broader open society priorities include:

- **The rise of right-wing populism through the Tea Party and the need to counter it.** We fund large scale congregation-based organizing networks – like the well regarded **PICO** organizing network, with one million families in its membership across 150 cities and 1,000 congregations nationwide – that reach beyond the choir of self-identified progressives and into rural and suburban communities, including low- and moderate-income white constituencies. Via the **Main Street Alliance**, we fund small business alliances that bring business owners into open society advocacy;
- **The state fiscal crisis and its impacts on government investment and key constituencies.** We currently fund several national and state organizations that are seen as well regarded leaders on this priority, including the **Center on Budget and Policy Priorities** and the **State Fiscal Analysis Initiative (SFAI)**;
- **Elections and voter participation.** D&P is where OSF’s non-partisan voter registration, voter education, and voter participation funding is housed. We’re currently projecting roughly \$5 million in the two year 2012 cycle, specifically targeted for efforts that engage African-American, Arab American, Asian American, immigrant/new citizen, Latino, and youth constituencies. This does not include additional funding, \$4 million in 2011-12, for groups that prioritize community and congregation-based organizing and youth engagement, including many grantee partners that integrate voter participation work into their efforts.

Some recent examples of the impact of Democracy and Power Fund grantee partners include:

Census and Redistricting

An analysis of census blocks where grantees, including the **Southern Coalition for Social Justice** and its state partners, engaged in outreach to increase Census 2010 participation indicates response rates of 10- 15% higher than in 2000. Additionally, as a result of the Census 2010 count, Texas passed the threshold needed to receive four new congressional seats. This creates an important opportunity to create at least two Latino-majority congressional districts in Texas and grantee partner **Mexican American Legal Defense and Education Fund (MALDEF)** is now in the process of creating awareness of the redistricting process among Latino communities in Texas. As a result of its Census outreach, MALDEF learned of a serious undercount issue in the Rio Grande Valley, where the Census Bureau suddenly announced that it would not mail census questionnaires to hundreds of thousands of Texas residents, many of whom live in rural and underserved colonias. As a result of public advocacy and outreach to affected individuals, MALDEF gathered concrete evidence of an undercount in the Rio Grande Valley which may become an important (potentially legal) issue affecting how districts are equitably drawn in this redistricting cycle.

Voter Participation

D&P grantee partners registered more than 250,000 new voters in the 2010 elections and conducted non-partisan voter education and mobilization work to over two million low-propensity voters. Grantees had strong efforts in states that demonstrated the impact of Latino voter participation – California, Colorado, and Nevada – and grantee partners

Democracia-USA, Voto Latino, and the National Association of Latino Elected and Appointed Officials played important roles in expanding Latino turnout in an otherwise dismal election. Grantee partners that work with direct service agencies also demonstrated the increasing impact of their work. The **Nonprofit Voter Engagement Network** conducted a study of Detroit, MI agencies that documented how targeted voter contact of service agency clients led to a 17.2% increase in turnout over a control group.

Making Government Work: Confronting the State Fiscal Crisis

Several D&P grantees are leading fights to increase revenue for publicly provided services. These include the Center on Budget and Policy Priorities, the **Tax Fairness Organizing Collaborative, Economic Policy Institute, USAction**, and others, and victories were recorded at the state level in Oregon, where a tax increase for the state's wealthiest residents was approved in the spring of 2010 by ballot initiative, and Illinois, where grantee partner state affiliates led public education and organizing projects that resulted in a sizable tax increase to help protect key public services in lieu of severe budget cuts.

Housing Justice and Foreclosure Policy

Joining with SEIU, D&P and Neighborhood Stabilization Initiative grantee partners **National People's Action** and the PICO congregation-based network have created a dynamic alliance to prevent foreclosures and make good credit available in low and moderate-income communities. Their work has had a substantial impact in several decisive areas in shaping the broader public narrative about the foreclosure crisis during the financial reform debate, demonstrating public outrage at the role of large banks in the collapse of the economy. This had a direct impact on strengthening financial reform legislation as it moved through the Senate and contributed to winning the new federal bridge-loan program to provide assistance for unemployed homeowners. Grantees also played a key role in demonstrating the dysfunction and fraud that was plaguing the federal HAMP program and that prolonged the foreclosure crisis. During the last quarter of 2010, the groups played a key role in helping to build the public case for a strong settlement in the AG lawsuit and groups are now continuing their work to modernize the Community Reinvestment Act and the Home Mortgage Disclosure Act via community hearings across the nation.

Financial Regulation

A number of grantees, including the **Roosevelt Institute, the Leadership Conference on Civil and Human Rights**, and National People's Action, played important roles in the Americans for Financial Reform alliance to advance the passage of the new Consumer Financial Protection Bureau. These groups partnered with SEIU to build public support for the new bureau in the face of a tremendous anti-reform lobbying effort by the banking industry.

Immigration

Grantees continue to play key roles in building public support and strengthening immigrant and ally coalitions to pass comprehensive immigration reform. Grantees in leadership roles include the **Center for Community Change** and PICO. Immigrant

youth grantees, include the **United We Dream Network** and **Trail of Dreams**, represent an emerging portfolio priority that focuses on building the capacity of immigrant young people to advocate for change. Their courageous leadership led to the near passage of the DREAM Act in the lame duck session at the end of 2010.

Jobs Crisis and Unemployment

A number of D&P grantees – including the Economic Policy Institute, Center for Community Change, and USAction – have played leadership roles in addressing the nation’s jobs crisis and securing a reauthorization of Unemployment Insurance (UI) for jobless workers. UI was extended as part of the controversial compromise package on reauthorization of the Bush tax cuts at the end of 2010, one of the most significant victories in the package.

Health Care

While not officially a USP priority, several of D&P’s multi-issue grantees played leading roles in the passage of the landmark health care reform act in 2010. These include the Center for Community Change, USAction, Main Street Alliance, **Center for American Progress**, and the Center on Budget and Policy Priorities. Grantees also worked, in the final stages of the bill’s debate, to add \$120 billion dollars to the legislation to increase subsidies for the lowest-income families to secure access to health care. D&P grantees conducted research, developed ideas that led to policy, and mobilized thousands of community members to take action to push for the historic, if not exactly ideal, victory.

Hate Crimes

The Leadership Conference on Civil and Human Rights has long been a leader in efforts to pass federal hate crimes legislation and in late 2009 the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act was signed into law by President Obama. LCCR produced a report on hate crimes, *Confronting the New Faces of Hate: Hate Crimes in America 2009*, which included a focus on how the media has been used to disseminate hate speech about immigrants and other populations. The report generated favorable press and was cited with approval by both the Chair of the Senate Judiciary Committee and the Attorney General.

Complete write-ups for our recommendations follow this memo. We look forward to discussing these recommendations and broader strategic issues with you when we meet next week. Please let us know if there is further information we may provide in advance of the docket meeting. Thank you.

**DEMOCRACY AND POWER GRANTS
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Grant ID: 20031993

Legal Name of Organization: Jobs with Justice Education Fund

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

Purpose of Grant: to provide general support

Grant Description: To support the Jobs with Justice Education Fund (JwJ), a Washington, DC-based national network of 47 coalitions in 25 states that is comprised of member organizations and over 100,000 activists that engage in campaigns to win justice in workplaces and in the communities where low- and moderate-income working families live. Since its founding in 1987, JwJ has built a base of diverse constituencies at the local level and provided training, coordination, and networking at the national level to more effectively advance economic and social justice. With workers' rights and immigrant rights increasingly under attack, JwJ is working to bridge the gap between the labor movement and immigrant rights groups to explore strategies to fight for better living and working conditions for all workers, regardless of their legal status.

Previous OSI Support: \$345,000
\$345,000 from Democracy and Power Fund (2009 -2011)

Organization Budget: \$1,844,909

Project Budget: N/A

Major Sources of Support:

Member Organizations	\$350,000
Ford Foundation	\$150,000
Atlantic Philanthropies	\$100,000
M. Casey Foundation	\$100,000

Amount Requested: \$200,000 over two years

Is this a contingent grant? No

Amount Recommended: \$200,000 over two years

Term: Two years, beginning April 1, 2011

Matching Requirements: N/A

Description of Organization

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

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

- The economic crisis and its impact on workers and communities, particularly women, low-income workers, immigrants, the unemployed, people of color, and other marginalized communities;
- The declining quality of life for an increasingly large portion of the population, spurred on rapidly by the economic crisis;
- The rise in power of state-level forces positioned to further accelerate this trend through state policy and using the state fiscal crisis as a means to attack workers;
- The rise of attacks on immigrants, which are being used to silence and divide workers and community members; and
- The lack of national efforts for social and economic justice that possess sufficiently robust infrastructures to counter those efforts cohesively, rapidly, and effectively.

With the country still reeling from economic recession, new and emerging threats to marginalized communities are being advanced under the guise of economic recovery. These include efforts to dismantle collective bargaining rights, increase privatization and de-regulation, lower labor standards, down-size government, detain and deport undocumented immigrant workers, gut public pensions, and push anti-worker attacks at the state level across the nation.

Recognizing this stark political reality, in 2011-12 JwJ will refocus its efforts away from federal-level job creation – where work on public job creation has been stymied – and bring to bear its more than 1,300 local partner organizations and individual activist base to advance several campaigns including:

Caring Across Generations

As the baby boomer population ages, a shift with enormous economic and political implications is taking place. People with long-term care needs in the U.S. are projected to grow from 13 million in 2000 to 27 million in 2050. The current long-term care workforce numbers are at approximately three million workers. The gap between the care that is needed and the current workforce could present a social crisis of immense proportions.

Currently, the care workforce—whether direct care workers or domestic workers—works under strenuous, highly vulnerable, and often exploitative conditions. Domestic workers are often pulled into the care gap to provide vital care for the aging population yet they lack access to the appropriate training and pathways to career advancement and citizenship.

This intergenerational, cross-sector campaign, envisioned and convened in partnership by the National Domestic Workers Alliance (a U.S. Programs grantee via the Democracy and Power and Equality and Opportunity Funds) and Jobs with Justice is centered on raising awareness for federal policy reform, such as the CARE Act, aka the Caring for the Aging, Respecting, and Educating our care workforce. CARE would provide multiple solutions to address these problems, including creation of three million jobs in direct care over five years; establishment of a career ladder to train and certify domestic workers and others as direct care workers; creation of a new visa category to provide a path to legalization and citizenship for domestic workers to enter the career ladder, receive training and become certified as direct care workers; and establishment of labor standards for direct care and domestic workers and elimination of labor law exclusion to ensure the jobs created are quality jobs.

State Defensive Battles and State Budget Fights

With last year's enormous change in leadership in state legislatures around the country, low- and moderate-income communities will face devastating attacks. The right to organize to negotiate collectively for better wages and conditions is being called into question in state legislative battles, most prominently in Wisconsin but in a number of other states, and state-level ballot initiatives. Moreover, with state budget crises around the nation, legislative bodies aim to make significant cuts at the expense of low- and moderate-income families.

JwJ is well-positioned to help support efforts in these state defensive battles. It has a track record of playing a role in battling similarly regressive legislation and can help position its close labor allies to fight for the common good, in addition to their immediate self-interest. This will happen through strategic educational events and outreach that broadens the frame of these state-level attacks.

Description of Program for Which Funding Is Sought

The proposal seeks general operating support.

Rationale for Recommendation

U.S. Programs, via the Democracy and Power Fund, recommends a \$200,000 grant over two years to the Jobs with Justice Education Fund for its work to advance these key goals: Expanding public participation through grassroots organizing and coalition building; and building state-based capacity through bolstering issue advocacy efforts on multiple open society priorities at the local, state, and national levels.

Following the midterm elections, coalitions like Jobs for America Now, a labor/community effort that formed to push federal public job creation funding, are re-grouping and making assessments of what is possible given the rough policymaking climate. What's become clear is that the conservative retrenchment has now led to aggressive pushes to roll back the rights of low-income workers and immigrants, particularly at the state level. JwJ, with its experienced organizing apparatus and alliances in multiple states is well positioned to help support the pushback against these efforts.

JwJ strives to build a movement that is led by those who have the most at stake. That means, for example, that through its campaigns it engages and develops the leadership of individuals and communities who have been impacted the most by the economic crisis: low-income workers, laid-off workers, public employees, the unemployed, African-American and immigrant communities, and young and older workers.

We have been impressed with the broad vision of Sarita Gupta, JwJ's Executive Director (and a recent panelist at a U.S. Programs board meeting). Sarita previously served as JwJ's National Field Director, leading strategic programs on health care and immigrant workers' rights, and also has served as President of the United States Student Association.

We are pleased to recommend this \$200,000 two year grant to JwJ for its inclusive, strategic, and thoughtful advocacy work on behalf of marginalized workers and their families. It should be noted that as U.S. Programs more clearly defines its economic security strategies JwJ may be an organization that is better suited for the Equality and Opportunity Fund's portfolio in the future.

Grant ID: 20031958

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

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

Purpose of Grant: To provide general support

Grant Description: To support the National Association of Latino Elected and Appointed Officials Education Fund (NALEO), a Los Angeles-based network of over 6,000 Latino elected and appointed officials. NALEO facilitates full Latino participation in the American political process, from citizenship to public service, through integrated strategies that increase the effectiveness of Latino policymakers, mobilize the Latino community to engage in civic life, and promote policies that advance Latino civic engagement, including comprehensive immigration reform, the DREAM Act, and state and local immigration policies. NALEO has spearheaded the “Ya Es Hora” campaign, linking naturalization to census to non-partisan voter participation.

Previous OSI Support: \$1,650,000
\$750,000 from Emma Lazarus Fund Direct Services (1997)
\$150,000 from Emma Lazarus Fund Advocacy & Policy (1997-2000)
\$450,000 from Emma Lazarus Fund Los Angeles Office (1999)
\$50,000 from U.S. Programs General (2001)
\$250,000 from Democracy and Power Fund (2010)

Organization Budget: \$6,999,300

Project Budget: N/A

Major Sources of Support:

Ford Foundation	\$500,000
Bill and Melinda Gates Foundation	\$208,000
John S. and James L. Knight Foundation	\$200,000
James Irvine Foundation	\$180,000

Amount Requested: \$300,000 over two years

Is this a contingent grant: No

Amount Recommended: \$300,000 over two years

Term: Two years, beginning May 1, 2011

Description of Organization

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

More specifically, NALEO promotes public policies that help ensure full Latino political participation and representation. It provides the public and policymakers with insights on critical questions that have a profound impact on our democracy. It focuses its research and advocacy efforts on naturalization and immigration, census policy, redistricting, presidential appointments, election and governance issues, and civic research.

Under this rubric, in response to the historic immigrant’s rights mobilizations of 2006, NALEO has spearheaded the three-pronged “*Ya Es Hora*” campaign linking naturalization to census to voter participation under a single message: "it's time." In 2009, NALEO pivoted the campaign from naturalization to the census and the organization led a massive effort to increase mail response rates among Latino households through a sustained and aggressive community education initiative.

In 2010, NALEO pivoted to the third stage of its civic engagement continuum, focusing its efforts on the general election. NALEO’s non-partisan voter engagement work targeted the generally low voter participation in the Latino community through a multi-pronged strategy that included mobilization, education, and protection, supported by research and strong partnerships with Spanish-language media partners.

Those efforts proved successful. NALEO topped its 2008 Get Out The Vote efforts by targeting 250,000 low-propensity Latino registered voters in 16 communities across the country prior to the 2010 midterm election. For 11 of these communities, NALEO partnered with local community based organizations, providing long-term capacity building funding in addition to full training and technical assistance before, during, and after the election. All partners received ongoing reports, final voter lists with custom-appended data, and will receive a final detailed report on their campaign’s effectiveness.

In addition to its historic GOTV effort, NALEO mounted a national public engagement and information dissemination campaign in 2010, across a variety of media and vehicles.

New materials for the public, in addition to tools for local leaders and CBOs, were developed and disseminated en masse. NALEO's voter hotline fielded massive call volume for a midterm election, assisting almost 10,000 callers in 2010, and thousands registered to vote by an online registration tool. Its Spanish-language media partners promoted these resources – in addition to messages of participation – nationwide via PSAs, live segments, news story tie-ins, printed ads, and much more.

Building on its successes and strong reputation in the Latino community in 2011 NALEO will focus on a strategic research and planning process to develop best practices for the engagement of those low-propensity Latino voters not reached by efforts such as *Ya Es Hora*. This large swath of the Latino electorate includes those with little to no familiarity with Spanish, those from a wide variety of origins including Central and South America and the Caribbean, young Latino voters, and others. Despite some successful efforts to engage Latinos, they remain the least researched, least participatory (in traditional voter participation), and most demographically diverse segments of the electorate. With an increasing majority of Latino population growth coming from children born in the United States (as opposed to immigration), this segment also represents the future of the Latino electorate.

Description of Program for Which Funding Is Sought

The proposal seeks general operating support.

Rationale for Recommendation

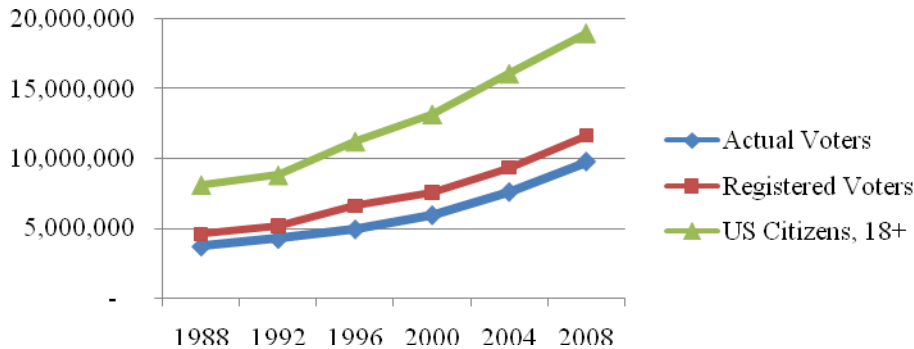
U.S. Programs, via the Democracy and Power Fund, recommends a \$300,000 grant over two years to the National Association of Latino Elected and Appointed Officials Educational Fund for its work to advance these key goals: Expanding civic participation through grassroots organizing and non-partisan voter engagement and building state-based capacity through bolstering issue advocacy efforts on multiple open society priorities at the local, state, and national levels.

NALEO's efforts to engage and mobilize the Latino community in order to fully integrate it into the American political process are closely aligned with the strategies and priorities of U.S. Programs. We strongly support NALEO's work to bring down the social, political, and institutional barriers that have impaired the advancement of Latino civic participation and to build the collective power of the Latino community in order to enable them to access the naturalization process. NALEO assisted over 15,000 Legal Permanent Residents last year alone and helped them participate in the electoral, Decennial Census, and redistricting processes.

An additional parallel between NALEO's work and USP priorities is NALEO's focus on historically overlooked segments of the Latino community, particularly young people. NALEO's GOTV efforts, for instance, have been credited with expanding the Latino electorate by targeting Latino registered voters who are between 18 and 29, newly-

registered, and/or infrequent voters. Indeed, early results from Catalist¹ indicate that NALEO was the most successful non-partisan voter engagement organization at reaching Latino youth.

While the voter turnout in recent election cycles signaled fuller incorporation of Latinos into the American political process, a pronounced disparity between Latino and non-Latino political participation persists. As can be seen in the table below, many Latinos remain unregistered, and the gap between those eligible to vote and those who actually vote widens with every election cycle.



It is projected that 6.5 million Latinos would vote in the 2010 mid-term elections, and preliminary results suggest that number may be higher. Despite overall growth in the numbers on Latino voter turnout, an ever-growing share (more than 50%) are not registered to vote, or do not vote. In contrast, 65 percent of all non-Latinos eligible to vote cast ballots in the general election.

While NALEO's work is national in scope, it does effective work to focus its expertise at the community level, ensuring that initiatives build and strengthen the grassroots capacity of communities, including work with the Border Network for Human Rights, an El Paso, TX based U.S. Programs grantee. Further, via NALEO's Houston office, it is able to maintain a large footprint in Texas, a priority state for U.S. Programs.

We have been impressed with NALEO's Executive Director, Arturo Vargas. Arturo is a nationally recognized expert in Latino demographic trends, electoral participation, voting rights, the Census, and redistricting, and also serves on the 2010 Census Advisory Committee, appointed by the U.S. Secretary of Commerce. Prior to becoming E.D., Arturo served as Vice President of MALDEF. It is our pleasure to recommend NALEO for this \$300,000 grant.

¹ Catalist is a widely used voter data service.

Grant ID: 20032017

Legal Name of Organization: Wellstone Action Fund

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

Purpose of Grant: to support Campus Camp Wellstone and Movement Building Project

Grant Description: To support two renewal grants to Wellstone Action Fund for its Campus Camp Wellstone and Movement Building projects. The Movement Building Project provides intensive technical assistance to organizations that are part of State Voices civic engagement tables across the nation so that they are better able to maximize their non-partisan voter engagement impact. Campus Camp Wellstone provides well regarded and targeted civic engagement and leadership training to college and university students. Both projects are a vital source of technical and strategic assistance for a sizable number of organizations working to advance open society priorities, including voter engagement, economic security, racial justice, and immigrants' rights.

Previous OSI Support \$525,000
\$275,000 from Progressive Infrastructure (2006-2009)
\$250,000 from Democracy and Power (2009-2011)

Organization Budget: \$1,300,000 (update)

Project Budget: \$432,000 (for Movement Building Project)
\$305,000 (for Campus Camp Wellstone)

Major Sources of Support:

<u>For Movement Building Project</u>	
Wallace Global Fund	\$50,000
Atlantic	\$50,000
Veatch Program at Shelter Rock	\$45,000
Brico Fund	\$25,000
 <u>For Campus Camp Wellstone</u>	
Bremer Foundation	\$10,000
Pepsi	\$10,000

1661 Foundation \$10,000

Amount Requested: \$275,000 (\$200,000 over two years for Campus Camp Wellstone and \$75,000 over one year for Movement Building Project)

Is this a contingent grant? No

Amount Recommended: Total amount recommended is \$275,000 (\$200,000 over two years for Campus Camp Wellstone and \$75,000 over one year for Movement Building Project)

Term: Two years, beginning June 1, 2011 (Campus Camp Wellstone)
One year, beginning July 1, 2011 (Movement Building Project)

Matching Requirements: N/A

Description of Organization

Wellstone Action Fund, a Minneapolis, MN based 501(c)(3) organization, together with the 501(c)(4) organization Wellstone Action, forms one of the nation's largest training centers for leadership development, nonpartisan voter engagement, citizen activism, and community organizing. Founded in 2003 by family, friends and colleagues of the late Minnesota U.S. Senator Paul Wellstone, the organization honors and continues the legacy of Senator Wellstone through training and mobilizing a large network of young people.

Wellstone Action Fund's five training programs range from basic introductory programs to advanced training in organizing campaigns. These programs include Voter Engagement Schools, created in 2005 to teach voter mobilization skills to leaders and members of community-based organizations in Latino and Native American communities; Wellstone Organizing Fellows, a program that identifies, trains, and supports young leaders who are people of color in Minnesota; Campus Camp Wellstone, a current U.S. Programs grantee via the Democracy and Power Fund, and a well regarded leader in the youth leadership and strategic campaign development field; and the Movement Building Project (also funded via the Democracy and Power Fund) which provides technical assistance to organizations that are part of State Voices non-partisan voter engagement tables across the nation.

Description of Program for Which Funding Is Sought

Movement Building Project

OSF funding for Wellstone Action's Movement Building Project would provide technical assistance to organizations that are part of State Voices non-partisan voter engagement

tables across the nation so that they are better able to maximize their voter participation impact. State Voices is a core Democracy and Power Fund grantee that supports 600 diverse organizations in sixteen state tables with shared voter file access and related services, census and redistricting support, fundraising support, including regranting, and support for multi-issue advocacy battles. This particular project will provide customized trainings in Texas, North Carolina, New Mexico, Michigan, Minnesota, New Jersey, Wisconsin, Colorado, Virginia, and perhaps other states. The trainings are designed to build capacity and help the state civic engagement tables and their member organizations to meet their specific advocacy, voter engagement, and organizing goals.

More specifically, this project aims to:

- Deliver, in collaboration with state tables and other coalition partners, customized civic engagement trainings that are designed and targeted to meet specific organizing, advocacy, and issue goals;
- Build the skills of state table and coalition members in leadership development, strategic campaign planning, program development, voter engagement, nonpartisan targeting, field planning, message development, c3 candidate engagement, Get Out The Vote planning and implementation, and other key competencies;
- Advance the individual leadership skills of participants in Wellstone's trainings and, by default, the performance of their organizations;
- Disseminate and further refine cutting-edge best practices for state table and other coalition civic engagement work; and
- Help organizations move seamlessly between nonpartisan voter engagement, policy advocacy, and grassroots organizing, breaking the boom and bust cycle of electoral vs. non-electoral year work, and helping them build greater power, capacity, and impact with each cycle.

Campus Camp Wellstone

Campus Camp Wellstone (CCW) plays a leading role in equipping young people to do more effective public policy advocacy work. Its trainings educate participants on how policy is developed, moved, and passed, and how to develop legislation and run strategic grassroots campaigns. CCW has provided training and curricula for organizations working for the successful passage of the 2006 Violence Against Women Act and was commissioned by the Brady Campaign to Prevent Gun Violence that same year to provide trainings and assist in campaign strategy.

As a key technical and strategic intermediary, CCW fits into the Democracy and Power Fund's strategies by developing critical youth leadership, as well as promoting work on open society priorities, including climate change, immigrant's rights, and racial justice. CCW seeks to build a large scale network of skilled, civically-engaged young people and strengthen the capacity of the national youth movement to make effective change. In its eight years, CCW has trained five U.S. Representatives and over 500 state legislators, county and city commissioners, school board members, and other local and state officials. The Democracy and Power Fund believes that it is crucial to support capacity building

organizations in order to relieve pressure from other nonprofits that need to provide - and often are not able to do so effectively - staff and leadership training.

CCW's role as trainer for individual activists and organizations helps build the field and multiplies the effect of youth organizing. In its role as a convener CCW is able to connect many student-led activist organizations that work in isolation to each other as well as more established national networks. CCW works to ensure that its trainings are available to young people from a wide range of income levels, cultural and racial backgrounds, geographic areas and organizations and keeps a running 'talent scouting' list of the most interesting and talented student organizers in each of their trainings. This list is then utilized to add to CCW's volunteer training team and to work with other partner youth organizations. Trainings are run by a cohort of twenty three trainers; 43% are women and 74% people of color, with a geographical diversity covering all regions of the country.

Rationale for Recommendation

U.S. Programs, via the Democracy and Power Fund, recommends two renewal grants to Wellstone Action: \$200,000 over two years for Campus Camp Wellstone and \$75,000 over one year for the Movement Building Project. The recommended renewals advance these key goals: Expanding grassroots organizing and non-partisan voter engagement; developing youth leadership; and capacity-building to strengthen open society organizations' abilities to impact change at the local, state, and federal levels.

Many organizations fail to take full advantage of the true power that can result when core competencies such as policy advocacy, base-building, and voter engagement are integrated and utilized. Some organizations with expertise in issue advocacy pay little attention to building support for their agenda through base-building or electoral organizing, while others who engage in community organizing fail to empower their members to make real change through advocacy or voting. Some have skills in two of these areas, but few have expertise in all three as does Wellstone Action.

Wellstone, through its Movement Building Project, is now considered to be the leading national trainer for the sixteen State Voices table coalitions, empowering thousands of community-based leaders in their work on voter engagement, economic justice, energy and climate change, immigrant's rights, and other key issues. In recognition of its first-rate trainings, Wellstone has been invited into greater numbers of training partnerships with key national and state-based coalitions such as Democracy and Power Fund grantees Center for Community Change, National People's Action, the Center for Civic Participation, and others. These coalition-focused trainings are a highly resource-effective way to reach a much wider range of communities to build capacity and power.

In addition to its general trainings, Wellstone's Campus Camp Wellstone develops culturally-sensitive customized trainings designed to meet the needs of specific youth populations. It has worked with the League of Young Voters, another U.S. Programs grantee, to provide trainings for non-college urban youth; the Native American

Leadership Program offers trainings at tribal colleges in New Mexico and North Dakota; the Movement Building Program conducts capacity training for youth within Minnesota's Hmong community; and, with Young People For, CCW provides trainings for veterans of the Iraq and Afghanistan wars. CCW seeks to strengthen the progressive youth voice, build power in underrepresented communities, train new leaders for public office, move a national policy agenda that represents the needs of all young people, and increase the number of youth who are engaged and effective in public policy efforts.

Wellstone Action recently underwent a successful leadership transition with Jeff Blodgett transitioning from his role as Executive Director to Founding Director. Jeff, who studied with Paul Wellstone at Carleton College and later spent thirteen years as a senior aide, advisor, and campaign manager to the late Senator, will continue with Wellstone Action through trainings in political activity. Ben Goldfarb, formerly Wellstone Action's Director of Training Programs, is its new Executive Director. Ben has extensive policy and electoral experience and has directed large scale grassroots operations that played a central role in Minnesota's national leadership in voter turnout. We are pleased to offer this recommendation.

Grant ID: 20032004

Legal Name of Organization: American Rights at Work Education Fund

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

Purpose of Grant: to provide general support

Grant Description: To support American Rights at Work Education Fund (ARAWEF), a Washington, DC-based national organization that advocates for equality in the workplace through idea generation, research and analysis, coalition-building, public relations, and online organizing. ARAWEF investigates workplace discrimination and exposes the inadequacy of U.S. labor law; stimulates debate about the state of workplace equality among journalists, policymakers, advocacy groups, and the public; researches policies that can lead to enhanced levels of unionization in the U.S.; and highlights public policy that protects workers from hostile employers and weak laws. As workers' rights are increasingly under attack in the state fiscal crisis, ARAWEF has pivoted its work to support efforts to fight back in state budgetary battles.

Previous OSI Support: \$300,000
\$300,000 from Democracy and Power Fund (2009-2010)

Organization Budget: \$1,178,500

Project Budget: N/A

Major Sources of Support:

Annual Awards Event	\$342,000
Public Welfare Foundation	\$250,000
Veatch Program at Shelter Rock	\$60,000
General Service Foundation	\$30,000

Amount Requested: \$150,000 over one year

Is this a contingent grant? No

Amount Recommended: \$150,000 over one year

Term: One year, beginning March 1, 2011

Matching Requirements: N/A

Description of Organization

American Rights at Work Education Fund (ARAWEF) is a Washington, D.C.-based national organization that generates ideas, conducts vital research, executes public education campaigns, and builds coalitions to help promote and guarantee the freedom of workers to organize unions and bargain collectively. ARAWEF works to find solutions to critical issues affecting America’s working families by exposing the inadequacy of U.S. public policy to address workplace injustice and by advocating for commonsense reforms. Since its creation in 2003, ARAWEF has played a critical role in bringing the right of workers to organize to the forefront of the national policy agenda.

While ARAWEF might be best known for its “virtual army” of over 170,000 actively engaged internet members, over the course of the last two years it has positioned itself as a leading idea generator developing strong arguments in favor of workers’ rights in a time of increasing economic polarization and job loss. ARAWEF has concentrated on expanding the public discourse and the thinking of academicians and opinion leaders on workers’ rights issues with success. It has become a central repository for individuals and organizations dedicated to promoting public policies that raise labor standards and has also shaped and informed journalists’ understanding of labor issues, including generating hundreds of articles, op-eds, and editorials about the need for policies that support the creation of good, family-supporting jobs.

More specifically, over the last year, ARAWEF has focused on four core areas:

- **Engaging constituencies within and outside of the labor movement.** ARAWEF has facilitated all sides of the labor movement coming together to work on urgent, shared priorities. It built and deployed a network of high-profile workers’ rights champions from different segments of the community, including people of color, youth, family farmers, conservationists, consumers, librarians, public health advocates, veterans, and people of faith. ARAWEF is working closely with a number of allies to identify and promote solutions to a myriad of problems faced by workers.
- **Promoting public policies that protect workers’ rights.** ARAWEF has expanded the public discourse and the thinking of academicians and opinion leaders on workers’ rights issues. It has become a central repository for individuals and organizations dedicated to promoting public policies that raise labor standards. ARAWEF has also shaped and informed journalists’ understanding of labor issues, including generating more than 300 articles, op-eds, and editorials about the need for policies that support the creation of good, family-supporting jobs in prominent news sources such as the Associated Press, CBS News, CNN, *Boston Globe*, *Los Angeles Times*, *New York Times*, *Politico*, *Roll Call*, *The Wall Street Journal*, *The Washington Post*, and XM Radio

- **Advancing corporate responsibility by proving how worker-employer partnerships are a successful business model.** ARAWEF has broken out of the archaic big labor vs. big business paradigm by promoting real world examples of socially responsible businesses that thrived while treating their workers with respect. It has become the “go to” source for examples of how successful labor-employer partnerships benefit businesses, workers, and society at large. ARAWEF also contributed to a body of research that combated anti-union “job killer” arguments by documenting how unions are vital to the economic recovery.
- **Exposing workplace injustice to make the case for reform.** ARAWEF has put high quality materials into the hands of workers’ rights advocates, opinion leaders, and policy makers. Its findings have been cited on the floor of the Senate during a labor law reform debate, quoted in the press to challenge opposition falsehoods, and used by workers’ rights champions in their work. It exposed the inadequacy of U.S. labor laws by providing case studies and other qualitative data backed by quantitative analysis to measure the severity of employer harassment, threats, or firing of workers exercising their right to organize. For example, ARAWEF conducted an analysis of labor laws throughout the globe, finding that more than 70 countries better protect the right to organize than the U.S.

Description of Program for Which Funding Is Sought

The proposal seeks general operating support.

Rationale for Recommendation

U.S. Programs, via the Democracy and Power Fund, recommends a renewal grant of \$150,000 over one year to the American Rights at Work Education Fund for its work to advance these key goals: Idea generation on economic security and multi-issue advocacy that is deeply linked to grassroots communities and organizations.

Powerful conservative interests are using the Great Recession as an opportunity to grow the economic divide by attacking unions and engineering a systemic, structural adjustment to permanently lower labor standards in the U.S. They are using the public’s fear of becoming unemployed or staying under- or unemployed to deter support for unions. Unfortunately, people are buying into the narrative that lower wages, fewer benefits, less job security, the elimination of pensions, and more dangerous workplaces must be tolerated to simply have or keep a job.

Anti-worker forces—who typically advocate a “pull yourself up by the bootstraps” mantra to poor people—are fighting union jobs, wages, and benefits with a vengeance. Some of this is directed at public employees, as in Wisconsin, and some is directed at workers in the private sector. They are doing this even though unions have provided one of the best solutions to poverty and discrimination, especially for African Americans who have the highest rate of union membership. Fueled by the anti-union network, employer opposition to collective bargaining is intensifying. According to a May 2009 study

published by ARAWEF and the Economic Policy Institute, a U.S. Programs (Democracy and Power Fund) grantee, 34% of employers fire workers, 47% threaten to cut wages and benefits, and 57% threaten to close the worksite during an organizing campaign. Only 7% of private sector workers belong to unions now compared to 40% in the 1950s. The battle over employee rights taking place now at the state-level across the nation is a make or break moment for millions of workers, and ARAWEF with its sophisticated research, communications, and activist base is well positioned to fight back.

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

ARAWEF is led by Kimberly Freeman Brown, who joined the organization at its inception in 2004 and has served as both Communications Director and Deputy Director prior to accepting the Executive Director post in November 2009. While now in her second year as an E.D., Brown has significantly diversified ARAWEF's funding, doubled its staff size, and taken on a prominent role in workers' rights legislative efforts. We have been impressed by Brown as she continues to strengthen ARAWEF.

Through its effective coalition building, collaborations between diverse constituencies, and linking of grassroots communities to policymakers, ARAWEF is effectively advocating for workers in a rough economic time for tens of millions of people. We are confident that ARAWEF will continue to build on its accomplishments, and are pleased to make this one-year recommendation. As U.S. Programs continues to assess, refine, and tighten its economic security grantmaking, this grantee may be housed within the portfolio of the Equality and Opportunity Fund in the future. Through a current U.S. Programs process, we will contribute to this ongoing tightening of our broad-based economic security work.

Grant ID: 20031925

Legal Name of Organization: The Culture Group

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

Name of Fiscal Sponsor: Air Traffic Control Education Fund

Purpose of Grant: to support The Culture Group

Grant Description: The Culture Group was launched in September 2010 by leading cultural experts as a new hub for advancing progressive issues and values through music, art, media, and popular culture. Culture can be an effective tool to shift public sentiment and mobilize people to become engaged on issues yet the role of culture in advancing change is poorly understood and cultural strategies are underutilized by advocates. This grant would provide support for a strategic planning process to research best practices and effective cultural strategies; develop a new organizational infrastructure for using art and culture to advance open society issues; seed and study pilot projects that use culture to advance immigrants' rights and racial justice; and build support among advocates and funders for cultural strategies.

Previous OSI Support: \$347,000
\$100,000 from Progressive Infrastructure (2006-2008)
\$11,060 from Strategic Opportunities (2009)
\$236,065 from Democracy and Power (2008-2011)

Organization Budget: \$535,500

Project Budget: \$175,000

Major Sources of Support: The Culture Group is seeking support from Ford Foundation; Unbound Philanthropy; and McKay Foundation

Amount Requested: \$75,000 over one year

<u>Is this a contingent grant?</u>	No
<u>Amount Recommended:</u>	\$75,000 over one year from the Democracy and Power Fund T1: 21116
<u>Term:</u>	One year, beginning February 1, 2011
<u>Matching Requirements:</u>	N/A

Description of Organization

Air Traffic Control Education Fund (ATC), based in San Francisco, CA, and serving as fiscal sponsor for this project, helps musicians lend their talents and their high profile positions to social change by connecting them to activists, organizations, and issue campaigns. It researches ways to increase, measure, and leverage the positive impact of musicians who engage in and engage their audiences in social change. ATC conducts research on issues and key organizations working on social justice issues and provides resources, best practices, and practical tools on engagement through its website. ATC staff also provides one-on-one consulting services to organizations, helping them connect to and engage with other like-minded artists and organizations. It helps connect artists to partner advocacy and activist organizations and advises them on ways to use concerts, festivals and online social networks such as Facebook to engage fans and youth in activism.

Description of Project

The Culture Group is a new initiative to popularize and expand support for progressive values, ideas, and policies through cultural strategies. The Culture Group was launched in September 2010 and is being incubated under the aegis of Citizen Engagement Lab and Air Traffic Control (both current U.S. Programs grantees). Its steering committee is a team of seasoned social change experts and creative producers uniquely positioned to develop a strategic framework and organizational infrastructure for cultural organizing. The steering committee has deep experience in both the creative community and the advocacy community, and its members include:

- Jeff Chang, author of an acclaimed book on hip hop and social change, *Can't Stop Won't Stop*, writer for *ColorLines*, and activist with the National Hip-Hop Political Convention
- Ian Inaba, producer and director of *American Blackout*, a documentary spotlighting discrimination in voting systems, and Co-Director for Citizen Engagement Lab, an innovative incubator of racial justice online advocacy that is home to Color of Change
- Brian Komar, Director of Community Partnerships for the Center for American Progress and former field organizer for the Leadership Conference on Civil Rights

- Liz Manne, a well regarded documentary filmmaker and advocate who has worked with Sundance Channel and HBO Films
- Alexis McGill Johnson, an experienced and thoughtful connector of prominent members of the hip hop community with voter participation efforts, founder of the American Values Institute, and recent consultant to the U.S. Programs Campaign for Black Male Achievement
- Jessy Tolkan, a dynamic youth activist and organizer who was founding Executive Director of the Energy Action Coalition and is currently a fellow with the Citizen Engagement Lab and New Organizing Institute
- Erin Potts, Executive Director of Air Traffic Control and an experienced intermediary between high profile performers and domestic and international movements for change. She was the initiator, with prominent rap artists, The Beastie Boys, of the Tibetan Freedom Concerts
- Yosi Sergant, a visionary integrator of art and social change efforts who has worked for the Obama administration and in efforts including Manifest Hope, Manifest Equality, and Re:Form School.

The Culture Group seeks funding to engage in a strategic planning process that will help them identify and test the most effective, intentional, and strategic approach to building cultural capacity to advance social change. Activities will include research, pilot projects, campaigns, targeted cultural productions, and convenings of artists and advocates. During the planning process, The Culture Group expects to:

- Develop a shared knowledge base and set of best practices to expand the field of cultural strategies.
- Lay the conceptual and operational groundwork for infrastructure that will support shifting public will on issues of national and global importance through the expert deployment of cultural strategies and capacity building for the field.
- Make the case for the importance and effectiveness of cultural strategies to funders, advocates, and other influential people.

External research will include a literature review of research studies that analyze the impact of cultural strategies; one-on-one interviews with artists, cultural producers and advocates; and research on sustainable revenue models that use cultural strategies to fund advocacy. Pilot projects will develop and study the impact of cultural campaigns on specific issues, including immigration and racial justice. The Culture Group will also plan briefings for funders and convenings between artists and advocates.

Rationale for Recommendation

U.S. Programs, via the Democracy and Power Fund, recommends a planning grant of \$75,000 to Air Traffic Control Education Fund over an eight month period to support The Culture Group's work to meet this key goal: Expanding public participation in open society efforts through innovative means of engagement through arts, culture, and social media.

Culture can – and must – be shifted to build public will for progressive values, ideas, and policies. Culture is where open society advocates and activists can win the sentiments of new followers and move people toward engagement and action. Culture can introduce new ways of thinking, attach emotions to policy, and infuse progressive values into civic discourse. There is currently a lack of infrastructure to effectively bridge the gap between culture and advocacy. Most advocates lack experience working with artists and creative producers, and most artists lack the skills needed to deploy their art for maximum impact in advocacy. Too few opportunities exist for cultural producers, advocates, and funders to build relationships and share knowledge and strategies and, consequently, many cultural efforts are ad hoc and uncoordinated. In some cases, an advocacy organization will graft a cultural component onto a campaign as an afterthought, missing key opportunities for deeper integration of cultural strategies and expertise into advocacy efforts. In other cases, artists or musicians create moments of awareness, but don't coordinate with effective advocates to sustain public engagement. What is needed is an orchestrated pipeline of cultural assets created and employed for maximum impact.

Historically, cultural change often precedes – and, as part of broader public narratives that are parallel to ongoing advocacy efforts – can help create more favorable conditions for policy change to occur. Jackie Robinson broke baseball's color barrier seven years before *Brown vs. Board of Education*; *All in the Family* changed attitudes about race; and legal victories for LGBT rights were preceded by years of exposure to gay and lesbian lives on television and in film. Yet the role of art and culture in changing hearts and minds is not sufficiently understood, and the use of cultural strategies has not obtained legitimacy within mainstream advocacy circles. The Culture Group and its impressive roster of founding thinkers and activists have the skills to develop a valuable methodology and organizational framework for using cultural strategies to advance social change. We welcome the opportunity, via this planning grant and our careful monitoring of its development, to better quantify for U.S. Programs and its Board the impact that cultural strategies can have on advancing open society. We are pleased to offer this grant recommendation.