

**U.S. PROGRAMS  
Equality and Opportunity Fund  
Summary of Recommended Grants  
Catch-Up Docket, October 26, 2012**

**Program Area/Organization**

<b>Organization</b>	<b>Grant Code</b>	<b>Recommended</b>	<b>Term</b>	<b>2012</b>	<b>2013</b>
<b>Equality and Opportunity Fund</b>					
<b>Immigrant Rights and Racial Justice</b>					
America's Voice Education Fund	T1: 24449	\$ 300,000	1 year	\$ 300,000	
National Association for the Advancement of Colored People	T1: 21104	\$ 500,000	1 year	\$ 500,000	
New Orleans Workers Center for Racial Justice	T1: 24449	\$ 150,000	18 months	\$ 150,000	
Immigrant Legal Resource Center <sup>1</sup>	T1: 24449	\$ 237,500	1 year	\$ 237,500	
	T1: 21106	\$ 1,000,000	1 year	\$ 1,000,000	
<b>LGBTQ Rights and Gender Justice</b>					
National Domestic Workers Alliance	T1: 24450	\$ 300,000	1 year	\$ 300,000	
<b>Total Recommended:</b>		<b>\$ 2,487,500</b>		<b>\$ 2,487,500</b>	
<b>GRANTMAKING TOTAL THIS DOCKET:</b>		<b>\$ 2,487,500</b>			

  
Approval Signature

10/26/12  
Date

<sup>1</sup> This grant of \$1,237,500 is co-funded by the Equality and Opportunity Fund, T1: 24449 (\$237,500) and the US Programs Board Initiated Special Grants, T1: 21106 (\$1,000,000).

## MEMORANDUM

**TO:** Christopher Stone  
**VIA:** Ken Zimmerman  
**FROM:** Raquiba LaBrie, Archana Sahgal, Solomon Greene, Shruti Garg, and Li Zhou  
**DATE:** October 19, 2012  
**RE:** Equality and Opportunity Fund Catch-Up Docket, October 26, 2012

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The mission of the Equality and Opportunity Fund (EOF) is to ensure justice and equality, prohibit arbitrary and discriminatory government action, and lift barriers that prevent people from participating fully in economic, social and political life. As reflected in its 2009-12 strategic plan, the fund concentrates on four core areas of equal opportunity advocacy: racial justice, immigrant rights, LGBTQ rights, and gender justice. EOF also funds cross-cutting efforts that highlight the shared stake that people of color, immigrants, women, and LGBTQ people have in advocating for equality and opportunity. The two cross-cutting priorities for 2012 are economic security and anti-violence advocacy. Beyond this, EOF houses two special initiatives: the Neighborhood Stabilization Initiative, which is being integrated into EOF's core work and the Campaign for Black Male Achievement. This is one of the final dockets for this configuration of EOF grantmaking.

### EOF TIE-OFF GRANTS

At the October 16 docket meeting, you asked for more information about how EOF is handling tie-off grants. By way of background, in late 2011, when the U.S. Programs Board decided to discontinue grantmaking in the areas of LGBTQ rights, gender justice, and low-wage worker rights, staff devised a standard tie-off practice. For grantees with less than nine months remaining in their grant term, we would provide one-year tie-off funding at the same annualized amount of the current grant. For those grantees with more than nine months remaining in their grant term, we would provide notice that EOF would not renew their grants.

In 2012, EOF tied off a total of eight grants that were funded through the LGBTQ rights, gender justice, or low-wage worker rights budget lines. Given more recent Board and staff decisions about U.S. Programs' future racial justice and immigrant rights priorities, staff is beginning the process of identifying other grantees that will be tied off. As a general matter, we will follow the same policy identified above of offering additional support to organizations with less than nine months of OSF support remaining. Given new budget constraints, there will likely be a few exceptions.

We have invited all tie-off grantees to keep us apprised of their work beyond the standard reporting requirements. For those organizations that have requested, we have provided guidance on other possible sources of funding. For the bulk of the LGBTQ, gender justice and low-wage worker rights grantees, we will not be as actively involved as in the past in large part because Luna Yasui, our former program officer responsible for these areas, recently left OSF to join the Ford Foundation.

In the discontinued portfolios, we funded a number of grantmaking collaboratives that have regular donor meetings. For example, the State Equality Fund, is a donor collaborative that

funds LGBTQ anti-discrimination advocacy in select states that are ripe for reform. We have declined to participate in future State Equality Fund donor meetings for the remainder of the grant term. But we also recently made a tie-off grant to the Ms. Foundation to provide a cohort of organizations working at the intersection of gender justice and immigrant rights with services to strengthen financial management and resilience, improve strategic communications, and bolster organizational development. Because of the grant's focus on immigrant women and its relevance to our ongoing immigrant rights work, staff will play an active role in shaping this grant.

We will keep you apprised as we wind down other areas of work.

## **SUMMARY OF RECOMMENDED GRANTS**

The following is a brief summary of the EOF grant recommendations for the 2012 Catch-Up Docket.

### **RACIAL JUSTICE AND IMMIGRANT RIGHTS**

EOF's racial justice and immigrant rights portfolios recommend four grants in this docket. The first is to the **America's Voice Education Fund (AVEF)**, the primary communications resource hub for the immigrant rights field. With renewed support, AVEF will continue to support various segments of the field – from litigators to grassroots organizers to elite policy advocates – in making the case that reform is a practical and humane solution to a broken immigration system.

The **NAACP** is currently considered a U.S. Programs (USP) anchor grantee because of the moral weight and leadership it exercises on a number of open society concerns, including criminal justice, drug policy reform, and addressing racial disparities in school discipline policies. EOF recommends renewed anchor funding for the NAACP, but plans to use the coming months to re-assess whether the organization is sufficiently engaged on USP's new priorities to merit continued anchor status.

The recommended grant to the **New Orleans Workers Center for Racial Justice** will support its project, the National Guestworker Alliance, a national membership initiative that works to expose and challenge exploitation of temporary immigrant workers and to defuse competition between native-born U.S. workers and immigrant workers.

Last year, the U.S. Programs Board authorized special funding to support efforts to scale up naturalization service delivery and advocacy across the country. Staff recommends use of the remaining Board-authorized funding as well as some EOF funds to support a project grant to the **New Americans Collaboration**, a national naturalization initiative dedicated to 1) helping eligible immigrants become U.S. citizens; 2) increasing the capacity of legal services providers to support the naturalization application process; and 3) challenging barriers to citizenship.

### **GENDER JUSTICE AND LGBTQ RIGHTS**

A general support grant to the **National Domestic Worker Alliance**, a national coalition of 35 domestic worker organizations in 18 cities across the country, will help it to improve the living

and working conditions of domestic workers and end the exclusion of domestic workers from recognition and protection as a workforce.

We look forward to meeting with you on October 26 to discuss this docket and any other issues pertaining to the Equality and Opportunity Fund.

**Equality and Opportunity Fund**  
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**RACIAL JUSTICE  
&  
IMMIGRANT RIGHTS**

**Grant #:** OR2012-35915

**Legal Name of Organization:** America's Voice Education Fund

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

**Name of Fiscal Sponsor:** n/a

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

**Grant Description:** To provide \$300,000 in general support to the America's Voice Education Fund (AVEF.) Following the failure to secure comprehensive immigration reform in 2007, AVEF was formed as a strategic communications hub for the immigrant rights field. It focuses on crafting and disseminating messages that help to build public support for just immigration policy and resonate with a broad range of audiences. It operates through English, Spanish, and other ethnic media outlets and online. AVEF continuously monitors policy and field changes and correspondingly adapts its narrative and media efforts. To complement these efforts, AVEF recruits new leaders and unusual allies to advocate for immigrant rights, and provides communications support to the field. The recommended grant advances EOF's overarching goal of supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and to lift barriers that prevent people from participating fully in economic, social, and political life. Further, it advances the specific immigrant rights grantmaking priority of promoting fair immigration enforcement, detention, and deportation policies.

**Previous OSI Support:** \$6,057,151.80 from Immigrant Rights (1999-2011)

**Organization Budget:** \$2,260,653.00

**Project Budget:** n/a

**Major Sources of Support:**

Carnegie Corporation of NY	\$300,000
Ford Foundation	\$300,000
Ford Foundation	\$300,000* requested
Unbound Philanthropy	\$150,000* requested
Public Interests Projects	\$ 50,000* requested

**Amount Requested:** \$300,000 over one year

**Is this a contingent grant?** No

**Amount Recommended:** \$300,000 (Equality and Opportunity Fund Immigrant Rights, T1: 24449)

**Term:** One year, beginning February 1, 2012

**Matching Requirements:** n/a

**Description of Organization**

The mission of America's Voice Education Fund (AVEF) is to create a voice in support of immigration reform rooted in the American values of earned citizenship, the rule of law, and the promise of the American Dream. Based in Washington, D.C., it was created in May 2008 as the 501(c)(3) arm of America's Voice (AV) to conduct public education activities that support the Reform Immigration For America Campaign, a national campaign dedicated to comprehensive immigration reform. Its objectives include: 1) creating a powerful narrative and persuasive messages for proponents of immigration reform; 2) ramping up the volume and velocity of these messages in English language, Spanish language, and new media; and 3) lifting the visibility and voices of key allies, such as faith, law enforcement, progressive bloggers, and immigrant-led groups.

Frank Sharry, the former Executive Director of the National Immigration Forum, heads AVEF. He is one of the nation's preeminent authorities on immigration policy and is highly regarded in the field. AVEF has a nine-member Board of Directors comprised of labor leaders and national and local advocates. Per its 2011 Form 990, AVEF closed its most recent fiscal year with unrestricted net assets of \$1,982,416 million. AVEF relies on a diverse set of funders for its income sources.

America's Voice Education Fund's counterpart entity, America's Voice, is a 501(c)(4) organization funded primarily by Atlantic Philanthropies. Although both organizations are deeply involved in the new reform campaign, AVEF's activities are limited to 501(c)(3) activities.

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

AVEF requests general support.

**Rationale for Recommendation**

Support to AVEF will advance the Equality and Opportunity Fund's overall mission of prohibiting arbitrary and discriminatory government action, and lifting barriers that prevent people from participating fully in economic, social and political life. AVEF's long term efforts

are also aligned with EOF's specific immigrant rights grantmaking priority of promoting fair immigration enforcement, detention, and deportation policies.

AVEF was formed at a time of strategic reexamination for the immigrant rights movement. Immigrants and their supporters were severely disappointed by the collapse of comprehensive immigration reform legislation in June 2007. Years of grassroots organizing, the palpable passion and increasing activism of immigrant communities, organizational capacity-building efforts, the dedication and commitment of advocacy groups, the growing engagement between national and local organizations, and strategic support from the philanthropic sector were not sufficient to overcome substantial opposition as well as competing political priorities.

In the wake of that moment, leading state and national immigrant rights advocates began an intensive process of reassessment and strategic planning. Participants, including Frank Sharry, concluded that meaningful progress required concentrated work to foster a stronger and more aligned field, accompanied by a correspondingly powerful and unified communications strategy; heightened civic participation efforts would be needed to create more impetus for policy change. To address these issues, key voices in the immigrant rights movement formulated an integrated four-pillar campaign focusing on voter mobilization, policy advocacy, grassroots advocacy, and strategic communications. These pillars are designed to invigorate and guide a strong and integrated movement capable of creating the political space in which reforms can be advanced and breakthroughs achieved.

The communications element is particularly crucial. As illustrated in the build-up to June 2007, building national will to support immigration reform hinges on the framing of the underlying issues: Are undocumented immigrants mostly bad people who have broken good laws, or are they mostly good people subjected to bad laws? Are they the criminal “other,” draining resources and deserving only of incarceration and deportation, or aspiring citizens who deserve modernized laws and a line to get into? Opportunity Agenda research shows that anti-reform proponents dominated the debate between 2004 and 2008 with disciplined messages focused on the rule of law and scarce resources, ultimately drowning out pro-reform advocates who had either focused on process or utilized a wide variety of inconsistent messages.

In this context, AVEF was created to specifically fill the gap in strategic communications capacity at the national level, influencing and driving the national narrative and shaping media coverage concerning immigration policy and politics. Its function as a single, central entity focused solely on communications for the movement is relatively unique compared to other fields.

AVEF has developed a strong track record employing three complementary strategies to move its work forward: mobilizing the base to help build support for reform; winning the middle by persuading skeptics that reform is a practical and humane solution to a broken immigration system; and defining opponents by exposing the extremism of the anti-immigrant lobby. These strategies will inform AVEF's main activities during the grant period. AVEF will continue to:

- 1) Work with partners to develop, disseminate and drive a strong narrative and specific messages that can shape the immigration policy debate;

- 2) Communicate its narrative via three principal platforms: traditional English language media, Spanish language media, and online media;
- 3) Operate a rapid response capacity to respond quickly to breaking news and help shape subsequent news coverage and commentary;
- 4) Conduct public opinion research to inform the development of the main immigration reform narrative as well as messaging for spokespersons;
- 5) Create events, pitch stories, produce content, and recruit unusual messengers;
- 6) Train key local and national spokespersons from partner organizations on media skills and narrative discipline; and
- 7) Research, define, and challenge the views of immigration reform opponents.

AVEF's approach has had broad impact. The preliminary findings of a TCC evaluation funded by the Carnegie Corporation of New York, the Ford Foundation, Open Society Foundations, and Unbound Philanthropy indicate that AVEF has been highly visible in leading mainstream media outlets. From January 2011 to August 2012, for example, AEFV was quoted or cited in English in 273 newspaper articles, 113 online publications and 15 magazine articles. It appeared on national or cable English language television 21 times and on radio 20 times. AVEF en Espanol, its Spanish language unit led by Maribel Hastings, former Washington bureau chief for the Spanish language daily La Opinion, is influential in Spanish language media.

AVEF is also effective at engaging a broad range of voices, especially in the faith community and in law enforcement. Arturo Venegas, the former Chief of Police of Sacramento, spearheads AVEF's Law Enforcement Engagement Initiative, which enlists law enforcement professionals as unusual spokespeople for federal immigration reform and against recruiting local police to enforce federal immigration laws.

AVEF also provides crucial communications support for the larger field. The above-referenced evaluation's field interviews found that AVEF's products, including press releases, message memos, talking points, polling, and other communications materials, were perceived as high quality and useful among a variety of key constituents. Beyond sharing materials, AVEF has expanded the visibility and influence of key immigrant-led coalitions, including groups such as OSF grantees the National Day Laborer Organizing Network, Detention Watch Network and the New Orleans Workers' Center for Racial Justice. It also works in partnership with networks and local groups on select initiatives that could benefit from its support and align with AVEF's national strategy. In a prominent example, AVEF actively supports the undocumented youth movement and its work around Deferred Action for Childhood Arrivals (DACA), especially the United We Dream network. AVEF is working with another high-profile undocumented youth initiative, Define American, including extensive work around the groundbreaking June 2012 Time Magazine cover featuring Define American's founder Jose Antonio Vargas and over three dozen undocumented youth with the caption, "We Are Americans (just not legally)." AVEF serves as lead logistics coordinator and assisted with media relations. And AVEF is working aggressively with the movement's litigators (including ACLU, NILC, and MALDEF) to support media efforts around the ongoing litigation regarding state anti-immigrant laws.

AVEF is still in the process of maturing organizationally. As noted in the TCC evaluation, AVEF has come to the realization that it needs to increase its focus on building the

infrastructure, organizational culture, and management practices that will allow it to be, in the words of a senior staffer, “sustainable and safe” for the foreseeable future as it transitions from frenzied campaign mode to work over the longer term. This was illustrated in April, 2012, when a routine audit revealed that AVEF’s operations manager had been enriching himself through manipulation of the in-house payroll system and unauthorized credit card payments. Upon discovering the employee’s theft, AVEF’s executive director and the board responded promptly and effectively. Legal and accounting resources were mobilized to address the situation. The culpable individual was immediately fired, security measures were implemented, and an audit was completed to assess the damage. Consultants recommended new staffing arrangements, segregation of certain internal functions, and review protocols, which were then put in place. AVEF board, staff and accountants, with advice from auditors and outside accountants, are formally adopting policies and procedures to ensure proper internal controls, appropriate and consistent treatment of financial transactions and use of proper accounting principles and practices.

Funders, including OSF, were notified shortly after the discovery of the theft, and have been in close discussion with AVEF and AV. An extended audit indicated that between 2010 and 2012 \$129,780 was stolen. These lost funds have been allocated to unrestricted net assets, and have not affected AVEF’s successful completion of funded program activities this year. EOF staff is confident that this incident is not indicative of organizational instability or fragility. AVEF staff and board acted responsibly to rectify the situation and are instituting and refining internal controls that will greatly reduce the risk of theft and abuse in the future.

Another area of slight concern pertains to the capacity to address an increasing number of requests for communication support and a widely dispersed series of crises as immigration battles have moved to the state and local levels. As AVEF tries to respond, it could potentially over-promise and under-deliver as it hits capacity limits, a concern noted in the draft evaluation mentioned above. AVEF is aware of these concerns, and is prioritizing its efforts into initiatives where it can add value and that are strategically synergistic with its national policy priorities.

In all of its work, AVEF is a strong team player and works closely with numerous OSF grantees. In addition to those mentioned above, its partners include the Center for American Progress, the Center for Community Change, the National Immigration Law Center, Media Matters, the National Immigration Forum, and the Asian American Justice Center. Its senior staff is comprised of veteran strategists who have been working on immigration reform for decades. It will play a defining role in helping the U.S. decide whether it will continue with harsh policies aimed at expelling undocumented workers and their families from a country that prides itself on being a nation of immigrants, or change course and extend equal protection and a path to citizenship for the undocumented. For all these reasons, staff believes AVEF merits continued investment.

Due diligence for this grant recommendation has been conducted by Equality and Opportunity Fund Program Officer Archana Sahgal.

**Accordingly, staff recommends continued general support to America’s Voice Education Fund in the amount of \$300,000 over one year.**

**Grant #:** OR2012-37685

**Legal Name of Organization:** National Association for the Advancement of Colored People

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

**Name of Fiscal Sponsor:** n/a

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

**Grant Description:** A grant to provide renewed general support to the National Association for the Advancement of Colored People (NAACP), the nation's oldest, largest and most widely recognized grassroots-based civil rights organization. The NAACP has more than a half-million members and supporters throughout the United States and the world, dedicated to monitoring equal opportunity in the public and private sectors. Its networks include more than 1,200 active local chapters (including at dozens of military bases and prisons) and presence in all 50 states. The NAACP's principal objective is to ensure the political, educational, social and economic equality of minority group citizens of United States and eliminate race prejudice. The recommended grant advances the following U.S. Programs goals: supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and lift barriers that prevent people from participating fully in economic, social, and political life; eliminating racial disparities and securing a fair and equitable justice system; increasing government transparency and accountability; dismantling the school-to-prison pipeline; and improving life outcomes for black males. The recommended grant would provide renewed support at a steady amount.

**Previous OSI Support:** \$2,000,000  
\$500,000 from the Seize the Day Fund, 2009  
\$150,000 from the Campaign for Black Male Achievement, 2009  
\$150,000 from the Equality & Opportunity Fund, 2009  
\$125,000 from the Criminal Justice Fund, 2009  
\$250,000 from the Strategic Opportunities Fund 2008  
\$25,000 from the Campaign for a New Drug Policy, 2011  
\$500,000 from USP Anchor Grants, 2011  
\$300,000 from Democracy and Power Fund, 2012

**Organization Budget:** \$36,095,779

<b><u>Project Budget:</u></b>	n/a														
<b><u>Major Sources of Current Support:</u></b>	<table> <tr> <td>Ford Foundation</td> <td>\$1,055,000</td> </tr> <tr> <td>Atlantic Philanthropies</td> <td>\$ 400,000</td> </tr> <tr> <td>Kellogg Foundation</td> <td>\$3,600,000</td> </tr> <tr> <td>Ford Foundation</td> <td>\$1,000,000</td> </tr> <tr> <td>Hewlett Foundation</td> <td>\$ 220,000</td> </tr> <tr> <td>Robert Wood Johnson Fndn</td> <td>\$ 400,000</td> </tr> <tr> <td>Anne E. Casey Foundation</td> <td>\$ 375,000</td> </tr> </table>	Ford Foundation	\$1,055,000	Atlantic Philanthropies	\$ 400,000	Kellogg Foundation	\$3,600,000	Ford Foundation	\$1,000,000	Hewlett Foundation	\$ 220,000	Robert Wood Johnson Fndn	\$ 400,000	Anne E. Casey Foundation	\$ 375,000
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Robert Wood Johnson Fndn	\$ 400,000														
Anne E. Casey Foundation	\$ 375,000														
<b><u>Amount Requested:</u></b>	\$500,000														
<b><u>Is this a contingent grant?</u></b>	No														
<b><u>Amount Recommended:</u></b>	\$500,000 (USP Multi Issue Anchor Grants, T1: 21104)														
<b><u>Term:</u></b>	One year, beginning October 1, 2012														
<b><u>Matching Requirements:</u></b>	n/a														

**Description of Organization:**

Founded in 1909, the National Association for the Advancement of Colored People (NAACP) is the nation's oldest, largest and most widely recognized grassroots-based civil rights organization. It has more than a half-million members and supporters throughout the United States and the world, dedicated to monitoring equal opportunity in the public and private sectors. Headquartered in Baltimore, the NAACP's complex web of affiliates includes state/state-area conferences, branches, prison branches, young adult councils, college chapters, youth councils, junior youth councils, and high school chapters. The NAACP's networks include more than 1,200 active local chapters (including at dozens of military bases and prisons) and presence in all 50 states. The NAACP's principal objective is to ensure the political, educational, social and economic equality of minority group citizens of United States and eliminate race prejudice. In 2008, Benjamin Jealous was appointed President and CEO.

The NAACP's organizational structure is outlined in its Constitution, which serves as its governing document and is updated regularly by the board. The NAACP's board represents 64 members whose expertise spans a gamut of expertise areas and include four youth members. In accordance with its constitution, board members determine the organization's programmatic areas and oversee programmatic subcommittees. It should be noted that unlike its membership base, which reflects a broader diversity of racial and ethnic communities, the NAACP's board and staff is predominately made up of African American and black professionals. Over the last few years, the NAACP has made a concentrated effort towards diversifying its staff by hiring young professional staff and increasing the number of women program directors. In the upcoming years, the organization will focus on building relationships with young people as members as well as attracted new talent within our professional staff and Board.

NAACP's organizational budget has steadily increased in recent years. Its primary sources of revenue include membership fees, events, and corporate and philanthropic grants, of which philanthropic commitments represent approximately 5% of the annual budget.

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

NAACP requests general support.

### **Rationale for Recommendation:**

On behalf of U.S. Programs, the Equality and Opportunity recommends a grant of \$500,000 over one year. The NAACP is one of nine Multi-Issue Anchor Grantees in U.S. Programs. These grantees are key partners that advance multiple priorities. The recommended grant would advance the following U.S. Programs goals: supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and lift barriers that prevent people from participating fully in economic, social, and political life; eliminating racial disparities and securing a fair and equitable justice system; increasing government transparency and accountability; dismantling the school-to-prison pipeline; and improving life outcomes for black males.

While the organization has tremendous assets, its history is not without blemishes. It is well-known that, in recent decades, the NAACP has struggled through a series of unremarkable presidencies, sought to manage a Board of Directors with more than 60 members, and repeatedly been called on to defend its relevance.

When Benjamin Jealous became President of the NAACP in late 2008, he pledged to revitalize the organization by recruiting younger members, exploiting new media to reach new audiences and decreasing the organization's reliance on corporate support. Early in his tenure, Jealous made some missteps, most notably by rushing to judgment in denouncing Shirley Sherrod for statements that were later found to have been taken out of context. But he has also made strides by growing the NAACP's membership, increasing revenue from private foundations and individuals, and expanding the organization's technological capacity.

The NAACP's programmatic work falls under six core program areas, which are co-led with national experts and board committees. These areas include health, climate and environmental justice, economic opportunity, criminal justice, education, and media diversity. The greatest match between the NAACP's work and ours is in the areas of criminal justice, drug policy reform, and dismantling the school-to-prison pipeline. Its priorities of public education reform, diversity in hiring and contracting, healthcare reform, and environmental justice do not fall squarely within U.S. Programs' current scope. Two other priorities – civic engagement and access to credit – offer points of overlap, but the NAACP's effectiveness in these areas is less clear. The Democracy and Transparency and Integrity Funds are in the process of investigating the NAACP's voter engagement and voter protection capacity. While it continues to be one of the biggest civic engagement players in the African American community, it has not demonstrated a willingness to collaborate with smaller organizations. Similarly, its work on predatory lending has not been done in coordination with other organizations in the consumer protection and fair housing fields.

Beyond our support for the national NAACP, U.S. Programs is currently funding several, high-performing NAACP affiliates, including the North Carolina and California State Conferences and the Houston, Texas branch. U.S. Programs' Seize the Day Fund also funded the Mississippi State Conference as a part of a state coalition working to ensure transparency and equity in distribution of federal recovery funds in that state.

U.S. Programs, particularly the Democracy Fund, has sought to elevate the work of the NAACP's more dynamic, coalition-minded affiliates. For the most part, however, the network is uneven. Staff believes a wise funding strategy would be to provide general support to the national NAACP and expand support for its most visionary affiliates in order to encourage experimentation and innovation across the network.

Notwithstanding the limitations noted above, the NAACP continues to be influential on a substantial range of open society concerns and a willing collaborator on issues such as immigration reform, healthcare and fair labor standards. Under Ben Jealous' leadership, the organization is also working to reinvigorate its network's advocacy capacity by training its 1,200 branches and 300 campus chapters in the fundamentals of community organizing. In launching this initiative, the NAACP is working with the Midwest Academy and the architects of President Obama's field operation.

A significant challenge for the NAACP is its board size and role, which has been discussed in previous grant recommendations. During his tenure, Jealous has made considerable strides to revitalize the institution and position it as a relevant partner in the racial justice field. As part of this process, the NAACP is challenged with further diversifying its membership base to include a broader range of communities of color and intentionally reach Muslims and other currently underrepresented faith communities. Similarly, the NAACP seeks to strengthen its collaborations with other racial justice advocates on issues such as racial profiling and criminal justice reform. However, it is clear that this is a long-term process and demands ongoing review of the current organizational structure and deeper relationship building with other leading racial justice organizations.

Due diligence and assessment for the general support recommendation was conducted by Equality and Opportunity Fund program officer Archana Sahgal.

**Because it continues to be a fierce and vocal player in the U.S. civil rights field, staff recommends a grant to the NAACP of \$500,000 over one year.**

<b><u>Grant #:</u></b>	OR2012-00632	
<b><u>Legal Name of Organization:</u></b>	New Orleans Workers Center for Racial Justice	
<b><u>Tax Status:</u></b>	501(c)(3) public charity	
<b><u>Name of Fiscal Sponsor:</u></b>	n/a	
<b><u>Purpose of Grant:</u></b>	To support the National Guestworker Alliance	
<b><u>Grant Description:</u></b>	<p>A project support grant to the National Guestworker Alliance (NGA), a national membership organization representing guestworkers across ten states and multiple industries. NGA is a project of the New Orleans Workers' Center for Racial Justice, a current USP grantee dedicated to minimizing the exploitation and exclusion of low-wage workers. Seeded by the New Orleans Workers' Center for Racial Justice, the NGA is a national membership organization of guestworkers focused on building new alliances across constituencies and sectors. The New Orleans Workers' Center for Racial Justice's organizing role was critical in the post-Katrina reconstruction as poor and working class African Americans were excluded from employment opportunities while immigrant workers were subjected to exploitive working and living conditions. Since then, the New Orleans Workers' Center for Racial Justice has continued to focus on the rebuilding of the Gulf Region, where the current economic climate has made jobs and immigration divisive issues. The recommended grant advances the Equality and Opportunity Fund's overarching goal of ensuring justice and equality, prohibiting arbitrary and discriminatory government action, and lifting barriers that prevent people from participating fully in economic, social and political life. In addition, it advances the specific immigrant rights grantmaking priority of promoting fair immigration enforcement, detention, and deportation policies.</p>	
<b><u>Previous OSI Support:</u></b>	\$400,000 (Immigrant Rights, 2009-2013)	
<b><u>Organization Budget:</u></b>	\$1,006,308	
<b><u>Project Budget:</u></b>	\$312,175	
<b><u>Major Sources of Current Support:</u></b>	UUV Program at Shelter Rock	\$35,000
	New World Foundation	\$20,000
	General Service Foundation	\$30,000

Wallace Global Fund	\$45,000
Greater New Orleans Foundation	\$20,000
Surdna Foundation	\$150,000
Ford Foundation	\$200,000
Akonadi Foundation	\$50,000

**Amount Requested:** \$150,000 over 18 months

**Is this a contingent grant?** No

**Amount Recommended:** \$150,000 (Equality and Opportunity Fund Immigrant Rights, T1: 24449)

**Term:** 18 months, beginning September 1, 2012

**Matching Requirements:** n/a

**Description of Organization:**

The New Orleans Workers' Center for Racial Justice (Workers' Center) is dedicated to organizing workers in the Gulf Region across race and industry to build grassroots leadership and civic participation. Founded in August 2006 in the aftermath of Hurricane Katrina, the Workers' Center has grown into a constituency organization with 10 staff and close to 4,000 workers and residents from immigrant and African American communities who are the driving force behind its campaigns at local, state, and national levels.

The National Guestworker Alliance (NGA) is a rapidly growing national project of the Workers' Center. The Center began organizing guestworkers in 2007, when contractors started recruiting thousands of guestworkers for post-Katrina Gulf Coast rebuilding efforts. The Workers' Center secured its first major victory on behalf of guestworkers in 2010 when the Department of Homeland Security concluded that Signal International, an oil-rig company, had subjected 150 H-2B guestworkers from India to involuntary servitude. By organizing around issues of human dignity and focusing on abuses that may affect all workers, such as wage theft, NGA builds alliances among diverse communities and seeks to blunt the political wedges that are often used to divide marginalized groups across lines of race and class. Its approach has helped to defuse tensions between immigrant guestworkers and native-born low-wage workers across the Gulf Coast. NGA has built on its early successes to meet a growing need; it currently has members and active campaigns in 10 states in addition to a national policy presence. It continues to build new alliances across the labor and criminal justice sectors as well as across white working class, African American, and immigrant communities. In May 2011, NGA signed a partnership agreement with the AFLCIO. The agreement was a basis for joint planning with the organizing department of the AFLCIO and facilitated relationship-building with labor leaders at the local level in key states.

The Workers' Center's executive director, Saket Soni, also directs the work of NGA. He is the co-author of two major reports that document post-Katrina exploitation of low-wage workers and guestworkers in the Gulf Region and has testified before Congress on labor issues.

Currently, the Workers' Center is engaged in a series of internal conversations related to NGA's growth. In 2012, the Ford Foundation provided a grant to the Workers' Center to support NGA's branding and organizational development. This grant enabled the Workers' Center to hire a consultant who, as interim managing director, has begun to overhaul the Workers' Center structure and systems as well as lead NGA's fundraising efforts. Over the next year, the Workers' Center will conduct a series of NGA assemblies through which 12 advisory board members will be elected. This advisory board will determine NGA's scope of work and support fundraising efforts. By the end of 2013, the Workers' Center will determine the appropriate structure and relationship between it and NGA.

The Worker's Center's financial health is strong. Its Form 990 for 2011 reflects that it ended its last fiscal year with unrestricted net assets of \$1.47 million. Major sources of support continue to be contributions from foundations, individual donors, and labor unions.

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

During the proposed grant period, NGA and its members will expand organizing efforts at work sites across the United States to win key organizing and policy victories for guestworkers at the local, state and national levels. It will challenge harsh anti-immigrant enforcement policies and pursue a pro-immigrant organizing and policy advocacy agenda primarily in the South (Louisiana, Texas, Alabama, and Tennessee). It is also beginning to explore organizing prospects in the Mid-Atlantic region (Pennsylvania, Virginia, and Maryland).

NGA will focus on four main areas of work during the grant period:

- **Communications strategy development.** NGA plans to develop communications strategies that will strengthen its ability to forge alliances with unusual allies. There is particular (and untapped) potential for building alliances with members of the small business community that do not want to subject workers to low wages and poor working conditions in order to remain competitive. Small businesses in the seafood industry on the Gulf Coast, for example, can make a compelling case that the business practices of their buyers – retail giants – force them to lower wages and working conditions; conversely, increasing the wages of immigrants and defending them from the threat of deportation would increase economic health and speed up recovery at the local level. NGA will build a communications framework around three to five key values, and place three to five op-eds in key media markets in the context of strategic campaigns to win real improvements, policies, and protections in immigrants' lives.
- **Federal policy advocacy.** NGA will conduct research and litigation, and engage in federal administrative advocacy to challenge harsh enforcement policies and secure civil rights and labor protections for workers. Key areas include administrative

legalization, prosecutorial discretion, deportation and detention defense, due process guarantees, anti-retaliation protections, and anti-trafficking protections.

- **Campaigns to fight problematic state-level guestworker proposals and other anti-immigrant measures.** Numerous state-level guestworker proposals are emerging that do not contain sufficient worker protections and advance an immigration enforcement-heavy agenda. NGA has analyzed these proposals and co-sponsored a convening, in partnership with National Immigration Law Center (NILC) and the ACLU, to develop a long-term vision to develop and promote pro-immigrant policies at the state and local level. NGA will coordinate ongoing monitoring and analysis of these proposals with NILC, MALDEF and the ACLU, and will fight particularly egregious proposals through campaigns in Texas, California, Kentucky, and Kansas. These campaigns will also address other harsh anti-immigrant measures and will fight for new pro-immigrant policies and protections at the state and local levels.
- **Alliance building.** To strengthen advocacy by and for guestworkers, NGA plans to focus on building multi-constituency alliances that include small business owners, Southern Christians, environmental justice advocates, the unemployed, and criminal justice advocates. NGA anticipates these alliances will outlast specific campaigns and contribute to a new progressive infrastructure for the immigrant rights movement. NGA will continue to work closely with USP grantees including the National Day Labor Organizing Network, Jobs With Justice, and National People’s Action.

### **Rationale for Recommendation:**

The recommended grant advances the Equality and Opportunity Fund’s overarching goal of ensuring justice and equality, prohibiting arbitrary and discriminatory government action, and lifting barriers that prevent people from participating fully in economic, social and political life. In addition, it advances the specific immigrant rights grantmaking priority of promoting fair immigration enforcement, detention, and deportation policies.

Current guestworker programs are rife with the potential for abuse and exploitation. Largely designed to meet the needs of employers, not workers, these programs lack basic labor protections. Guestworkers are tied to their sponsoring employer and are unable to switch to another employer if they encounter exploitative conditions. If workers complain about abuses, they face deportation, blacklisting or other retaliation. If they quit, they are legally deportable. Under these conditions, guestworkers are at the mercy of unscrupulous recruiters and employers. They are routinely cheated out of wages, held virtually captive by employers or labor brokers who seize their documents, force them to live in squalid conditions, and deny medical benefits for on-the-job injuries. Federal policy makers, however, continue to propose guestworker programs as a solution to immigration issues and labor shortages. In addition, numerous states have advanced the idea of “state guestworker” or state work-authorization bills.

The challenges facing guestworkers are symptomatic of larger demographic, political and economic trends, and are increasingly similar with challenges faced by the broader – and

growing – low wage sector of the American economy. Today’s extreme income inequality goes hand-in-hand with the increasing proportion of jobs that are low wage, low skill, and insecure, a situation made all the more dire by the disappearing safety net.

The Workers’ Center’s effectiveness has been bolstered by its ability to build nontraditional alliances around these issues. Following Katrina, for example, its organizing strategy recognized that poor and working class African Americans were excluded from employment opportunities while immigrant workers were subjected to exploitive conditions. By highlighting common patterns of exclusion or exploitation experienced by marginalized groups, the Workers’ Center was able to overcome tensions between African Americans and immigrants over perceived competition for jobs. NGA’s focus on the intersection of immigration enforcement, worker rights, and racial justice continues to strengthen the Workers’ Center’s work by bridging differences and appealing to underlying common interests.

In addition to alliance-building, NGA’s recent successes have been powered by energetic and innovative organizing, litigation, communications and policy advocacy strategies. A 2010 campaign that exposed the Department of Homeland Security Immigration and Customs Enforcement (ICE) collusion with a major Gulf Coast employer, Signal International, was recognized by the New York Times. The campaign led to proposed legislation that would grant immigration protections to all immigrant workers fearing deportation as they attempt to access basic civil rights, and was an important factor in influencing the civil and labor rights provisions of the Obama Administration’s ICE prosecutorial discretion policy of 2011. A 2011 campaign addressed the exploitation of 400 guestworkers at a Hershey’s Chocolate factory in Pennsylvania and resulted in an overhaul of that particular visa program, protecting immigrant workers from abuse and also opening up jobs for U.S. citizen workers. NGA is currently focusing on Walmart suppliers, exposing lapses in the mega-retailer’s stated goal of “ethical sourcing” and organizing guestworkers in Walmart’s supply chain. In one recent case, NGA advocacy led Walmart to suspend a seafood supplier with abusive conditions for guestworkers. These efforts have also led the Department of Labor to reform a system that leaves too much latitude for unscrupulous employers to exploit guestworkers while also overlooking willing U.S. citizen job seekers. In the absence of comprehensive immigration reform, immigrant rights advocates have been exploring potential vehicles to secure a pathway to citizenship including sector-based approaches. Unlike other strategies that have focused on high-skilled workers, NGA is leading a policy reform conversation that includes low-wage workers who have been historically excluded from immigration policy debates and categorically denied labor protections.

NGA is an emerging organization based in an under-resourced region, and it is pursuing an innovative, multi-pronged strategy with limited resources. The governance structure of NGA is still maturing – the board of the New Orleans Workers’ Center functions as the NGA board and a worker leadership committee has been formed. NGA shares staff and capacity with the Workers’ Center. EOF staff believes that the execution risks are minimal and will continue to monitor progress. The NGA board and advisory committees apprise EOF staff of developments as they shape the scope of work and related fundraising strategies for the Workers’ Center and NGA.

At present, NGA comprises roughly 30 percent of the Workers' Center's annual budget. NGA has built upon the Workers' Center's strong reputation for strategic savvy, programmatic effectiveness and concrete impact, an assessment shared by members, allies, donors, and experts in the field. In May of 2011, the AFL-CIO signed a partnership agreement with NGA that outlines a framework for the groups to partner around issues of organizing, winning rights for low-wage workers, and building long-term relationships. Other NGA collaborators include the Lawyers' Committee for Civil Rights, Skadden Arps, the National Domestic Workers' Alliance, the National Organization of Women, the Lawyers' Committee for Civil Rights, America's Voice Education Fund, the National Immigration Law Center, and the ACLU. NGA has already made great strides in bringing exploited immigrant workers into national prominence as modern-day civil and labor rights leaders, and promises to build upon this necessary work.

Due diligence for this grant was conducted by Equality and Opportunity Program Officer Archana Sahgal.

**Accordingly, the Equality and Opportunity Fund recommends a grant of \$150,000 over 18 months to support the National Guestworker Alliance.**

<b><u>Grant #:</u></b>	OR2012-37835	
<b><u>Legal Name of Organization:</u></b>	New Americans Collaboration	
<b><u>Tax Status:</u></b>	Other	
<b><u>Name of Fiscal Sponsor:</u></b>	Immigrant Legal Resource Center	
<b><u>Purpose of Grant:</u></b>	To support a nationally coordinated naturalization promotion and assistance effort	
<b><u>Grant Description:</u></b>	<p>A project grant to the New Americans Collaboration (NAC), a national naturalization initiative, will advance its efforts to 1) help eligible immigrants become U.S. citizens; 2) increase the capacity of legal services providers to support the naturalization application process; and 3) challenge barriers to citizenship. NAC is comprised of eight organizations: the Asian Pacific American Legal Center; the Catholic Legal Immigration Network, Inc.; the Immigrant Legal Resource Center; the Immigration Advocates Network; the NALEO Educational Fund; the International Rescue Committee; the National Immigration Forum; and Pro Bono Net. NAC works to increase naturalization rates using the following strategies: direct services, policy advocacy, outreach and communications, and innovative technologies. It targets the following cities with heavy concentrations of eligible immigrants: Dallas and Houston, Texas; Detroit, Michigan; Los Angeles and San Jose, California; Miami, Florida; Charlotte, North Carolina; and New York, New York. The recommended grant advances EOF's overarching goal of supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and lift barriers that prevent people from participating fully in economic, social, and political life. It advances the specific immigrant rights grantmaking priority of promoting immigrant integration.</p>	
<b><u>Previous OSI Support:</u></b>	\$1,835,000 from Chairman's and Board's Special Grants, 2011-2012	
<b><u>Organization Budget:</u></b>	\$4,562,574	
<b><u>Project Budget:</u></b>	\$4,775,000	
<b><u>Major Sources of Current Support:</u></b>	Carnegie Corporation of New York	\$1,666,666
	JPB Foundation	\$1,000,000

John S. and James L. Knight Foundation \$775,000

**Amount Requested:** \$1,237,500

**Is this a contingent grant?** No

**Amount Recommended:** \$1,237,500 (\$1,000,000 from Board Initiated Special Grants, T1: 21106; \$237,500 from Equality and Opportunity Fund Immigrant Rights, T1: 24449)

**Term:** One year, beginning January 1, 2012

**Matching Requirements:** n/a

**Description of Organization:**

The New Americans Collaboration (NAC) is a consortium of national organizations dedicated to increasing naturalization among eligible immigrants. It was formed in June of 2011 to motivate eligible individuals to become U.S. citizens and assist them with the naturalization process. NAC is governed by a funder committee, which is currently chaired by Raquiba LaBrie, and a steering committee that represents the NAC member organizations (the NAC Partners). The Immigrant Legal Resource Center (ILRC) plays three principal roles vis-à-vis NAC: 1) NAC coordinator; 2) NAC Partner; and 3) NAC fiscal sponsor. Juggling these roles has been a political challenge for ILRC because it is perceived by other NAC Partners as a privileged member with greater access to the funders. At times, the NAC funders have had to coach ILRC to assert its full authority as the NAC coordinator. Gradually, ILRC is lessening its reliance on the funders to make basic decisions about NAC management and exercising stronger independent judgment.

From a fiscal perspective, NAC and ILRC are exceedingly well-run. ILRC's executive director, Eric Cohen, manages the NAC and ILRC budgets with extreme care and attention to detail. He does not allow ILRC to make any financial commitment to support NAC activities until funders' commitments are secured. In constructing the NAC budget, he is transparent with funders and NAC Partners about identifying funding gaps and weighing the needs of the NAC Partners and the participating local sites. In its first year, NAC honored all of its budget projections. In the past three years, the total amount of ILRC's unrestricted net assets has steadily increased. In 2009, its total unrestricted net assets were \$1,037,884; in 2010, \$1,580,647; and in 2011 \$2,115,299. ILRC identifies itself as an affirmative action organization and its Board and staff are diverse along lines of race, ethnicity, national origin, gender, and sexual orientation. It is staffed by nine attorney and 11 support staff.

The major NAC funders are Carnegie Corporation of New York, John S. and James L. Knight Foundation, Evelyn and Walter Haas Jr. Foundation, Grove Foundation, JPB Foundation and the Open Society Foundations. NAC comprises the following organizations:

- Asian Pacific American Legal Center (Los Angeles, CA)

The mission of the Asian Pacific American Legal Center is to advocate for civil rights, provide legal services and education, and build coalitions to positively influence and impact Asian Pacific Americans and to create a more equitable and harmonious society. To achieve its goals of justice and equality, it draws on four strategies: direct legal services; impact litigation; policy analysis and advocacy; and leadership development.

- Catholic Legal Immigration Network, Inc. (Washington, DC)  
The mission of the Catholic Legal Immigration Network, Inc. is to enhance and expand delivery of legal services to low-income immigrants, principally through diocesan immigration programs, and to meet the immigration needs identified by the Catholic Church in the United States. With more than 200 Catholic and non-Catholic affiliates, the organization supports the largest network of charitable legal immigration programs in the nation.
- Immigrant Legal Resource Center (San Francisco, CA)  
The Immigrant Legal Resource Center is a national non-profit resource center that provides legal trainings, educational materials, and advocacy to advance immigrant rights. The mission of the center is to work with and educate immigrants, community organizations, and the legal sector to continue to build a democratic society that values diversity and the rights of all people.
- Immigration Advocates Network (New York, New York)  
The Immigration Advocates Network is a collaborative effort of leading national immigration advocacy organizations designed to increase access to justice for low-income immigrants. Its mission is to enhance and unify the work of the nation's immigrants' rights organizations by providing an online resource and communication site to support joint work.
- International Rescue Committee (New York, New York)  
The International Rescue Committee responds to the world's worst humanitarian crises and helps people to survive and rebuild their lives. Founded in 1933 at the request of Albert Einstein, it offers care and assistance to refugees forced to flee from war or disaster.
- NALEO Educational Fund (Los Angeles, CA)  
The NALEO Educational Fund is the leading non-partisan, non-profit organization that empowers Latinos to participate fully in the American political process, from citizenship to public service. The organization accomplishes its mission through integrated strategies that include: increasing the effectiveness of Latino policymakers; empowering the Latino community to participate in the American political process; and promoting policies that advance Latino civic engagement.
- National Immigration Forum (Washington, D.C.)  
The National Immigration Forum is a pro-immigrant advocacy and policy organization. Its mission is to advocate for the value of immigrants and immigration to the U.S. Its priorities are immigration reform, integration, and fair immigration enforcement.
- Pro Bono Net (New York, NY)

Pro Bono Net is a national nonprofit organization that works to increase access to justice for the millions of poor people who face legal problems every year without help from a lawyer. Pro Bono Net accomplishes its goal by: supporting the innovative and effective use of technology by the nonprofit legal sector; increasing participation by volunteers; and facilitating collaborations among nonprofit legal organizations and advocates working on similar issues or in the same region.

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

NAC seeks renewed project support to coordinate and lead a national effort to increase naturalization among eligible legal permanent residents. It targets eight cities with its citizenship initiative: Dallas and Houston, Texas; Detroit, Michigan; Los Angeles and San Jose, California; Miami, Florida; Charlotte, North Carolina; and New York, New York. Collectively, these cities have more than 3.3 million legal permanent residents who are eligible to naturalize.

NAC employs the following five strategies:

1. Services. NAC Partners work directly, through affiliates, or in coordination with other organizations, to provide direct services in the eight target cities. Services include screening for citizenship eligibility, one-on-one assistance in completing applications, legal counseling, hotline assistance, and workshops and trainings for applicants. NAC also provides “train-the-trainer” assistance in order to reach as many applicants and volunteers as possible. Such technical trainings cover substantive legal issues, volunteer training, Board of Immigration Appeals recognition and accreditation, and tools for outreach.
2. Advocacy. NAC advocates for eliminating barriers to citizenship, many of which relate to the administrative policies and practices of the United States Citizenship and Immigration Service. Current advocacy priorities include lowering the cost of the naturalization application process and eliminating access barriers resulting from proposed mandatory electronic filing requirements.
3. Outreach and Communications. To ensure a diverse pool of naturalization applicants, NAC engages in broad outreach and publicizes the benefits of naturalization through the use of mainstream and ethnic media, including television, radio, print, websites, social media, and email blasts. It also works through faith-based, legal, and community-based networks.
4. Engagement of the Business Sector. NAC has begun conversations with business and civic leaders in San Jose, Charlotte and Miami to pilot outreach to the private sector. It has also engaged Bank of America and Citibank to consider organizing naturalization assistance programs for their employees. The ultimate goal is to forge active partnerships with the business community to support scaled-up naturalization efforts *and* immigration reform.

5. *Innovative Technologies.* NAC uses technology to reach larger numbers of eligible immigrants, make training and technical assistance more available and affordable for larger numbers of legal service providers, and disseminate resources. NAC partners, Pro Bono Net and the Immigration Advocates Network, have developed CitizenshipWorks, a set of online tools to help low and moderate-income people answer questions about their eligibility for naturalization, understand the naturalization process, and prepare for the naturalization tests. With renewed funding, CitizenshipWorks will be expanded to all eight NAC cities and at more than 20 different agencies.

Over the next 12 months, NAC plans to accomplish the following:

- Complete at least 20,000 new naturalization applications;
- Complete over 5,000 fee waivers thus saving low-income immigrant families over \$3 million in application fees;
- Educate more than 150,000 people about naturalization requirements and process; and
- Conduct over 300 naturalization group processing events and naturalization clinics.

### **Rationale for Recommendation:**

The recommended grant to NAC will advance EOF's overarching goal of supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and lift barriers that prevent people from participating fully in economic, social, and political life. It advances the specific immigrant rights grantmaking priority of promoting immigrant integration.

The primary architects of NAC are the NAC Partners and Carnegie, Knight, Haas Jr., Grove, and the Open Society Foundations.<sup>1</sup> In January of 2011, Carnegie and OSF hosted a convening to interest funders in participating in a nationally coordinated funding initiative to scale up naturalization efforts around the country. Staff from Ford, Atlantic, Haas Jr., and Knight attended. Carnegie, Knight and Haas Jr. were the early investors. OSF required time to obtain Board approval to invest in naturalization, but has been an active thought partner throughout. Atlantic decided not to participate. Ford continues to weigh possible naturalization investments in Michigan.

At its June 2011 meeting, the U.S. Programs Board allocated \$4 million over two years for naturalization grantmaking from the Board-Initiated Special Grants budget line. Given the lack of movement in advancing federal immigration reform and the divisive battles at the state level, the Board concluded that investing in naturalization would be a meaningful way of facilitating immigrants' full inclusion in society.

After several months of due diligence, staff decided to recommend substantial support to NAC as an effective way of leveraging OSF funding and reaching large numbers of citizenship-eligible immigrants. NAC's pooled arrangement offers many benefits for the immigrant rights field. It brings together the leading national organizations with naturalization expertise and requires them

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<sup>1</sup> The majority of the funding provided by Haas Jr. and Grove is going directly to legal services providers that partner with NAC members.

to divide up turf, develop a coordinated plan, and commit to shared communications, evaluation and funding strategies.

NAC also offers many advantages to its funders. Participating funders have monthly conference calls and communicate frequently through participation in committees. Raquiba LaBrie sits on the evaluation committee and has worked closely with Knight and Grove to help participating groups develop common metrics to assess their performance. Guided by the evaluation committee, NAC recently hired the evaluation firm, Harder + Company Community Research, based in San Francisco, California, to examine the effectiveness of different service models and outreach strategies, adoption of new technologies, quality of collaboration among NAC Partners, and increased capacity in each of the local sites. Maria Archuleta of OSF's communications department sits on the NAC communications committee and helped select Fenton Communications to develop NAC's communications strategy and online presence.

If approved, roughly half of OSF's grant to NAC would support local service delivery. The remainder would support a combination of outreach to the business community, evaluation, technology development, and coordination of the NAC Partners by ILRC.

Having monitored NAC's use of OSF funding for approximately one year, staff is impressed with the level of coordination and dedication that exists among funders and partner organizations. Participating funders have demonstrated their commitment by helping to secure additional funds from a number of other foundations, most significantly the JPB Foundation, supported by Barbara Picower, which has committed \$1 million per year over the next two years. NAC funders have also participated in local funder briefings in target cities.

From the third quarter of 2011 to the second quarter of 2012, NAC and its sister organizations (a number of which are separately funded by NAC funders) have helped more than 23,000 individuals complete naturalization applications. By the end of 2012, NAC expects to complete 40,000 to 45,000 applications. NAC Partners are also making headway in persuading government of the value of its citizenship efforts. In August of 2012, Alejandro Mayorkas, the Director of U.S. Citizenship and Immigration Services (USCIS), agreed to accept identifying numbers for 800 NAC-processed naturalization applications and to confirm the percentage of those applications that are approved, denied, withdrawn, or pending. This is a significant victory because service providers often lose touch with applicants they assist and are unable to track application outcomes. The NAC applications will be grouped according to the type of assistance provided (e.g., group processing event, one-on-one assistance, online application), and specify the gender of the applicant. This grouping will allow USCIS and NAC to compare the relative effectiveness of different approaches to naturalization application assistance. NAC Partners are currently negotiating with the U.S. Office of Immigration Statistics to see if it will track a larger number of naturalization applications than agreed to by USCIS.

Anecdotal evidence suggests that the \$680 naturalization application fee deters many citizenship-eligible immigrants from applying for citizenship. At a small meeting of funders and advocates in Baltimore on September 23, 2012, NAC Partners urged USCIS Director Mayorkas to reduce the application fee. He agreed to consider fee adjustments, but requested empirical data

confirming that the fee is a barrier. NAC Partners and funders are now working to meet his request.

Staff endorses OSF's investment in naturalization because it has multiple utilities in strengthening open society for immigrants. It builds the economic security and political voice of immigrants. It has significant leveraging potential because its focus on documented immigrants is viewed as safe by a wide range of funders. Through NAC, our support for development of a sophisticated communications strategy will help to increase public understanding of the contributions immigrants make to U.S. society, particularly when they are educated, economically secure, and politically engaged. Furthermore, by evaluating and documenting what works and does not work in delivering naturalization services, NAC can help to improve efficiency and impact, eliminate duplication, scale up innovation, and increase public and private support for citizenship promotion. Ultimately, we believe that naturalization can serve as a "gateway" issue that exposes funders, business leaders, and policy makers to the broader set of challenges that documented *and* undocumented immigrants face.

There are a few challenges associated with the NAC grant. First, the NAC Partners vie for funders' attention and sometimes seek to circumvent ILRC's role as coordinator by making direct appeals to NAC funders. For historic reasons that pre-date NAC, there has also been marked competition between two of the NAC Partners, the Catholic Legal Immigration Network and National Association of Latino Elected Officials. As NAC has evolved, both of these dynamics appear to be improving.

The other challenge is less likely to recede in the near term. Knight has insisted that NAC not be linked to voter registration activities. As the November elections draw near, OSF staff is mindful of not supporting activities that could be construed as partisan. However, if OSF continues its investment in naturalization, staff would recommend supporting efforts to register newly naturalized citizens so they are able to take advantage of all the benefits citizenship affords. Staff's other concern is that depoliticizing NAC's efforts makes it difficult to generate significant media attention for its work. We have raised these concerns with our NAC funding partners but have yet to persuade them.

The final major challenges are sustainability of NAC's work and the outcome of the November 2012 elections. OSF is one of the leading NAC funders. Although several U.S. Programs members expressed strong support for naturalization at the September Board meeting, OSF's new budget environment will force staff to make hard decisions about whether and to what extent we can continue to support this work. Further, if Romney is elected president, there may not be the same level of federal government commitment to sharing data and developing collaborative strategies to analyze NAC's impact.

Due diligence and assessment for this recommendation were conducted by Equality and Opportunity Fund director Raquiba LaBrie.

**Given the importance of well-developed communications and evaluation strategies to NAC's success, staff recommends a project support grant to NAC in the amount of \$1,237,500 over one year.**

## **LGBTQ RIGHTS AND GENDER JUSTICE**

**Grant #:** OR2012-37677

**Legal Name of Organization:** National Domestic Workers Alliance

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

**Name of Fiscal Sponsor:** n/a

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

**Grant Description:** A general support grant to the National Domestic Worker Alliance (NDWA), a national coalition of 35 domestic worker organizations in 18 cities across the country. NDWA strives to improve the living and working conditions of domestic workers and end the exclusion of domestic workers from recognition and protection as a workforce. The recommended grant advances multiple EOF goals. It advances EOF's overarching goals of ensuring justice and equality, prohibiting arbitrary and discriminatory action, and lifting barriers that prevent people from participating fully in economic, social, and political life. It also advances EOF's gender justice strategy of crafting new policy solutions to problems faced by poor women, women of color, immigrant women, LGBTQ people, and men who face structural inequality because of their gender or gender identity. Further, it advances the specific immigrant rights grantmaking priority of promoting fair immigration enforcement, detention, and deportation policies.

**Previous OSI Support:** \$550,000  
\$275,000 from Democracy and Power Fund, 2010-2012  
\$275,000 from Equality and Opportunity Fund, 2010-2012

**Organization Budget:** \$2,768,823

**Project Budget:** n/a

**Major Sources of Current Support:**

Ford Foundation	\$1,055,000
Oak Foundation	\$ 489,500
Novo Foundation	\$ 450,000
Surdna Foundation	\$ 400,500
Atlantic Philanthropies	\$ 300,000
Marguerite Casey Foundation	\$ 200,000

**Amount Requested:** \$300,000

**Is this a contingent grant?**

No

**Amount Recommended:**

\$300,000 (Equality and Opportunity Fund – Gender Justice, T1: 24450)

**Term:**

One year, beginning November 1, 2012

**Matching Requirements:**

n/a

**Description of Organization:**

The National Domestic Worker Alliance (NDWA) is a national coalition of domestic worker organizations in 18 cities across the country. Founded in 2007, NDWA strives to improve the living and working conditions of domestic workers; win respect and justice from employers and the government; and end the exclusion of domestic workers from recognition and protection as a workforce. NDWA has grown from four full-time staff in 2010 to 12 in 2012, and its budget has increased from \$500,000 in 2010 to \$2.7 million in 2012. The Director, Ai-jen Poo, co-founded Domestic Workers United (DWU), a New York City organization that successfully advocated for the nation's first Domestic Workers Bill of Rights in 2010, historic legislation that extends basic labor protections to domestic workers in New York State. Poo was the 2000 recipient of an Open Society Institute New York City Community Fellowship and in early 2012, TIME Magazine included her in its list of The 100 Most Influential People in the World.

In August 2012, NDWA moved from fiscally sponsored to independent organization with its own tax-exemption status. Its operating budget is \$3,100,000 and revenues sources are largely from philanthropic donors.

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

The National Domestic Worker Alliance requests general support.

**Rationale for Recommendation:**

The recommended grant advances multiple EOF goals. It advances EOF's overarching goals of ensuring justice and equality, prohibiting arbitrary and discriminatory action, and lifting barriers that prevent people from participating fully in economic, social, and political life. It also advances EOF's gender justice strategy of protecting the gains of the reproductive rights movement while crafting new policy solutions to problems faced by poor women, women of color, immigrant women, LGBTQ people, and men who face structural inequality because of their gender or gender identity. Further, it advances the specific immigrant rights grantmaking priority of promoting fair immigration enforcement, detention, and deportation policies.

Based in New York, the National Domestic Workers Alliance (NDWA) advocates for a growing population that is deeply affected by current economic and demographic trends. Over the past twenty years, as more women have entered the workforce and as the general population has

aged, the need for paid caregivers and housekeepers has increased significantly. An estimated 2.5 million domestic workers now go to work daily in other peoples' homes.

Mostly women of color, domestic workers are marginalized on several different levels. Despite the critical support they provide to American families and the economy, their work is undervalued and they are highly vulnerable to abuse and exploitation. It is a field characterized by long hours, low pay, and routine disregard of basic labor standards with little recourse, conditions that are exacerbated for the many workers who are immigrants. Legal protections rooted in the manufacturing era, to the extent they have not been decimated, provide little support for a dispersed, fragmented workforce that is difficult to reach, research, organize and support. There are virtually no workplace guidelines or standards for domestic workers (with the exception of New York State). More than seven decades after the New Deal, domestic workers remain excluded from some of the most basic labor laws and must work without basic protections while struggling to meet their own needs.

In this context, NDWA has played a key role in significant recent developments that may be leading to a critical inflection point. Continuing the momentum of the Domestic Worker Bill of Rights passed in New York State in 2010, NDWA and its affiliates have been growing strong coalitions and educating policy makers around the need to expand labor protections for domestic workers in California and other states. Its advocacy with the Obama administration and Secretary of Labor Hilda Solis helped shape recent important regulatory changes affecting record-keeping and overtime requirements to the benefit of domestic workers and elder companions. On the increasingly important international stage, NDWA was instrumental in pushing the first international law governing domestic work, the International Labor Organization Convention on Decent Work for Domestic Workers, which affirms domestic workers' rights to freedom of association and collective bargaining, the elimination of all forms of forced labor, the effective abolition of child labor, and the elimination of discrimination in employment and occupation.

In May of 2011, the AFL-CIO signed a partnership agreement with NDWA that outlines a framework for the groups to partner around issues of organizing, winning rights for low-wage workers and building long-term relationships.

The recommended general support grant would allow NDWA to capitalize on increasing momentum for domestic worker rights as well as develop and strengthen its position as the recognized authority on domestic workers in the United States. Over the coming year, areas of focus include:

### **National campaigns and movement building**

- **Caring Across Generations.** Launched in 2011, Caring Across Generations is a national campaign which seeks to transform the care industry and build national consensus around reforms. Along with co-founder Jobs With Justice NDWA works with more than 200 partners and campaign endorsers, as well as diverse individual care workers and care recipients, to build momentum around five major policy goals: (1) develop a jobs program to create two million new care jobs to meet national needs; (2) improve job

quality by eliminating and/or narrowing care worker exemptions from Federal minimum wage, overtime and OSHA laws, and working with the Centers for Medicare and Medicaid Services to implement a living wage floor and policies conducive to unionization; (3) develop national standards for training programs that advance domestic and care workers' professional expertise and provide a career ladder; (4) address immigration issues by advocating for new visa categories or exemptions that offer a citizenship path in return for participating in training and certification programs; and (5) address the concerns of care recipients through policies that support necessary care with tax credits and other financial supports. NDWA will provide high-level leadership, strategic planning, staffing and fundraising support for the campaign. In addition to national legislative and regulatory strategies, the campaign will support the ongoing efforts of regional Care Congresses and local Care Councils to advance goals and objectives at state and local levels.

- **We Belong Together.** In 2011 NDWA and EOF grantee the National Asian Pacific American Women's Forum launched "We Belong Together," a two-year program to educate policymakers on the impact of current immigrant enforcement policies on women and children and to intensively promote enforcement protections for immigrant families. It seeks to engage new constituencies in organizing around immigration enforcement issues, including national women's and children's rights groups, reproductive rights and domestic violence organizations, women worker organizations, teachers, mothers, parent groups, social workers, child welfare workers and advocates, civil sector workers, and law enforcement personnel. Activities include participation in the cross-country "Undocubus," letter-writing campaigns, and production of reports detailing the effect of harsh immigration policies that criminalize undocumented immigrants.
- **Movement Building.** NDWA will continue to work with progressive groups around the country to fight for the well-being of low wage workers through numerous avenues, including corporate and government accountability, rights for excluded workers, immigrant rights, preserving the bodily autonomy and rights of women as well as other progressive causes. NDWA will work with the Excluded Worker Congress to end exemptions from the Labor Relations Act of historically excluded sectors of workers, and will lend its support to organized labor and other critical national struggles as they arise.

### **Regional campaigns and base building.**

- **Domestic Worker Bill of Rights.** State Domestic Worker Bill of Rights (DWBR) campaigns are a primary strategy to win standards and build momentum. The first successful DWBR campaign in New York not only won legal reforms, but also shifted perceptions of domestic workers and the value of their work. These campaigns have consolidated and strengthened affiliates in each state, led to new partnerships (with consumers and labor), and developed new leaders. Ongoing goals for state-level campaigns include the expansion of rights in New York, continued strategic support for the California DWBR campaign, and the initiation of campaigns in at least two new states, possibly including Massachusetts, Washington, Illinois, Colorado, Hawaii,

Maryland, or Texas. NDWA intends to build a national roundtable of organizers leading state campaigns to facilitate strategic conversations, troubleshoot challenges, share lessons-learned, and to develop a communications strategy that connects state campaigns to the national movement for domestic worker rights. On September 30, 2012, California Governor Jerry Brown added an unexpected challenge when he vetoed the state's Domestic Workers Bill of Rights, AB 889, which had passed the California legislature several weeks prior. For years the NDWA has been working on passing this law to require protections for California's 200,000 primarily foreign-born domestic workers. (In 2006, former California Governor Arnold Schwarzenegger vetoed a similar bill.) Despite this setback, Poo had emphasized that California will continue to be a critical state for NDWA's work.

- **Domestic Worker Ambassadors.** Following the success of the NY Domestic Worker Bill of Rights, NDWA affiliate Domestic Workers United pioneered an "Ambassador" program to educate workers on their rights and build core groups of workers in specific neighborhoods to take action on abuse cases and potentially negotiate contracts. The program has proven to be a highly effective outreach and base building tool. NDWA plans to expand DWU's existing program and create a replicable model and training guide for an Ambassador organizing institute to support base building and legislative campaigns of other affiliates. In addition to multi-day workshops, the institute will provide weekly coaching to organizers, coordinate monthly calls, and produce regular reports on the success and impact of the program. NDWA also intends to re-grant funds to affiliates interested in implementing the program.
- **Targeted Base Building.** A key priority for NDWA is to diversify its alliance, in part by targeting the Atlanta metro area. This is a unique opportunity to explore new programs and strategies in a region that suffers from a confluence of anti-immigrant, anti-union, and anti-women policies. NDWA intends to build upon the energy shown by Georgia's We Belong Together delegation to create a new domestic worker organizing base, and possibly a NDWA chapter, in Atlanta. This work will bolster NDWA's efforts to engage an important stakeholder and organize African-American and African-descent domestic workers nationwide.

### Capacity building and research

- **Research and Knowledge Production.** NDWA has recently completed a groundbreaking report based on the first large-scale national survey of over 2,000 domestic workers across the United States. It draws an empirically-grounded picture of the costs of laboring in an unprotected industry, positioning NDWA as a leading expert in workforce research and policy discussions. Through a coordinated release and distribution plan, NDWA intends to distribute research findings and position papers to raise awareness among the public, the media, employers, and policymakers about the need for reforms. The report will also help NDWA develop policy recommendations, programs, trainings, and campaigns. In a related effort, NDWA will begin research for a book on the victories, lessons, and tactics of recent domestic worker organizing to be disseminated as a field guide to labor organizers, advocates, and activists in the field.

- **Workforce Development.** As a proactive element in the Caring Across Generations Campaign as well as to support NDWA members, NDWA is creating a workforce development project that will provide comprehensive, competency-based training for domestic workers entering the home health care sector. This training will incorporate the best practices of labor groups and training centers nationally to create a curriculum that covers the range of technical skills, foundational knowledge, and professionalism that workers will need to excel on the job. Groups representing seniors and people with disabilities will be included in the design and facilitation of the program, strengthening their engagement with NDWA. Test trainings and a pilot program scheduled for 2013 will inform the development of the program.
- **SOL Capacity-Building.** Through the Strategy, Organizing, Leadership (SOL) initiative, NDWA is developing new domestic worker leaders among affiliates as a means of building strong, sustainable organizations which in turn will be able to transfer skills to their own communities. SOL seeks to foster organizational cultures of high performance, solid internal communications and planning, grassroots leadership, and strong interpersonal dynamics. During the grant period, NDWA intends to assist at least 25 affiliate organizations to develop plans for comprehensive base-building and internal leadership development. The initiative emphasizes scaling impact, as well as skill-building for state and federal policy advocacy. Grants are provided to affiliates participating in SOL. The USC Program on Environmental and Regional Equity is currently engaged in an evaluation of SOL and will disseminate results and findings upon completion of the SOL program in 2013.

### **Organizational development**

- **Sustainability.** NDWA has grown rapidly over the last few years, including an eight-fold increase in revenues and expenses supported primarily through private foundation grants. While philanthropic support has been crucial to this growth, NDWA is exploring alternate business models with diversified revenue sources in order to sustain long-term viability and impact. One promising area is the development of an online community of “friends and family” of domestic workers as a means of recruiting and activating a wide range of individual supporters. This platform would facilitate fundraising, activist support, and local and national networking. NDWA is also exploring marketing partnerships with socially and environmentally responsible manufacturers of cleaning and other products as well as an online socially responsible employment matching service. NDWA’s sustainability goals include generating at least 10% of revenues from non-foundation sources by 2013 and 25% by 2017.

The potential risks of this grant are related to the rapid expansion of NDWA and the emergent nature of many of its constituent organizations. While there is a core of established organizations, many affiliates are limited in their organizational capacity, with only a small handful of staff to advocate for an entire community and region. Even well-established NDWA affiliates struggle with leadership development, training and alliance building while meeting the demands of ongoing organizational development and sustainability. These concerns are

mitigated, however, by NDWA's demonstrated tenacity and ability to scale up and achieve impact, detailed above. The competence of its staff is matched by the engagement of its affiliates and the growing political involvement of individual domestic workers who are increasingly motivated to build on advances to achieve labor and social justice victories with lasting effect.

Due diligence and assessment for this recommendation were conducted by Equality and Opportunity Fund program officers Luna Yasui and Archana Sahgal.

**Accordingly, the Equality and Opportunity Fund recommends a grant of \$300,000 over one year to the National Domestic Worker Alliance.**