

Criminal Justice Fund

Memo

To: Aryeh Neier

From: Ann Beeson, Leonard Noisette, and Criminal Justice Fund Staff

Date: 14 March 2011

Re: Criminal Justice Fund Docket I Grant Recommendations

The Criminal Justice Fund recommends 15 grants totaling \$3,896,500 for U.S. Programs' Docket I, scheduled for March 14, 2011. These grants, which include 14 renewals, represent continued support for work across our three core goals of Reducing Mass Incarceration, Eliminating Harsh Punishment, and Eliminating Racial Disparities and Securing a Fair System of Justice.

Three of these grants, to **Justice Policy Institute**, the **Bazon Center for Mental Health Law**, and **Grassroots Leadership**, support a range of activities that would advance our goal of reducing mass incarceration. Three grants support efforts to eliminate barriers to reentry and promote opportunities for people with prior criminal justice involvement: support for the **Fortune Society** and **Community Legal Services** would advance their efforts to remove barriers to employment for formerly incarcerated individuals; the Fortune grant as well as a recommended grant to the **Inside-Out Prison Exchange program** at Temple University promote access to higher education opportunities for prisoners and those struggling to overcome the stigma of criminal convictions.

Four proposed grants would advance our goal of abolishing the death penalty: **Atlantic Center for Capital Representation**, **Pennsylvania Capital Representation Project (PCRP)** and **Southern Center for Human Rights** support direct services to individuals facing the death penalty, addressing a critical unmet need in the south and important mid-Atlantic states. The proposed grant to **Witness to Innocence (WTI)** is to enhance public education and communications strategies to broaden the base of support for abolition. Two grants, to **Juvenile Justice Project of Louisiana** and **Families and Friends of Louisiana's Incarcerated Children**, would confront the harsh punishment of children, by challenging excessive school discipline practices, inappropriate detention of youth, and extreme sentencing of children prosecuted as adults.

In support of our goal to eliminate racial disparities and secure an equitable system of justice, we propose three grants, one to **John Jay College of Criminal Justice**, to support the development of a research agenda related to policing practices, a second to **Southern Public Defender Training Center** to support the training of public defenders working in the historically underserved region of the South, and a third to the **Defender Association's Racial Disparities Project** to address racial disparities by reforming local policing practices in the state of Washington.

These grants also reflect CJF's continued support of a range of strategies to promote reform. The Justice Policy Institute and John Jay College grants support our commitment to idea generation and research to inform proposed policy changes. Bazon Center, Community Legal Services,

Southern Center for Human Rights, and Juvenile Justice Project of Louisiana all include strategic litigation as a tool for reform. Atlantic Center for Capital Representation, Pennsylvania Capital Representation Project (PCRP) and Southern Center for Human Rights all provide significant direct services for individuals whose legal needs would otherwise be left unmet, while also serving as models for service provision. Fortune Society and the Inside-Out Prison Exchange program are examples of our support for work that uses direct services and the lessons learned from those services to inform advocacy for policy change. Finally, while most of our grantees include communications activities as part of their efforts, the Justice Policy Institute and Witness to Innocence engage in strategic communications as their primary work, both directly and in partnership with others in the field.

Reducing Mass Incarceration

Justice Policy Institute (JPI), \$300,000 general support renewal, over two years. Justice Policy Institute is a leading research and policy development organization that works nationally for fair and effective juvenile and criminal justice policies and practices. JPI engages in strategic research and aggressive public education and media campaigns on a wide variety of juvenile and criminal justice issues and provides technical assistance to grassroots organizations and government agencies to advance juvenile and criminal justice policies that improve public safety while reducing the reliance on incarceration and harsh punishment.

Judge David L. Bazelon Center for Mental Health Law (Bazelon Center), \$375,000 project grant renewal over 18 months to continue impact litigation, policy advocacy, technical assistance, and public education to decriminalize people with mental disabilities by addressing fundamental issues preventing access to mental health services and supports and redirecting misspent public investments in incarceration and punishment toward effective mental health treatment and stable supportive housing that reduce the reliance on incarceration and promote successful reentry.

Grassroots Leadership (GL), \$300,000 general support renewal over two years. Grassroots Leadership is a multi-racial team of organizers who support community, labor, faith, and campus organizations working across the South to abolish prison privatization and end associated abuses of justice and the public trust. Grassroots Leadership supports and directs campaigns that use a combination of field and organization capacity building assistance, grassroots organizing, direct action mobilizing, public education, media advocacy, and policy reform advocacy to challenge for-profit private prisons and immigrant family detention centers, to stop prison expansion, and to end the 287(g) program, which allows local law enforcement agencies to contract with Immigration and Customs Enforcement (ICE) to act as ICE agents.

Eliminating Harsh Punishment

1. Eliminating Barriers to and Supporting Opportunities for Successful Reentry

Community Legal Services (CLS), \$300,000 project grant renewal over two years to expand economic opportunities for people with criminal records. Renewed funding would enable CLS to continue directing a national impact litigation strategy to remove unreasonable employment barriers faced by people with criminal records, conduct advocacy efforts with enforcement agencies, raise public consciousness about the unlawful practices that deny people with criminal records access to employment, and continue to develop and support a learning community of national advocates.

The Fortune Society (Fortune), \$300,000 project grant renewal over two years (co-funded by the Campaign for a New Drug Policy), to support the David Rothenberg Center for Public Policy's public education, policy analysis and development, and advocacy to expand education and employment opportunities for, and the civic participation of people with criminal records, and to support the effective implementation of Rockefeller Drug Law Reforms in New York State.

Temple University (Inside-Out Prison Exchange program—Inside-Out), \$150,000 tie-off project grant over two years support the Inside-Out Prison Exchange project in expanding and replicating nationally a model strategy for increasing access to education for people in prison. Tie-off project funding would enable Inside-Out to build the capacity of its national headquarters and regional hubs over the next two years to develop and implement a development plan to strengthen its networks and programming through diverse funding and sustainable growth.

2. Campaign to Abolish the Death Penalty by 2025

Southern Center for Human Rights (SCHR) - \$780,000 general support renewal over two years to advance the Center's ongoing zealous advocacy for reforming the criminal justice system in Georgia and provide the highest quality legal representation. Given the organization's track record leading independent capital defense representation, SCHR's attorneys represent capital defendants at trials, on appeal and in post-conviction proceedings, and serve as critical resources to the private criminal defense bar and state capital defenders, consulting regularly on death penalty cases.

Witness to Innocence (WTI) - \$50,000 general support renewal over one year to support WTI's efforts to elevate the voices of exonerated death row survivors and support death penalty reform and abolition efforts. WTI is the only organization in the U.S. composed of and led by ex-death row prisoners. Its mission is to empower exonerated men and women through organizing and training to change public opinion through educational outreach.

Pennsylvania Capital Representation Project (PCRP) - \$200,000 project support renewal over two years to further PCRP's core mission of representing condemned prisoners in state court litigation. The PCRP provides representation in state post-conviction proceedings by litigating claims of actual innocence, prosecutorial misconduct, racial bias, defense counsel ineffectiveness, mental retardation, and other mental infirmities.

Atlantic Center for Capital Representation - \$200,000 project support renewal over two years to advance the development of a new defender organization to reduce the use of the death penalty in Pennsylvania and Delaware and make the repeal of the death penalty more likely in these states. The project's main activities include intensive consultation with trial level capital defense teams, statewide trainings targeted to the needs of cases of Pennsylvania and Delaware practitioners, strategic communications to galvanize public opinion around issues that have traction in the region, and advocacy for policy reform that results in fewer death sentences.

3. Dismantling the School to Prison Pipeline

Families and Friends of Louisiana's Incarcerated Children (FFLIC), \$200,000 general support renewal over two years (co-funded with the Campaign of Black Male Achievement). FFLIC is a statewide organization that advocates for Louisiana's youth, especially those involved in, or targeted by, the juvenile justice system. FFLIC engages in education, community building, and leadership development for parents of incarcerated youth and

other caring adults. Renewed funding will support current campaigns to promote educational equity and curtailing the school-to-prison pipeline in the Recovery School District in New Orleans Parish, and to ensure the proper implementation of the Juvenile Justice Reform Act.

4. Eliminating the Harsh Treatment of Children

Juvenile Justice Project of Louisiana (JJPL) - \$300,000 general support renewal over two years and \$80,000 project support over one year. This grant would support JJPL's efforts to continue advocacy for implementation of juvenile justice system reforms, reduction of the use of detention of juveniles, and improvement of security practices in the New Orleans public school system. Project support will enable JJPL to provide direct representation over the next year to more than 60 individuals who are eligible for relief under *Graham v. Florida*, the 2010 Supreme Court ruling that declared life without parole sentences for juveniles in non-homicide cases to be unconstitutional, and to enhance the public education campaign designed to sustain the recent jail downsizing victory.

Eliminating Racial Disparities and Securing an Equitable System of Justice

1. Police Accountability

Research Foundation of the City University of New York (on behalf of John Jay College of Criminal Justice), \$82,000 project grant for one year to plan and conduct a comparative roundtable in the summer of 2011 to bring together academic experts, senior law enforcement practitioners, and civil society representatives from the U.K. and U.S. to assess the current state of academic knowledge around police-initiated stop powers and practices and to assess challenges faced by civil society.

2. Improving Public Defense Systems

Southern Public Defender Training Center (SPDTC), \$79,500 project support renewal over one year to fund the Southern Public Defender Training Center, which, in partnership with public defender offices across the region, provides training to entry level and inexperienced public defenders in order to build a community of zealous, committed public defenders and raise the standards of representation for indigent defendants in the Southeastern United States.

3. Challenging Racial Disparities in the Justice System

Racial Disparity Project (RDP) of The Defender Association in Seattle, Washington (co-funded by the Campaign for a New Drug Policy), \$200,000 project grant renewal over two years to support its advocacy to end racial inequality in the criminal justice system. This grant would support current activities by challenging extrajudicial banishment of individuals—predominantly people of color— by law enforcement from public spaces and is spearheading the LEAD pre-arrest diversion model to prevent individuals from entering the criminal justice system for drug possession or low-level drug dealing, an innovative model for local reform.

Campaign for a New Drug Policy

Memo

To: Aryeh Neier

From: Ann Beeson; Leonard Noisette; and Andrew Ko

Date: 7 March 2011

Re: Campaign for a New Drug Policy Docket I Grant Recommendations

In addition to grants co-funded with the Criminal Justice Fund,¹ the Campaign for a New Drug Policy recommends one grant on this first docket of 2011, to the **Harm Reduction Coalition (HRC)**, to support this key national partner in its efforts to promote the expansion and institutionalization of programs that provide health care and other life-sustaining services to drug users as an alternative to punitive, abstinence-based policies. Through policy analysis, advocacy, public education, and technical assistance to service providers, HRC supports non-coercive forms of treatment, overdose prevention programs, syringe exchange to prevent transmission of HIV and hepatitis C, and other efforts to reduce the direct and collateral harms of criminalization. This grant complements the grant approved by the U.S. Programs Board for continued support for the Drug Policy Alliance, our other key grantee advocating nationally for drug policy reform.

¹ In the March 2011 docket, proposed grants to The Defender Association's Racial Disparity Project and The Fortune Society would be co-funded by CJF and CNDP.

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.

MEMORANDUM

TO: Aryeh Neier
FROM: Ann Beeson; Raquiba LaBrie; and EOF Staff
DATE: April 15, 2011
RE: EQUALITY AND OPPORTUNITY FUND DOCKET I 2011

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. The fund concentrates on four core areas of equal opportunity advocacy: racial justice, immigrant rights, LGBTQ rights, and gender justice. It also includes two special initiatives: the Neighborhood Stabilization Initiative and the Campaign for Black Male Achievement.

Attached are the EOF grant recommendations for Docket I of 2011.

RACIAL JUSTICE AND IMMIGRANT RIGHTS

The recent failure of the immigrant rights field to secure comprehensive immigration reform has led advocates and funders to rethink their strategies. There is an emerging consensus that greater attention and resources should be directed to the states as the new immigration battleground. The bulk of EOF's immigrant rights grantees are now focused on challenging harsh immigration enforcement policies as well as developing proactive strategies to facilitate immigrant integration through direct services provision and policy advocacy. In light of these field developments and the expiration of OSF Immigration Innovation funding at the end of 2010, EOF is moving away from campaign-focused funding, scaling back its support for a number of national groups, and exploring creative ways to strengthen state-level immigrant rights advocacy and infrastructure.

The immigrant rights grants recommended in this docket reflect EOF's shifting strategy. We recommend substantially reduced grants to three leading national immigrant rights groups. They are **National Immigration Forum**, **America's Voice**, and **Center for Community Change**. While we believe that all three groups will continue to exercise important field leadership, we cannot sustain them at the level of support they received from the Immigration Innovation Fund. Anticipating OSF's and other funders' inability to remain prior funding levels, they have already begun to scale back their own infrastructure.

We also recommend renewal grants to **Border Network for Human Rights** based in El Paso, Texas and **OneAmerica** based in Seattle, Washington. Border Network is a grassroots membership organization that engages directly affected communities to challenge flawed border and immigration policies. OneAmerica was founded in the wake of September 11 to counter backlash in Washington State directed at Middle Easterners, East Africans, South Asians, Muslims, and Sikhs and other immigrants and minorities. It has grown into one of the top 10 most effective statewide immigrant rights coalitions in the country.

The last recommendation in this section is a new grant to the **Tucson Pima Arts Council**, the designated local arts agency for the City of Tucson and County of Pima in Arizona. Responding to the January 8 shooting in Tucson, the Arts Council plans to develop a regional re-granting program that will fund 10 to 12 arts-based civic engagement projects.

GENDER JUSTICE AND LGBTQ RIGHTS

EOF recommends three gender justice and LGBTQ rights renewal grants that advance the following goals: 1) strengthening and expanding state and federal policies that protect the rights of LGBTQ people; 2) increasing the participation of diverse voices within the LGBTQ rights movement, with an emphasis on people of color and transgender people; and 3) removing structural barriers to equality for LGBTQ people in areas outside of marriage.

The recommended grant to the **National Center for Transgender Equality** will strengthen its efforts to address the concerns of transgender people through federal and state advocacy. The recommended grant to the **Transgender Law Center** will provide general support as well as project support for Project HEALTH, an initiative that seeks to increase access to scientifically sound and culturally competent medical care for transgender patients. EOF staff is in ongoing conversations with OSF's Sexual Health and Rights Project regarding connecting international efforts to defend the rights of transgender people. The recommended grant to the **State Equality Fund** will support state-level LGBTQ rights policy advocacy focused on expanding non-discrimination policies and broader recognition for LGBTQ people in the areas of employment, accommodations, education, and family rights.

NEIGHBORHOOD STABILIZATION INITIATIVE

The Neighborhood Stabilization Initiative (NSI) grants recommended in this docket advance a number of the initiative's goals, including 1) preventing foreclosures by overcoming the bottleneck in loan modifications; 2) facilitating the reuse of foreclosed properties as affordable housing for low-income households and particularly vulnerable populations; 3) expanding access to fair and affordable credit for lower-income borrowers and borrowers of color; 4) protecting the rights of renters in foreclosed properties; and 5) reversing the racial biases underlying the foreclosure crisis.

The recommended new grant to **Boston Community Capital** will enable the organization to replicate its Stabilizing Urban Neighborhoods Initiative, which helps homeowners repurchase their homes with affordable mortgages and, in doing so, prevent household wealth loss, residential displacement, and property abandonment. Renewal support for the **National Coalition for Asian Pacific American Community Development** will help the organization to sustain and grow its National Foreclosure Response Network, which was launched in 2009 with NSI support.

NSI is beginning to shift its focus from the mortgage and foreclosure crisis to broader housing and infrastructure equity concerns in order to embed its work more firmly within EOF by the beginning of 2012. The renewal grant to the **Poverty and Race Research Action Council** (PRRAC) represents a step in this direction. PRRAC is a national research and policy

organization dedicated to exposing and challenging the consequences of historical patterns of housing segregation and development for low income families in the areas of health, education, employment, and incarceration. NSI will now take the lead in managing EOF's grant to PRRAC, which will be co-funded with support from EOF's racial justice portfolio.

CAMPAIGN FOR BLACK MALE ACHIEVEMENT

The Campaign for Black Male Achievement (CBMA or the Campaign) has assembled a docket that offers a preview of the type and scale of grantmaking the Campaign envisions as it begins to implement its scale-up plan approved by the U.S. Programs Board in 2010. It is increasing support for key grantees it considers to be pillars in the field of black male achievement. It is also taking steps to create resource hubs for the field.

CBMA Leadership and Sustainability Institute

CBMA's docket leads with a recommended \$1.4 million grant to **Root Cause**, a nonprofit research firm, to develop a plan for the launch of the CBMA Leadership and Sustainability Institute in early 2012. The planning process will engage a wide range of stakeholders including: the Leadership Learning Community, a national organization with 20 years of leadership development and evaluation expertise; the Association of Black Foundation Executives, a philanthropic affinity group and CBMA grantee focused on promoting effective and responsive philanthropy in the black community; and Southern Partners Fund, a community-based public foundation created to serve Southern communities. Working with these three intermediaries as well as CBMA staff, grantees, and other stakeholders, Root Cause will develop a blueprint for the following: 1) the structure of the Leadership Institute; 2) the types of services and resources the Institute will provide; and 3) the appropriate metrics to evaluate the Institute's work.

Root Cause's general approach is to engage in "action while planning." Accordingly, over the coming year, it will test a number of different capacity-building strategies on a cohort of 10 to 12 CBMA grantees and solicit their feedback to shape the ultimate operation of the Institute. Root Cause will organize a national convening to galvanize local funder support for black male achievement in CBMA's target cities and support a soft launch of the Leadership Institute. Beyond this, Root Cause will develop quarterly impact indexes that will eventually be distributed by the Institute. The indexes will include case studies highlighting organizational effectiveness of grantees and identify indicators for evaluating the effectiveness of the overall campaign (e.g., funding leveraged, mentors recruited, policy wins, media coverage, etc.).

Staff recognizes that the amount of the recommended grant to Root Cause is substantial. Having researched a range of options, we are persuaded the amount is appropriate for the scale and scope of work contemplated. The bulk of the grant will be re-granted to groups participating in the planning process and applied to the cost of travel and convenings.

Educational Equity

The majority of the grants in this docket advance CBMA's goal of ensuring black boys have an opportunity to excel academically, to prepare for college, and to learn skills essential to earning a living wage. Included in this line-up are renewal grants to organizations that CBMA considers to be anchor grantees because of their demonstrated track records and close alignment with CBMA priorities. These field anchors include the **Schott Foundation**, which manages the national Opportunity to Learn campaign, a coordinated 10-year strategy to ensure all historically disadvantaged children are equipped to graduate from high school; the **Coalition of Schools**

Educating Boys of Color whose national network of educators dedicated to promoting best practices and improving standards for educating boys of color; and the **Children’s Defense Fund** for its Freedom Schools’ work training black males to enter the teaching profession and Youth Advocate Leadership Training program.

To scale up a successful and innovative model for educating boys of color, CBMA recommends renewed funding to another field anchor, **Eagle Academy Foundation**. If the grant is approved, CBMA will join the Robin Hood Foundation, the Fund for Newark, and the Bloomberg Foundation in funding Eagle to plan for the launch of an all-boys academy in Newark, New Jersey, and strengthen the work of its existing academies in the Bronx, Brooklyn, and Queens. CBMA also recommends renewed project support for the Eagle Academy Foundation Professional Development Institute, which trains educators from across the county in best practices for educating black and Latino boys.

Renewed support to **PolicyLink** will enable it to expand the work of its Promise Neighborhoods Institute formed in 2010 with support from OSF, Atlantic, Ford, Robert Wood Johnson, and Kellogg. The Institute provides technical assistance to communities receiving federal Promise Neighborhoods grants and other place-based coalitions that have adopted the Promise Neighborhoods model. With renewed CBMA funding PolicyLink will expand its work to help recipients of federal Choice Neighborhoods grants incorporate a systems change focus on improving the life outcomes of black males.

To further CBMA’s education equity goal in its target cities, CBMA recommends grants to organizations in Philadelphia, Jackson, New Orleans, and Maryland. In Philadelphia, CBMA recommends new funding to the **Community College of Philadelphia** to provide intensive support to 300 African American male first-time college students and the **Philadelphia Student Union** for its youth leadership development program to dismantle the school-to-prison pipeline. Renewed support to the Jackson-based **Young People’s Project** and new support to the New Orleans-based **Youth Empowerment Project** will enhance both organizations’ youth leadership, mentoring, and educational programs. Finally, OSI-Baltimore is very enthusiastic about new support for **Building Educated Leaders for Life** to support its summer enrichment program for black elementary school students in Baltimore.

Strengthening Family Structures

To advance its goal of strengthening low-income black families by supporting responsible fatherhood initiatives, CBMA recommends increased funding for the **Center for Urban Families** in Baltimore for two projects. The first is the Baltimore Responsible Fatherhood Project, a program devoted to increasing fathers’ financial and emotional support of their families by providing parenting instruction; educating men on how they can increase child support payments; improving job readiness; and ultimately decreasing recidivism rates. The second project is the establishment of the Center’s Practitioners Leadership Institute, a resource designed to strengthen fatherhood programs across the country.

Strategic Communications

From the Campaign's inception it has sought to integrate strategic communications strategies across its three core areas to promote positive frames and message about black men and boys. Four grants in this docket are well-positioned to advance this goal. The new grant to the **Robert Maynard Institute for Journalism Education** will train community residents in Jackson and Philadelphia to become local correspondents and produce stories about black men told from their perspectives and the perspectives of their fellow community members. **Youth Today**, a mainstream trade periodical for youth development professionals, plans to publish a special edition of its print and web publication focused on societal and structural forces that lead to high incarceration, unemployment, and high school dropout rates for black males.

Building on the success of the December 2010 CBMA-sponsored convening, *Black Male Re-Imagined: Unleashing the Power of Art, Culture, and Media to Transform Black Communities*, **American Values Institute** seeks renewed project support to seed the development of a five-year campaign aimed at encouraging the media industry to generate more positive portrayals of black males in popular culture and public discourse. The recommended new grant to **Rap Sessions** will support a series of town hall forums focused on how the national framing of race in popular culture and policy debates affects black youth civic engagement.

With renewed project support, **Men Can Stop Rape** will continue to offer youth violence prevention trainings and community engagement programs in Washington, D.C. and Baltimore with the goals of reversing gender-based violence and challenging conventional definitions of masculinity. This grant is closely aligned with the Equality and Opportunity Fund's interest in addressing violence and harassment experienced by marginalized groups.

Mentoring

In response to George Soros' call for greater support of mentoring activities, CBMA recommends new support for the **Institute for Responsible Citizenship**, to support its mentoring, community service, and youth leadership development program. The new grant to the **Optimum Institute of Economic Empowerment** will support financial literacy trainings to improve money management skills for black men and their families.

We look forward to meeting with you on April 25 to discuss this docket and any other issues pertaining to the Equality and Opportunity Fund.

**Special Fund for Poverty Alleviation
Docket Memo**

To: Aryeh Neier

From: Ann Beeson, Mimi Corcoran and the Special Fund for Poverty Alleviation Staff

Date: 14 March, 2011

Re: Special Fund for Poverty Alleviation March 14, 2011 Docket Grant Recommendations

The Special Fund for Poverty Alleviation (SFPA) recommends nine grants totaling \$11,900,000.00 for consideration on U.S. Programs' docket scheduled for March 14, 2011. All nine of these grants represent new investments from the Fund.

Benefits Access

The Urban Institute for the Work Support Strategies Initiative

\$2 million; 1/1/11 – 12/31/12 (new; project support)

To provide a select group of states with the opportunity to design, test, and implement 21st century public benefits systems, with the goal of increasing the share of eligible families who receive and retain a full package of work support benefits for which they qualify. Core work support programs including Medicaid, the Supplemental Nutrition Assistance Program (food stamps) and child care subsidies help families avoid hardships, receive essential goods and services, stabilize employment and children's wellbeing, and support local and state economies. Numerous studies confirm that a family's receipt of a package of medical and child care supports improves work stability and reduces the likelihood that a worker will return to welfare. Yet many low-income working families do not receive nor keep the full package of benefits for which they qualify while working in low-wage jobs. Further, complex, burdensome and sometimes overlapping or contradictory eligibility and redetermination systems too often hamper states as well as families, creating extra work for caseworkers and stretching already-squeezed state budgets. This Initiative will result in far more low and moderate income working families being able to secure a wide range of public work supports and benefits, keep those benefits for as long as they qualify, connect smoothly to different benefits as their circumstances change, and as a result, be more likely to meet their basic needs and succeed in the workforce. At the same time, the Initiative will support states in seeking to achieve other closely related goals, including enhancing system efficiency and effectiveness, reducing eligibility errors, improving accuracy and customer service, eliminating unnecessary paperwork for both families and caseworkers, serving more families with fewer burdens on caseworkers, and reducing churning. SFPA will leverage the Ford Foundation's investment of \$3 million each year for five years, as well as leverage the capacity of the Urban Institute and the Center on Budget and Policy Priorities to deliver excellent technical assistance to states as they redesign their benefits access systems and reform their business processes. The Initiative will support comprehensive reforms in up to 5 states. Ten finalists from among the following list will be selected by the first quarter of 2011:

CO, ID, IL, KY, MD, NC, NY, OR, RI, SC, VT (NM, FL, and WI pending discussions with the states' new governors).

Education

Jobs For the Future (JFF) for the Breaking Through: Adult Basic Education (ABE) to Credentials Initiative

\$3 million; 4/1/11 – 12/31/12 (new; project support)

To design, implement and scale cost-effective Adult Basic Education (ABE) to Credentials pathways. Jobs For the Future (JFF) is working currently with 14 states in a planning phase and OSF's investment will support the implementation phase of the project in up to five states. These grants will serve approximately 30% of colleges in implementation states (a minimum of eight colleges in each state). At least 25% of the population served, over 18,000 students most with skills below the 8th grade levels will participate in programs that accelerate learning leading to marketable, stackable credentials as well as college credits. These students will then be ready to enter college level programs without the need to enroll into developmental education courses where three out of four students dropout. This effort complements the evidence generated from the federally-funded Innovative Strategies for Increasing Self-Sufficiency (ISIS) study of the replication of Washington State's I-BEST model in Maryland and Wisconsin, in which the Special Fund is investing. SFPA's investment will be matched on at least a 1:1 basis by the Bill and Melinda Gates Foundation, with the Joyce Foundation and the Kresge Foundation providing additional programmatic funding.

Public Allies

\$500,000; 2/1/11 – 12/31/12 (new; project support)

To build the capacity of Public Allies to sustainably expand the leadership development of young people from 656 young people in 21 communities today, to 810 young people in 23 communities annually (with the goal of achieving 1,000 Allies by 2012 and at least doubling in size again by 2017). Public Allies' mission is to develop new leaders to strengthen nonprofits, communities and civic participation. Public Allies selects talented young adults who have wide skill ranges and are from diverse backgrounds within their home communities, who are also passionate about instigating change. The selected young adults – Allies – are placed in paid, full-time apprenticeships with nonprofit organizations where they create, improve and develop services to meet local needs. By partnering with universities and/or nonprofit organizations in each community, the Public Allies program is able to operate in an effective, franchise-like model, which enhances its replicability and sustainability. In addition, the partnership with universities and colleges expands opportunities for Allies to secure both associate and bachelor degree credits and scholarship funds. With support from the Special Fund, Public Allies will develop and disseminate best practices for expanding the number of youth leaders from marginalized communities who get engaged with AmeriCorps. Public Allies' goal is to encourage the national service field to substantially increase the number of AmeriCorps members from disadvantaged backgrounds as the national service field continues to grow over the next six years. SFPA's investment will be matched on a 2:1 basis by Bain Capital co-founder Josh Bekenstein and make it possible for Public Allies to receive as much as \$6.9 million in new dollars from AmeriCorps over the next two years. (Note: Public Allies was funded by CBMA for \$250,000 in 2010. These investments are mutually reinforcing, and will help Public Allies disseminate best practices to ensure more national service and leadership programs can engage these populations).

MDC, Inc. for the North Carolina Jobs Now Employment & Training Project

\$1.5 million; 1/1/11 – 12/31/12 (new; project support)

To establish JobsNOW Employment and Training (E&T) Centers at three community colleges, to create a model that will broaden student financial aid in North Carolina by using an online service called The Benefit Bank® (TBB™) to connect low-income students with financial supports such as tax credits, public benefits, employment and training funds, and student financial aid (including Pell Grants). This investment will test whether this model increases low-income students' completion rates in education and training programs, thereby increasing their ability to secure gainful employment and move to self-sufficiency without the future need to receive public benefits. The three colleges will be selected from among the 20 North Carolina counties with the highest unemployment rates. Each JobsNOW E&T Center will be supported by two enrollment coordinators and a set of community-based organizations who will enroll 600 students per college in the Supplemental Nutritional Assistance Program's (SNAP) Employment and Training benefit program (1,800 students total). These Centers will also be staffed by four success coaches responsible for helping 1,500 low-income students enrolled in SNAP prepare individual education plans and connecting them with supports, including financial education, counseling, coaching, savings programs, and community-based services. Through their connection to the JobsNOW model and their participation in SNAP's Employment and Training program, as many as 1,500 low-income students across the Centers can be reimbursed up to half of their education costs leading to employment, including half of the costs of tuition, books, computers, supplies, transportation, and dependency care. The overarching goal is to test the efficacy of and replicate the JobsNOW model across other community colleges in North Carolina, connecting many more low-income students with supports. SFPA's investment will be matched on a 1:1 basis by federal dollars.

Workforce Development

North Carolina JobBoost (Z. Smith Reynolds Foundation, Inc. as fiscal agent)

\$1.5 million; 1/1/2011 – 6/30/11 (new; project support)

To provide subsidized employment opportunities to up to 1000 unemployed, low-income adults (they must be income eligible for Temporary Assistance to Needy Families, or TANF) in counties with the highest unemployment rates and highest number of individuals living at or below 200% federal poverty levels. The immediate objective of JobBoost is to assist unemployed individuals in securing employment, initially in subsidized jobs for up to 20 weeks, with an assurance from the employer that the job will be continued if the employee's performance is satisfactory. It is estimated that each participant will earn at minimum \$5,800.00 based on the following calculations ($\$7.25$ per hour x up to 40 hrs. per week = $\$290.00$ x 20 weeks = $\$5,800.00$). The longer term goal is to see participants' personal income and employment tenure increase. Potential participants will be screened for JobBoost eligibility by county Departments of Social Services working in partnership with staff from the state's Employment Security Commission who will help to identify potential employment opportunities with local employers. Preference will be given to individuals who have completed a Community College 12 in 6 program – a worker training initiative that offers community college programs in 12 careers, each requiring less than six months to complete. Participants will receive supportive services such as, Food & Nutrition Services, Medicaid, child care subsidy, transportation assistance, job coaching and other related services as appropriate. As paid employees, participants pay into the Social Security system and may qualify for federal and state Earned Income Tax Credits (EITC), the Child Tax Credit, the new Making Work Pay Tax Credit, and Unemployment Insurance, leading to

increased long-term economic security. Participants also benefit from employer supervision, training and feedback. SFPA's investment will leverage up to \$4 million dollars in federal TANF funding for the implementation of the JobBoost subsidized employment program.

Social Innovation Fund

A key strategy for the Special Fund for Poverty Alleviation Fund has been to partner with the Obama Administration's Social Innovation Fund (SIF) in order to leverage federal and private funds to advance the scale and growth of non-profits aligned with the Special Fund's goals. In SFPA's 2010 budget, \$10 million was designated and approved for this effort. In 2011, SFPA budgeted \$3 million for the SIF. In August 2010, the White House and the Corporation for National and Community Service announced the first round of 11 SIF winners. Awardees included three out of the four intermediaries pre-selected for SFPA investment: New York City's Center for Economic Opportunity; New Profit Inc.; and the Edna McConnell Clark Foundation. The Special Fund allocated \$6 million of its original \$10 million SIF commitment to these selected SIF intermediaries in 2010.

SFPA intends to direct the remaining \$4 million from 2010 and the planned \$3 million from its 2011 budget to a range of intermediaries and subgrantee organizations. SIF intermediaries are still making final determinations about their subgrantee portfolios. (Decisions will be final by the end of the first quarter of 2011.) For the March 14th docket, SFPA proposes support for: SeaChange Capital Partners for New Profit, Inc.'s Pathways Fund; Jobs For the Future for the National Fund for Workforce Solutions; Local Initiatives Support Corporation for their Financial Opportunity Centers and the Latin American Youth Center, a subgrantee within Venture Philanthropy Partners' SIF, for their youth development Promotores model. These organizations and their proposed scopes of work are described below. (Likely candidates for the Special Fund's remaining 2011 SIF allocation include: subgrantees within Edna McConnell Clark's SIF, CEO/The Mayor's Fund's SIF, and REDF's SIF.)

SeaChange Capital Partners for New Profit, Inc.'s Pathways Fund

\$1 million; 2/1/11 through 2/1/12 (new; project support)

The Special Fund was a lead partner supporting New Profit's initial application to become a SIF intermediary, investing \$1.5 million in 2010 and supporting the three pre-selected subgrantees with New Profit's SIF: College Summit; iMentor; and Year Up. Other funding partners include: New Profit; Robin Hood Foundation; Blue Ridge Foundation; and SeaChange Capital Partners. SFPA has participated in the competitive selection process that selected three additional subgrantees for the portfolio: YouthBuild, Single Stop and the National College Advising Corps. Each of the proposed new subgrantees are a strong fit within SFPA's issue areas. The Special Fund is interested in supporting all of them through a second investment in New Profit's SIF. SeaChange Capital Partners is serving as the lead fundraiser for New Profit and will pool resources for the portfolio of grantees; a unique leverage strategy building financial strength as well as opportunities for grantees to collectively share programmatic experiences, knowledge and the potential to imbed programs within programs. SFPA's additional investment through SeaChange will support a portfolio of youth-focused nonprofit organizations with existing evidence to yield significant improvements in helping young people navigate the increasingly complex path from high school to college and productive employment. The project will expand the reach of these nonprofits to improve the lives of nearly 8,000 young people in low-income communities throughout the country. Sites include: Baltimore, Chicago, Indianapolis, LA, Miami, New York City, Providence, San Francisco, Seattle, and West Virginia.

National Fund for Workforce Solutions (Jobs For the Future as fiscal agent)

\$1.45 million; 3/1/11 through 12/31/12 (new; project support)

To dramatically increase economic opportunities for disadvantaged workers and job seekers by investing in regional workforce collaboratives that partner with employers to identify jobs and career pathways in high-growth industries. Each local site will provide low wage workers with the education and skills necessary to obtain good careers while at the same time ensuring that employers have the high quality human capital necessary to compete in this dynamic global economy. Support from the Special Fund will help expand the National Fund for Workforce Solutions' targeted training and technical assistance to reach at least 23,000 low-income individuals over three years while also addressing the critical skill needs of more than 1,000 employers. It will also allow a select group six southern communities to develop and/or scale up their current initiatives and, importantly, expand their current model to effectively serve ex-offender and low-literacy level populations. The Special Fund's investment will leverage \$2.275 million in private funding from the Weinberg, Annie E. Casey, Knight, and J.P. Morgan Chase foundations.

Local Initiatives Support Corporation (LISC) for their Financial Opportunity Centers

\$450,000; 3/1/11 through 2/28/12 (new; project support)

To replicate the LISC Financial Opportunity Centers model – a workforce development and asset-building model that boosts earnings, reduces expenses and coaches low-income families on how to make better financial decisions – in up to five new cities and 7,500 total participants (expanding network from 30 to 45 sites). Potential expansion sites include: Chicago, Indianapolis, Detroit, Twin Cities, Greater Cincinnati, Duluth, Houston, San Diego, and San Francisco. SFPA is specifically interested in supporting sites that will develop a specific benefits access intervention for low-income community college students in partnership with their state's community college system as well as sites specifically focused on serving re-entry and immigrant populations.

Latin American Youth Center for the Promotor Pathway

\$500,000; 3/1/11 through 2/28/12 (new; project support)

To invest in the Latin American Youth Center's Promotor Pathway, an innovative model to meet the multiple needs of disconnected young people, primarily Latino and African American, ages 10-24, enabling them to succeed academically, obtain long-term employment, live healthy and productive lives, and form lasting connections to the communities in which they live. LAYC's Promotor Pathway has been awarded a grant from the Social Innovation Fund (as part of Venture Philanthropy Partners' SIF), and anticipates reaching between 200 and 240 youth in the next year. Participants are expected to demonstrate increased academic success, improved employment status, and improved healthy behaviors.

Other

NOTE: Jane Sundius will be submitting the proposal for Expanded Learning Time if it merits consideration. The Special Fund is prepared to commit \$3.5 million toward this effort.

MEMORANDUM

TO: Aryeh Neier

FROM: Ann Beeson, Laleh Ispahani, Nancy Chang and Staff of the Transparency & Integrity Fund and the National Security & Human Rights Campaign

DATE: April 4, 2011

RE: Transparency & Integrity Fund and National Security & Human Rights Campaign's April 25, 2011 Docket

We look forward to meeting with you on April 25, 2011, to discuss the first docket of the Transparency and Integrity Fund (TIF) and the National Security and Human Rights Campaign (NSHR). TIF respectfully seeks approval of 15 grants in this docket, six of them contingent grants. Two grants are jointly recommended by TIF and NSHR. NSHR seeks approval of 13 grants. Three of them are contingent grants; four are co-funded with the Equality and Opportunity Fund (three discussed with the NSHR recommendations below, and one addressed in the Equality and Opportunity Fund docket submission).

Transparency & Integrity Fund Grants

As reflected in its 2010-2012 strategic plan, TIF's grant making and program strategies seek to promote government transparency and accountability, the integrity of the judicial and electoral systems, and informed public engagement, by supporting:

- Media and government 'watchdog' groups, and the development and use of emerging technology tools and practices that increase public involvement and access to information;
- Efforts to equalize access to the democratic process by reducing the influence of money in politics, and supporting broad and equal access to the ballot including by ensuring a level playing field for voters to elect representatives of their choice;
- Efforts to ensure a fair, impartial and diverse judiciary; and,
- Creative responses to the challenges and opportunities facing journalism.

Journalism

This portfolio's goals are to strengthen accountability journalism on critical open society issues at the state and local level; revitalize, expand and bring greater diversity to the public media sector; and increase and improve the production, distribution and reach of international reporting for U.S. audiences. TIF recommends three grants in this area. A renewed general support grant to **New America Media** (NAM) is a strategic investment in its growth as the most important intermediary informing and engaging immigrants and ethnic minorities about the public life of this country. Because NAM's work is relevant to most of the U.S. Programs Funds and Campaigns, it is now a U.S. Programs anchor

grantee. A renewed general support grant to the *Texas Observer* recognizes that the *Observer's* work has only become more important in light of massive budget cuts in Texas and layoffs of reporters at every major daily newspaper in the state. Finally, to address the international strand of our journalism portfolio, TIF recommends a new project support grant to **LinkTV**, to complete the development of a new program, *Asia Pulse*, a weekly news and current affairs program that will bring together news from East and Southeast Asia, translated, contextualized, and curated by LinkTV staff.

Access to Information

TIF supports groups working to collect and disseminate information that empowers citizens and watchdog groups monitoring the regulation of public information and government practices. TIF recommends the following three grants in this area.

Together with the National Security and Human Rights Campaign, TIF recommends a renewed general support grant to the **Project on Government Oversight** (POGO). POGO is widely respected for its robust and effective investigative programs in the areas of contractor oversight, financial regulation, energy and natural resources, defense, and national security. POGO engages in partnerships with a wide range of groups that cut across ideologies and interests in an effort to create bi-partisan collaboration toward reform of the government. POGO works closely with many civil society NGOs including the ACLU, OMB Watch, the Center for American Progress, and the Publish What You Pay Coalition; elected officials from both sides of the aisle in Congress; and White House staff, to achieve its objectives of promoting increased transparency and integrity. By working effectively with so many players in the federal process, in addition to whistleblowers, POGO is able to provide accurate and reliable research, information, and recommendations that are trusted by policymakers, the media, and the public. In the next few years, POGO's work will include implementing open government reforms; addressing federal contractor abuses with a focus on military contractors; protecting federal whistleblowers, including national security whistleblowers; and pushing back against the Administration's overbroad assertion of the state secrets privilege in litigation seeking redress for "war on terror" abuses.

TIF and the NSHR Campaign also recommend a renewal grant to **Open the Government.org**, a coalition of 75 organizations and individuals, including journalists, consumer and good government groups, environmentalists, library and labor groups, and others who share the goals of making the federal government more transparent, strengthening public trust in government, and supporting democratic principles. By providing these groups with a structure for working together on shared endeavors, OTG members are better able to develop shared goals, divide labor, support one another's efforts, and most importantly, achieve reform goals that they could not accomplish separately. Many TIF and NSHR grantees are members of OTG, and several have advised OSF staff in unequivocal terms about the value OTG adds to their work. This year, OTG will coordinate efforts to shape the further implementation of the Obama Administration's ground-breaking Open Government Directive, and, more broadly, promote a culture of openness in executive branch departments and agencies; improve

implementation of freedom of information laws; and press for reform of state secrets policy.

A renewed project support grant to the **Sunlight Foundation** would enable Sunlight to advance transparency and open government through reporting, tools, and policies that will further expose for public scrutiny the influence of lobbying, another frontier in the ‘money in politics’ battle. In 2011, Sunlight is concentrating its efforts on making corporate influence lobbying in Washington more transparent, work made more urgent by the Supreme Court’s *Citizens United* ruling of last January. This grant will also support Sunlight’s work on the Open Government Directive, specifically allowing it to focus on the next steps required for the Directive to fulfill the President’s promise of creating an open and transparent executive branch. In 2012, Sunlight will adapt its work on corporate lobbying to the state level, with a focus on Louisiana and/or Texas.

TIF grantees New America Foundation, Free Press, and Public Knowledge, among others, are engaged in collaborative, critical and timely work to maintain an open, democratic communications infrastructure. On this docket, we recommend **Public Knowledge**, an established leader in the media and technology policy field, for renewed general support. The group advocates for fair media policies that advance competition, openness, innovation, and universal access to high speed Internet, with a special focus on low income and marginalized communities. With a reputation as a smart, effective, tech-savvy public interest organization, Public Knowledge is a trusted voice in Washington and around the country, maintaining a high degree of credibility on complex communications policy issues.

Broad & Equal Access to the Ballot

TIF’s work in this area, especially work related to the impact of corporate money on our electoral system and government, has significantly expanded since *Citizens United*, and the board’s endorsement of this line of work. TIF has developed a number of inter-related strategies to mitigate the impact of corporate spending on politics, including:

- Strengthening corporate accountability and governance
- Increasing the transparency of political giving
- Defending existing campaign regulations and supporting the development of affirmative litigation
- Generating First Amendment scholarship to support reforms

TIF has made grants to implement these strategies, and is now exploring how best to coordinate and strengthen related work by other individuals, organizations, and coalitions. In this docket, we recommend four grants to further advance our goals.

The first - to the **Sunlight Foundation**, discussed in *Access to Information*, above - will apply Sunlight’s technological expertise to the lobbying arena, exposing the influence of lobbyists and lobbying dollars on federal policy making. A second grant is to the **Fund for Public Advocacy**, to support the Fund in expanding its Coalition for Accountability in

Political Spending. The coalition, founded by New York City Public Advocate Bill de Blasio, is a national network of elected officials and pension fund trustees who seek to change corporate policy and corporate political spending behavior in a manner that strengthens disclosure, accountability and restraint in corporate political spending, through a combination of direct engagement, pension fund activism, contracting reform and policy advocacy. TIF also recommends a grant to the **Campaign Legal Center** to support that organization's important work in the litigation and administrative arenas, particularly its efforts to repel the sustained assault by Republican lawyer and leading opponent of campaign restrictions, James Bopp. And finally, a renewed general support grant to U.S. Programs anchor grantee the **Brennan Center for Justice** would advance, among other U.S. Programs' goals, TIF's money in politics goals. Brennan uses a mix of strategies to limit the impact of money in politics - research, communications, litigation, and idea generation - to develop corporate governance reforms and new First Amendment scholarship to support reform. Brennan and the Campaign Legal Center also provide essential legal assistance to those defending judicial ethics and campaign regulations.

A Fair, Diverse & Impartial Judiciary

TIF's long-standing concern that courts remain fair and impartial is closely related to its broader efforts around money in politics. Recognizing the central role the judicial branch plays in checking government power and providing access to justice for those most marginalized in our society, OSF has long provided support for a fair and independent judiciary. A robust judiciary – with a diversity of viewpoints and experiences and accountable to law and the Constitution rather than any rigid ideology or partisan agenda – is necessary to advance the many issues embraced by U.S. Programs. The vital role of the judiciary is especially threatened by the rise in increasingly partisan, big money judicial elections.

OSF has long supported national and state groups working for fair and impartial state and local courts. In 2010, groups working under the Justice at Stake campaign's umbrella developed a five-year strategic plan to develop a set of shared goals and coordinated strategies in four areas: judicial selection, diversity of the bench, judicial ethics, and access to justice. To assure that OSF funding advances the strategic plan and the collaboration it envisions, we are taking a new approach to funding in this area. In the past, we have made separate project grants to individual organizations. While there was some overlap in the efforts, there was less than optimal coordination on strategy and place. With the strategic plan now complete, we believe we should structure funding around the plan - rather than individual organizations - to increase the likelihood of achieving its goals. Consequently, we are developing a request for proposals. While not all the details are finalized, we envision a process that will require multiple groups to submit applications for coordinated work on a given issue area, with clear responsibility among groups and measureable benchmarks for progress toward articulated goals. We will recommend grants in the third docket of 2011.

At this time, we recommend a two-year renewed general support grant to the **Justice at Stake** campaign, a non-partisan campaign of over 50 partners representing a wide

spectrum of groups – business leaders, judges associations, good government groups, religious organizations, and bar associations - that represent courts when they are attacked and seek reforms to ensure that courts are protected from political and economic influence. Multi-year support will give JAS maximum flexibility to coordinate and support efforts to implement the strategic plan. We are also recommending one short-term grant to the **National Center for State Courts** to provide “gap” funding for a long-time partner as we finalize the RFP process and shift to the new funding approach.

With respect to our support for work on the federal courts and Constitution, we wrote in our 2010-12 strategic plan that “restoring the health of the judicial system involves righting the balance within the judiciary.” At that time, we believed that the Obama Administration would prioritize nominations. Not only has it not done so, its record on nominations is substantially worse than that of the last Administration. Many vacancies remain unfilled, several with no nominee even named for consideration. With respect to diversity, while the Administration’s successful nominees are a diverse cohort of judges in terms of race and gender, they are not from diverse legal backgrounds or judicial philosophies. Going forward, work aiming to impact the composition of the federal bench will require new, more effective arguments about the role of the courts and vision of the Constitution, and a more effective campaign to engage the grassroots.

We have begun speaking to strategists, foundation allies, experts, and organizers to develop new grants on grassroots organizing, and anticipate making new grants in this area in 2012. In this docket, we recommend grants to two groups doing the best work to challenge the prevailing thinking in the federal courts. The **Constitutional Accountability Center**, which employs a combination of research, litigation, and communications to challenge conservative readings of the Constitution, and the Federal Rights Project of the **National Senior Citizens Law Center**, which develops critical and timely arguments, for use in the courts, Congress, and the media, in support of the federal government’s authority to enact health care reform, protect civil rights, issue environmental regulations, and create federal safety net programs.

State Strategies

In this docket we are making a renewal grant to Public Justice Foundation of Texas, which supports exempt activities of **Texans for Public Justice** (TPJ). TPJ is a non-partisan watchdog group engaged in research, public education, litigation, and advocacy to reveal corruption and reduce the influence of money in Texas’ political system, from the governor’s mansion to the state legislature and high court. This recommended, renewed general support grant would advance several TIF goals: collecting and disseminating information that empowers citizens; reducing the influence of money in the democratic system; protecting fair and impartial courts; and supporting a state level watchdog organization that is part of a larger network of transparency organizations whose synergies increase the likelihood of reform. This grant would also serve to advance the State Strategies Initiative’s goal of advancing open society at the state and local levels, beginning in Louisiana and Texas, representing parts of the country long considered the epicenters of entrenched racism, poverty, inequality, and disinvestment.

The total TIF contribution to the grants it is recommending in the attached write ups is \$ 5,150,000. Grant recommendations and a financial summary are attached.

National Security and Human Rights Campaign Grants

The NSHR Campaign recommends renewal grants to six Arab, Middle Eastern, Muslim, and South Asian (AMEMSA) organizations that the Campaign funded in 2009 as a cohort of progressive organizations that work with AMEMSA communities across the U.S. to restore respect for civil rights and civil liberties in the post-9/11 world, counter bigotry, and promote the acceptance of AMEMSA communities in American society. High profile terrorist attempts directed at the U.S. over the past 18 months have fueled fears over “homegrown terrorism,” and in this environment anti-Muslim bigotry and religious and ethnic profiling have escalated. All six grantees have strategically and effectively addressed these challenges by mobilizing AMEMSA communities and by collaborating with a wide array of allies that include people of faith, media experts, national security experts, and the civil rights and human rights communities.

We recommend renewed core project support for three AMEMSA groups. The Michigan-based **Arab Community Center for Economic & Social Services’s (ACCESS) National Network for Arab American Communities** works with its membership of grassroots organizations serving Arab American communities across America to deepen civic participation, promote economic empowerment, and enhance the ability of communities to advocate on issues of concern, particularly in the areas of civil liberties, human rights, and immigrant rights. The San Francisco-based **Muslim Advocates** is a national leader in the efforts to fight xenophobia, end profiling and discriminatory law enforcement practices, protect the First Amendment freedoms of association, expression, and exercise of religion, strengthen Muslim charitable institutions, and foster the civic engagement of Muslim Americans. The D.C.-based **South Asian Americans Leading Together (SAALT)** challenges profiling by law enforcement and national security agencies and advances immigration reform through policy advocacy, community mobilization, alliance-building, and documentation.

We recommend renewed project support for two AMEMSA groups. The San Francisco-based **Asian Law Caucus** will provide direct legal services in AMEMSA communities in Northern and Central California and build broad multiracial alliances to end intrusive stops and questioning of AMEMSA travelers at the U.S. border and to combat FBI and local law enforcement profiling of AMEMSA and immigrant communities in the region. The New York City-based **Sikh Coalition** will engage in policy advocacy, grassroots mobilization, public education, and litigation to combat profiling by law enforcement and national security agencies, work with policymakers and advocates to take preparatory steps to protect civil rights and civil liberties in the event of another terrorist attack in the U.S., advocate for measures that protect students from bullying and bias-based harassment, and build the capacity of Sikh leaders to advocate on these issues.

We recommend renewed general support to the Seattle-based **OneAmerica**, the final member of the cohort of AMEMSA groups. This co-funded grant recommendation will be presented by the Equality and Opportunity Fund. The ACCESS and SAALT grants will also be co-funded with the Equality and Opportunity Fund and will advance its goals of prohibiting arbitrary and discriminatory government action, lifting barriers that prevent people from participating fully in economic, social, and political life, and stemming the erosion of the civil and human rights of immigrants.

NSHR also recommends a grant to **Active Voice**, through fiscal sponsor **Community Initiatives**, to complete and implement the Hawo's Dinner Party Project, a public education campaign that will center on viewings by community audiences of a 20-minute video module based on a PBS documentary, *Welcome to Shelbyville*, that are followed by facilitated dialogues in communities across the country designed to foster bridge-building between Muslim, immigrant, and receiving communities in the U.S. The module will focus on a Muslim Somali refugee who works with community leaders in the rural town of Shelbyville, Tennessee, to forge ties between the town's native-born whites and African Americans, Latinos, and Somalis. This grant will be co-funded with the Equality and Opportunity Fund and will support its goals of lifting barriers that prevent people from participating fully in economic, social, and political life and promoting immigrant integration.

To promote its goals of building a broad constituency of credible messengers in support of progressive national security policies and combating anti-Muslim bigotry, NSHR recommends four project support grants. The first two grants will renew funding to faith-based groups that are collaborating closely in mobilizing support from within the religious community to demand: tolerance and acceptance of Muslims and Islam in America; accountability for U.S.-sponsored torture in the decade since 9/11; and an end to the arbitrary detention of terrorism suspects. The first grant will support the **National Religious Campaign Against Torture**, which will engage in policy reform, public education, and advocacy on these issues and will regrant a portion of its funds to the **New Evangelical Partnership for the Common Good**. The second grant will support **Rabbis for Human Rights-North America**, which will mobilize rabbis to educate their congregations and broader communities and demand reforms on this set of issues. The third grant will support the work of the **Tanenbaum Center for Interreligious Understanding** on the New York City-based, multi-faith, grassroots coalition, *Prepare New York: Working for Tolerance During the Tenth Anniversary of 9/11 and Beyond*, which will lift the voices of faith-based and secular New Yorkers who promote the values of cultural and religious diversity. Tanenbaum will regrant a portion of the funds to three of its coalition partners: **Intersections International**, the **Auburn Seminary's Center for Multi-faith Education**, and the **Interfaith Center of New York**. The fourth grant is recommended to support the **Center for Victims of Torture** as it amplifies the voices of medical professionals serving torture survivors in communities across the U.S. and of national security validators as they demand humane policies on detention and interrogation and accountability for torture.

Finally, NSHR will co-fund with TIF renewal grants to **OpenTheGovernment.org** and the **Project on Government Oversight**, to reduce excessive government secrecy in national security policy, strengthen the capacity of watchdog organizations to document government abuses, and hold government officials and private actors accountable for past abuses and violations of the law. They are described with the TIF recommendations above.

The total NSHR contribution to the ten grants it is recommending in the attached write ups is \$2,795,000. NSHR's ten grant recommendations and a financial summary are attached.

We look forward to discussing these recommendations with you on April 25, 2011.

Memo

To: Aryeh Neier

From: Ann Beeson; Leonard Noisette; and Criminal Justice Fund Staff

Date: April 4, 2011

Re: Barry University Grant Recommendation

Criminal Justice Fund Staff recommends project support funding in the amount of \$95,000 over one year to Barry University to support its law school's Juvenile Life Without Parole Defense Resource Center. The Center provides counsel and resources to public defenders and private attorneys seeking to obtain relief in Florida courts for the over one hundred people entitled to relief under the United States Supreme Court's decision in *Graham v. Florida* abolishing life without parole for juvenile defendants who committed non-homicide offenses. This grant supports CJF's coordinated strategy to maximize the impact of this important court decision. The grant would complement our support for other post *Graham* advocacy efforts, including the work of the Equal Justice Initiative, which engages in advocacy nationally to challenge sentencing of juveniles to life without parole, and has been a critical player in post *Graham* efforts in Florida and Louisiana, the two states with the largest number of individuals impacted by the decision; and our recent grant to Juvenile Justice Project of Louisiana, which is taking the lead in seeking relief for the more than sixty eligible individuals in that state.

MEMORANDUM

TO: Aryeh Neier
FROM: Ann Beeson and Raquiba LaBrie
DATE: March 10, 2011
RE: Out-of-Docket Recommendation for the Asian American Justice Center

Attached for your approval is an Equality and Opportunity Fund grant recommendation for the Asian American Justice Center (AAJC). AAJC seeks project support for two distinct projects. The first is for its redistricting and broader voting rights advocacy in Texas. The second is to strengthen its capacity as it seeks to achieve greater operational and programmatic alignment with its current affiliates and to broaden advocacy infrastructure in Asian American communities throughout the U.S.

We are happy to discuss this recommendation at your convenience.

**Special Fund for Poverty Alleviation
Docket Memo**

To: Aryeh Neier

From: Diana Morris, Jane Sundius and the Special Fund for Poverty Alleviation Staff

Date: April 15, 2011

Re: Special Fund for Poverty Alleviation April 25, 2011 Docket Grant Recommendations

The Special Fund for Poverty Alleviation (SFPA) recommends an additional grant totaling \$3,500,000.00 for consideration on U.S. Programs' docket scheduled for April 21, 2011.

Education

The After School Corporation for Expanded Learning Schools (ExL)

\$3.5 million; 4/1/11 – 3/30/13

The proposed grant will support The After School Corporation's (TASC) launch of ExL Schools, a whole-day, whole-school, whole-child model of public education in seventeen schools in New York, Newark, New Orleans and Baltimore. In addition to improving children's educational outcomes, this national demonstration project will provide substantial employment and educational resources to the participating communities. The ExL School model extends the day by two hours, increasing learning time for all of a school's students and, by partnering with community organizations, broadens educational offerings beyond tested subjects to provide the cognitive, physical and social-emotional learning opportunities that all children require to be successful. During the two-year grant period, TASC will provide intensive technical assistance and substantial program funding to help sites integrate the staff, programming and resources of participating schools and community-based organizations. It will also document the implementation of the model across all four sites, and will share its findings to help other jurisdictions adopt the model.

MEMORANDUM

TO: Aryeh Neier
FROM: Ann Beeson, Erlin Ibreck
Cc: Shawn Dove, Rashid Shabazz, Jane Sundius
DATE: April 15, 2011
RE: Strategic Opportunities Fund Docket Recommendations

We look forward to meeting with you on Tuesday, April 25th to discuss grant recommendations that are being jointly presented by the Campaign for Black Male Achievement, OSI-Baltimore and the Strategic Opportunities Fund with regard to School-to-Prison Pipeline (STPP) recommendations.

You will recall that at the September 2009 U.S. Programs board meeting there was a discussion that explored the forces fueling the school-to-prison pipeline. Following that meeting, the Strategic Opportunities Fund, in its research and development capacity, worked in collaboration with OSI-Baltimore, the Criminal Justice Fund and the Campaign for Black Male Achievement to develop an RFP to support efforts that highlight the linkages between the *No Child Left Behind* version of the Education and Secondary Education Act (ESEA) and the school-to-prison pipeline. At that time we made five grants, supporting six organizations that were using advocacy, organizing, education and communication strategies to engage a broad set of policy makers and other stakeholders to bring the issue of the school-to-prison pipeline to the forefront of the ESEA reauthorization debate. The Advancement Project played a key coordinating role for these grantees. They helped to leverage each organization's expertise and strengths, to reinforce organizational relationships and combined efforts, coordinate communications strategies, develop shared policy priorities, supported each other's efforts on key issues as needed, and worked efficiently together throughout the grant period. Since reauthorization did not take place in 2010 and is now slated for 2011 we seek renewed funding for four of the organizations funded in the first round of grants.

Despite the delay in ESEA reauthorization, the past year saw significant momentum generated for federal education reform in general, and for efforts to address the School-to-Prison Pipeline in particular. For example, inside the Beltway, the Obama Administration's Blueprint for ESEA Reauthorization included some attention to the School-to-Prison Pipeline; the latest version of the House Education Committee's draft reauthorization bill included many of our grantee's priorities; the U.S. Departments of Education and Justice labeled racial inequities in school discipline a "cabinet-level priority" and hosted two national convenings on that subject; and members of Congress ended the year working on a number of initiatives directed at grantee concerns. These were exciting developments, which were due in significant part to the efforts of our grantees. They also reported that there was a noticeable increase in momentum to address the School-to-Prison Pipeline outside Washington, DC. New campaigns and advocacy efforts emerged around the country – many of which these organizations were part of, or supported. Their public education and traction in the media improved over the

year. As a result, there was a noticeable difference in the public discourse around these issues. And through advocacy at the local, state, and national levels, there was a strong and dynamic movement emerging around these issues, in which the grantee organizations played a significant role. It is important that these groups maintain the momentum they have generated. They will have the most influence if they remain “in play” and can continue to advocate aggressively, even in this challenging political environment. Because federal regulations will be drafted after ESEA reauthorization, we are recommending two year grants to ensure that these groups continue their advocacy efforts through the regulation drafting process.

Recommended Organizations

The **Advancement Project (AP)** is the pre-eminent national organization focused on defining, analyzing, highlighting and dismantling the School-To-Prison Pipeline. Its decade of local, state and national work has made it a leader among educational justice organizations, due to its deep content expertise and the comprehensive, supportive advocacy strategies it employs to help its community partners. Since its inception, AP has consistently proved itself to be an effective advocate and partner, substantially reducing the suspension, expulsion and school-based arrest rates in each community in which it has worked. AP will continue to serve in a coordinating role for this set of grantees and will work to build support for the principles outlined in their joint position paper -- *Federal Policy, ESEA Reauthorization, and the School-to-Prison Pipeline*.

The **Education Law Center (ELC)** has worked since its inception to address and eliminate issues of school discipline and exclusion in Pennsylvania’s schools. In its education reform efforts, the Center partners with a network of Pennsylvania-based organizations, including the **Juvenile Law Center (JLC)**, which is a long-time grantee of OSF and an expert in the juvenile justice field. For this initiative, ELC will work in partnership with JLC and will thus re-grant a portion of the requested funding.

The **National Center for Fair and Open Testing (FairTest)** focuses on shifting education policy away from low-quality tests and punitive accountability rules that create intense pressure to narrow curriculum, undermine school climate, and push students out; back to a focus on student learning. FairTest is an important partner in this initiative, given the networks they have in the education reform arena and their existing partnerships with organizations like the Advancement Project and NAACP-LDF.

The **NAACP Legal Defense and Education Fund** has been a leader in responding to the school to prison pipeline crisis for nearly a decade. In 2005, LDF published “Dismantling the School-to-Prison Pipeline,” a seminal study of the policies and practices that push students from our country’s schools to its criminal justice system. Since the 2005 report, LDF has maintained a national voice in the growing dialogue about these problems, and has engaged with grassroots advocates to also confront particular local problems.

MEMORANDUM

To: Aryeh Neier
From: Ann Beeson and Bill Vandenberg, for the State Strategies Initiative
Date: March 9, 2011
Re: State Strategies Initiative Developmental Grants, Docket I

We look forward to discussing with you the initial grant recommendations for the State Strategies Initiative on Monday, March 14. A write-up and a docket sheet are attached here.

The State Strategies Initiative (SSI), approved by the US Programs Board of Directors in September, 2010, is designed to enhance the internal coordination, strategic integration, and overall impact of US Programs efforts at the state and local levels through grantmaking and operational work. In 2010-11, per the Board's approval, the Initiative is developing field informed strategic plans in Louisiana and Texas, two states with a long history of USP programmatic interest, significant existing funding, compelling demographics, and breaking opportunities for defending and expanding open society.

SSI's eight initial recommendations focus on breaking opportunities that address key open society priorities in Texas while helping to establish a track record to support the identification of potential local funding partners, a key provision of the Board's and George Soros's conditions for ongoing Texas work. The recommendations include seven small grants that were recently approved out of docket and one that we include here. These recommendations include six grants to address Texas's fiscal crisis, one of the nation's most severe; defend immigrants in the state from attacks; and spotlight the responsible allocation of funds from a groundbreaking housing settlement in the Lone Star State. Two recommendations continue USP's work to build Texas's independent media capacity as a vehicle for communicating open society ideas and efforts.

These recommendations are representative of SSI's initial approach to grantmaking during its developmental phase: Making coordinated grants to multiple organizations that bring complementary strengths to advance (or respond to) significant policy opportunities. While addressing policy opportunities the grants build sustained state capacity, including forging new alliances, connecting different regions of the state, connecting states to national strategies; and integrating civic engagement, research, advocacy, service, media, and philanthropic strategies.

In this docket, we bring one recommendation to you totaling \$200,000. The recommendation is for:

La Union del Pueblo Entero (LUPE)
\$200,000 project support, one year

To support an increase of housing organizing and advocacy capacity in the Rio Grande Valley via a grant to La Union del Pueblo Entero (LUPE), a San Juan, TX-based non-profit membership organization that was established by César Chávez. This project seeks to involve community-based organizations that represent low-income constituencies in identifying and directing the use of millions of dollars of hurricane recovery funds available through a groundbreaking recent \$3.2 billion U.S. Housing and Urban Development Conciliation Agreement in Texas. LUPE anchors the Rio Grande Valley Equal Voice Network, a ten organization, Marguerite Casey Foundation-supported alliance representing over 10,000 families in the region, home to three of the nation's poorest counties. LUPE will expand its own housing organizing capacity in the region and will regrant a portion of the funds to three other Equal Voice Network member organizations: Texas Organizing Project (a current USP grantee via the Democracy and Power Fund), Proyecto Azteca, a non-profit housing development agency, and ARISE, an organization of low-income immigrant women who reside in the region's colonias. This grant and a recently approved small grant for policy partner Texas Low Income Housing Information Services are part of a larger partnership with the Ford Foundation to build the housing policy capacity of low-income leaders and their community organizations in the Rio Grande Valley.

The write-up for our recommendation follows this memo. We look forward to discussing this recommendation with you when we meet next week and please let us know if there is further information we may provide in advance of the docket meeting.