

## MEMORANDUM

To: U.S. Programs Board of Directors  
From: Diana Morris, Acting Executive Director  
Date: September 28, 2011  
Re: Proposed U.S. Programs 2012 budget

Attached, for your consideration, is a draft 2012 budget based on guidance from the Board's Midterm Review of each program. This draft incorporates suggestions from the ad hoc budget committee of the Board. Prior to the Board meeting, OSF's Executive Vice President and Chief Financial Officer may provide us with additional questions and comments. The attachment comprises the following documents:

- A one-page summary of the proposed 2012 budget (with 2011 for reference); and
- A three-page breakdown of the proposed 2012 grantmaking budget, organized by major goals within each program.<sup>1</sup>

We have shared more detailed with the Board committee and with senior OSF staff who oversee finances of the foundation.

This draft budget aims to respond to the Board's recommendations to date by making allocations that will allow programs to: 1) responsibly exit initiatives slated to end in 2012 by providing tie-off grants; 2) sharpen their focus, refine their strategies and invest sufficient funds to make progress towards specific goals; 3) generate ideas and, in some instances, experiment with new approaches and lines of inquiry; and 4) maintain stable support for organizations that play a critical role in advancing open society values and goals.

In comparing the budgets for 2011 and 2012, you will see that some of the Board's directives have an immediate effect on the size of a program's budget allocation. In other cases, the allocation does not change markedly from one year to the next. Nevertheless, the use of the funds may be quite different, closing down or narrowing certain initiatives and setting the stage for re-focused work in 2013. As the Board continues its deliberations about the priorities and structure of U.S. Programs, 2012 is an important transition year—for deepening our work that the Board believes is on track and for exploring how and where we can most effectively achieve our goals.

You will recall that George Soros set the two year U.S. Programs budget for 2011-2012 at \$320 million and said that U.S. Programs should expect an annual allocation of \$150 million starting in 2013. Under this two-year budget, any funds not spent in 2011 will move into 2012 (and any overspending in 2011 would count against 2012). The attached

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<sup>1</sup> We understand that the Board is looking at the "architecture" of U.S. Programs and that some programs and initiatives may be aligned differently in 2013. For the purposes of the 2012 budget, however, we use the current names of programs and the areas of work they currently encompass.

budget documents reflect projected spending for 2011. We underspent in a few of lines in 2011. They are:

- Democracy and Power Fund (\$13.55 million, down from \$13.75);
- Strategic Opportunities (\$4.4 million, down from \$5 million);
- The City/State Program (\$1.25 million, down from \$3 million); and
- The Special Fund for Poverty Alleviation (\$25.29 million for 2011, before adding some special projects identified by the Chairman that were taken from this line in 2011 as explained below, down from \$35.85 million for 2011-2012, as a result of the Board's decision to terminate grantmaking by this program in 2011).

In one special circumstance, we spent more than initially projected in 2011, which is also reflected. It is:

- Multi-Issue Anchor Grants (\$7.5 million, up from \$6.4 million, because of the grant terms and renewal dates, resulting in a \$1.75 decrease in this budget line in 2012)

The proposed 2012 budget assumes a conservative carryover of approximately \$200,000 in operating funds from 2011. When we have more complete data on additional unspent funds, we will apply them to increase the operating line for the City/State Program and to offset any changes in staffing or operational work stemming from the budget as it is approved by the Board.

The staff and I welcome any questions you have in advance of the meeting or during your discussions.

## **PROPOSED 2012 BUDGET HIGHLIGHTS**

### **1. Significant shifts: Increases in flexible money for innovation and rapid response**

#### **Chairman's Special Grants and Board's Innovation Fund**

The proposed budget separates these two lines and increases them to a total of \$30 million for 2012. Of that, \$20 million is allocated for Chairman's Grants and \$10 million is for the Board's Innovation Fund, which is the Board's discretionary grantmaking budget. Of the total \$30 million for 2012, \$12.2 million to \$21.2 million is already approved or projected. The Board meeting discussion about discretionary grants should clarify the current balance of these budgets. (Any unused funds in the Chairman or Board's budget lines in 2011 will increase those lines in 2012.)

#### **City/State Program**

A committee of the Board met with staff in July to develop the purpose(s), structural framework, and criteria for selecting sites for this program. One of the mandates of the City/State Program is that it be a vehicle for innovation and experimentation at the local level. In 2011, USP spent \$1.25 million from this budget line to begin some targeted

grantmaking in Texas and Louisiana, which stopped in May when the Board and staff stepped back to reevaluate and plan this work differently. We look forward to continuing to develop the City/State Program with the Board. The proposed budget allocates \$7.75 million for this work in 2012. Some portion of 2012 will be devoted to completing the intellectual framework for this program, selecting sites and securing partners and staff. Once priorities and cities are identified, other USP programs may also invest in those cities, consistent with their existing goals (and, depending on which sites are chosen, some programs may already be doing targeted work in them). In this regard, the \$7.75 million allocated in this line is not the only portion of the 2012 budget that will support the selected sites.

### **Executive Director's Grants**

This is a new budget line in 2012, which we are starting pursuant to the Board's recommendation, to give the executive director flexible funds to take advantage of new opportunities, collaborate with other funders, and respond to emergency needs. Based on the rapid response line item that was previously housed in the Strategic Opportunities Fund and on the discretionary grantmaking budget that the executive director had until several years ago, we have allocated \$1.5 million to this line.

### **Innovation and flexibility within core program budgets**

The proposed budget includes dedicated rapid response lines in each of the core funds to enable us to capitalize on unexpected opportunities to advance our goals. These allocations vary from \$300,000 to \$700,000 in each fund. Efforts to stimulate thinking and innovation, a significant priority for 2012 and beyond, are also embedded in other budget lines. This work will vary depending on the program and on the Board's guidance about which strategies and issues we should explore further. For example, the Equality and Opportunity Fund will engage in grantmaking and operational activities to re-conceptualize our racial justice framework. We look forward to collaborating with the Board on this idea-generation work across our programs. As a basis for the conversation, we will compile a memo for the Board by the end of the year, to provide an overview of all of our current idea-generation grantmaking.

## **2. Significant shifts: Decreases in areas identified by the Board**

### **Special Fund for Poverty Alleviation**

The grantmaking budget for the Special Fund for Poverty Alleviation has been eliminated for 2012, pursuant to the Board's decision to close this program. Final grants, approved by the Board Chair, Aryeh Neier, and Board Advisors, were made in 2011. Also in 2011, USP used significant portions of the Special Fund's remaining grantmaking budget to support two projects identified by the Chairman: the Planned Parenthood grant and Mayor Bloomberg's Young Men's Initiative. Once those funds are factored in, the Special Fund had approximately \$2.6 million in unused grantmaking funds, which we have allocated to other parts of the U.S. Programs 2012 budget. The Special Fund will still have a program development budget in 2012 to support staff who will monitor and manage open grants and help to publicize the lessons learned from the program.

### **National Security and Human Rights Program**

Based on the Board's initial recommendation, we have reduced the grantmaking budget for this program to \$3.5 million (from an allocation of \$6 million that we originally projected for this program in 2012). We understand, however, that there will be additional discussion about this program at the Board meeting. The National Security and Human Rights Program's 2011 budget included a \$1 million grant to Connect U.S. (an international grant which is not directly related to the program's goals but is housed within it for administrative reasons). If we renew this grant, which is currently being evaluated, we are likely to reduce it. Accordingly, we set the budget at \$3.5 million, allowing for the possibility of \$500,000 for Connect U.S. and leaving \$3 million for the three areas of work—relating to torture, detention, and anti-Muslim bigotry—that the Board indicated should continue in 2012. With a \$3 million budget for this program, we propose the following grantmaking in 2012:

- Ending torture: \$860,000
- Stopping preventive detention: \$1.18 million
- Addressing anti-Muslim bigotry: \$960,000

All of these would be renewal grants, and, the budget would not leave flexibility for any tie-off grants to organizations that pursue past National Security and Human Rights Program priorities.

### **Strategic Opportunities Fund**

Consistent with the Board's guidance, the focus of this program in 2012 will be grantmaking and operational work to address the school-to-prison pipeline. Other activities previously undertaken by this fund will not continue past 2011, and we expect the Strategic Opportunities Fund to end in December 2012. The proposed 2012 budget includes a \$2.2 million grantmaking budget for this program, of which \$2 million is for school-to-prison pipeline work and \$200,000 is for Washington, DC Community Grants. We expect that the Board architecture committee will consider the future placement and scope of school-to-prison pipeline work, post 2012. Following are our preliminary plans for grantmaking in 2012 to address the school-to-prison pipeline:

- \$800,000 is for renewals of three grants on this issue that were previously carried by the Equality and Opportunity Fund and the Campaign for Black Male Achievement but will be consolidated into this one program beginning in 2012
- \$175,000 is firmly projected for two grants that the Criminal Justice Fund has been considering and will move into this consolidated program
- \$250,000 may be used for grants that are currently under consideration
- \$775,000 is uncommitted

The DC Community Grants program supports local organizations in Washington, DC and is guided by an Advisory Committee of OSI-DC staff. The Strategic Opportunities Fund has housed and helped to administer this program for several years. The staff of the Strategic Opportunities Fund will also be available to help manage grants from the Chairman, Board, and Executive Director's lines going forward.

### **Multi-Issue Anchor Grants**

This was a new budget line, beginning in 2011, which we set at \$12.4 million over two years (2011 and 2012). The line provides support to core organizations – partners of U.S.

Programs – that advance multiple priorities. Housing these in an independent budget line allows us to reflect our issue-specific spending more accurately, since placing such large multi-issue grants in one program resulted in a skewed sense of grantmaking on the particular issue that a program advances. Nine organizations are supported through the Multi-Issue Anchor Grants budget line. They are: the Advancement Project, American Constitution Society, Brennan Center, Center for American Progress, Center for Community Change, Center on Budget and Policy Priorities, Leadership Conference on Civil and Human Rights, NAACP, and New America Media. The allocation in the proposed 2012 budget is \$4.15 million, lower than the \$7.5 million in 2011. This is not a reduction of funding for these grantees; rather, it reflects how the multi-year grants are staggered and when they come up for renewal. The grants from this line in 2012 are all one-year grants; three of the grants in 2011 from this line were two-year grants that are not up for renewal until 2013. We hope to reassess how to structure these grants beginning in 2013. Following is a breakdown of Multi-Issue Anchor Grants planned for 2012:

- Center for Community Change: \$1.4 million
- Center on Budget and Policy Priorities: \$750,000
- Leadership Conference on Civil and Human Rights: \$750,000 (we expect to reduce this grant, initially projected at \$1 million, because of the grantee’s relative budget size)
- NAACP: \$500,000
- New America Media: \$500,000

Going forward, we hope to work with the Board to figure out how to best reflect our support for core organizations on multiple issues. In addition, this fall and continuing into 2012, we plan to organize a series of discussions with Anchor Grantees, to which we will invite the Board, to help us grapple with significant questions and develop ideas and strategies to address large problems related to the future of open society in the United States

### **3. Grantmaking plans in core funds**

#### **Criminal Justice Fund**

Consistent with the Board’s guidance that criminal justice remain a high priority moving forward, the proposed budget reflects a \$1 million increase for grantmaking (to \$16.5 million) from 2011 to 2012. (As in 2011, \$1.3 million of the fund’s budget is set aside for the Bard Prison Initiative; this is a firm multi-year commitment, contingent on Bard securing matching funds.) In 2012, the Criminal Justice Fund will more tightly focus its objectives within the broad goals it advances, support core organizations, and pursue one or two specific campaigns that advance those goals. Following are our preliminary plans for this grantmaking in 2012:

- \$9.635 million (or 58%) will be grant renewals in the fund’s core areas (including four tie-off grants):
  - \$3.30 million to reduce mass incarceration
  - \$4.35 million to eliminate harsh punishment

- \$470,000 in tie-off grants for organizations assisting formerly incarcerated people with housing and green jobs as well as time-limited project work related to the Supreme Court's decision in *Graham v. Florida*
- \$1.515 million to secure a fair system of justice and eliminate racial disparities
- \$1.725 million (or 10%) is firmly projected for specific grantees:
  - \$350,000 to reduce mass incarceration, including work with a core grantee to support a state-based campaign
  - \$250,000 to eliminate harsh punishment, through a campaign at the state level to challenge the practice of treating youth as adults in the criminal justice system
  - \$1.125 million to secure a fair system of justice and eliminate racial disparities, including a campaign to address police practices in New York City
- \$1.2 million (or 7%) is under consideration (staff has identified likely grantees or specific projects):
  - \$900,000 to reduce mass incarceration
  - \$300,000 to secure a fair system of justice and eliminate racial disparities
- \$940,000 (or 6%) is uncommitted, including \$300,000 for rapid response
- \$3 million (or 19%) is set aside for special programs:
  - \$1.7 million for the Soros Justice Fellowships program
  - \$1.3 million for the Bard Prison Initiative

### **Transparency and Integrity Fund**

The grantmaking budget for this program is a proposed \$750,000 increase over 2011 (to \$14.5 million for 2012), reflecting the Board's feedback that the core areas the fund advances are critical. Following are our preliminary plans for this grantmaking in 2012:

- \$9.705 million (or 67%) will be grant renewals in the fund's core areas:
  - \$3.275 million to guarantee access to information
  - \$1.23 million to ensure access to the ballot, including efforts to address the Supreme Court's decision in *Citizens United*
  - \$3.01 million to ensure fair, partial, and diverse courts
  - \$2.19 million to advance accountability journalism
- \$1.47 million (or 10%) is firmly projected for specific grantees:
  - \$445,000 million to ensure access to the ballot
  - \$225,000 to ensure fair, partial, and diverse courts
  - \$800,000 to advance accountability journalism
- \$2.51 million (or 17%) is under consideration (staff has identified likely grantees or specific projects):
  - \$200,000 to guarantee access to information
  - \$200,000 to ensure access to the ballot
  - \$950,000 to ensure fair, partial, and diverse courts
  - \$1.16 million to advance accountability journalism
- \$815,000 (or 6%) is uncommitted, including \$500,000 for rapid response work

## **Democracy and Power Fund**

The grantmaking budget for this program is \$12.75 million in the proposed budget, down from \$13.55 million in 2011. This decrease reflects the Board's guidance that the Democracy and Power Fund focus more narrowly on supporting nonpartisan voter engagement work in 2012 (while discussions about continuing this work beyond 2012 continue), limit the scope of its support for grassroots organizing to more clearly defined strategic goals, and focus on idea generation in key areas. The Democracy and Power Fund anticipates that up to 17 grants in 2012, totaling \$1.75 million, will be tie-off grants to exit other areas of work responsibly. In addition, the fund will eliminate seven grants, without making tie-offs, which total \$825,000 (four of these grants were previously co-funded with other programs, and Democracy and Power will not contribute to them in 2012). The final number of tie-off grants depends on which places are selected for the City/State Program; grantees working in sites that are not targeted by the City/State Program will receive tie-off grants. The fund will have \$700,000 in flexible, uncommitted funds (for the most promising Black and Latino nonpartisan voting efforts that emerge during the year) and \$750,000 remaining for rapid response in 2012.

Following are our preliminary plans for grantmaking in this fund in 2012:

- \$10.125 million (or 80%) will be grant renewals in the fund's core areas (up to 17% of the total for renewals may be tie-off grants):
  - \$3.025 million for idea generation related to economic and social policy (\$500,000 of this is for tie-off grants)
  - \$2.8 million to expand nonpartisan voter participation among the most marginalized communities
  - \$3.3 million to expand advocacy and organizing among the most marginalized communities (\$150,000 of this is for tie-off grants)
  - \$1 million for state-based demonstration work (all of this will be for tie-off grants unless the sites become part of the City/State Program)
- \$750,000 (or 6%) is firmly projected for specific grantees:
  - \$500,000 for idea generation related to economic and social policy
  - \$250,000 to expand nonpartisan voter participation among the most marginalized communities
- \$425,000 (or 3%) is under consideration (staff has identified likely grantees or specific projects):
  - \$250,000 for idea generation related to economic and social policy
  - \$75,000 to expand advocacy and organizing among the most marginalized communities
  - \$100,000 for state-based demonstration work
- \$1.45 million (or 11%) is uncommitted, including \$750,000 for rapid response work

## **Equality and Opportunity Fund**

Reflecting the Board's guidance that most of the issues this program pursues are critical but that its framework should be retooled and specific areas of work should end, the proposed budget decreases the grantmaking budget by \$1,000,000 (to \$15 million). The Equality and Opportunity Fund will exit the fields of gender justice and LGBTQ rights, except as they connect to other goals and strategies. This will require a number of tie-off

grants in 2012 (after which this will no longer be a budget line). The fund will also end its grantmaking to combat hate violence as a separate strategy, making tie-off grants to seven groups in this area in 2012 and incorporating three remaining grants into broader strategies (racial justice and immigrant rights). Some work that was formerly part of the Neighborhood Stabilization Initiative will also be wound down in 2012, as this ceases to be a free-standing initiative and focuses more squarely on persistent barriers to credit and housing, particularly as they connect to racial justice. On immigrant rights, efforts at the state level and enforcement work will continue, while the Fund develops clearer goals for other immigration strategies. The Equality and Opportunity Fund will begin funding more idea generation in 2012 to develop a stronger framework for work on racial justice, changing demographics, and access to housing/credit. Following are our preliminary plans for grantmaking in this fund in 2012:

- \$11.42 million (or 76%) will be grant renewals in the fund's core areas (\$4.555 million, or 40% of these renewals, are projected to be tie-off grants):
  - \$2.75 million to advance racial justice
  - \$3.05 million to protect immigrant rights
  - \$3 million to ensure LGBTQ and gender quality (all but \$390,000 of these are projected to be tie-off grants, and this line will cease to exist after 2012)
  - \$1.92 million to promote economic security (of these renewals, \$1.195 million are projected to be tie-off grants)
  - \$700,000 to combat hate violence (all of which are projected to be tie-off grants)
- \$500,000 (or 3%) is firmly projected for specific grantees:
  - \$500,000 to promote economic security
- \$800,000 (or 5%) is under consideration (staff has identified likely grantees or specific projects):
  - \$500,000 to advance racial justice
  - \$300,000 to protect immigrant rights
- \$2.28 million (or 15%) is uncommitted, including \$500,000 for rapid response work

### **OSI-Baltimore**

Last year, George Soros and the OSI-Baltimore Board reached an agreement about OSF's support for grantmaking and non-grantmaking activities of the Baltimore office and matching fund requirements. Starting in 2012, the grantmaking contribution from OSF was to decrease by \$250,000 each year and the matching contributions from third-party sources were to increase by \$250,000 (while the OSF contribution to operating costs of the organization remains steady). The Board committee reviewing the draft budget decided that this reduction is not advisable, both because the success of the new City/State Program relies heavily on the success of OSI-Baltimore and because the U.S. Programs' Executive Director transition puts a significant strain on OSI-Baltimore's fundraising operation. The proposed budget therefore maintains a steady-state OSF contribution to OSI-Baltimore's grantmaking budget in 2012, allocating \$2 million for OSI-Baltimore grantmaking and roughly \$2.6 million for program development and operating costs. Including third-party contributions, the total OSI-Baltimore budget



(excluding overhead of up to \$600,000) is approximately \$6 million, nearly \$4.1 million of which is for grantmaking. Following are preliminary estimates for OSI-Baltimore grantmaking in 2012:

- Education and Youth Development Program: \$1.1 million
- Criminal and Juvenile Justice Program: \$1.05 million
- Tackling Drug Addiction Treatment Initiative: \$1.05 million
- Community Fellowships and Initiatives: \$767,500
- Special Opportunities Fund: \$100,000

### **Campaign for a New Drug Policy**

The proposed budget shows a steady-state grantmaking allocation for this program (\$8 million, just as it was in 2011). This is a relatively new campaign, which continues to develop its strategies in conjunction with experts and leaders in the field. We also welcome the Board Advisors increased involvement in developing the campaign's strategies. Consistent with the Board's guidance thus far, the campaign will focus in 2012 more on developing public support (including by acknowledging the harms caused by drug use as well as by current drug policy), engaging new allies, and connecting to international efforts. Of the \$8 million grantmaking budget, \$4 million is already allocated for the Drug Policy Alliance, as it has been in past years. George Soros recently committed an additional \$1 million per year to DPA, \$600,000 of which the Board will consider as part of the Chair's discretionary grants in 2012 (the remaining \$400,000 may come from OSPC or from George Soros directly). Following are our preliminary estimates for this work, not including the additional \$1 million for DPA:

- \$5.775 million (or 72%) will be grant renewals in the campaign's core areas:
  - \$1.425 million to advocate for health-based drug policies
  - \$200,000 for outreach to, and mobilization of, key audiences
  - \$4.15 million to pursue non-punitive, local drug policies (this includes a renewal of the \$4 million grant to DPA)
- \$1.375 million (or 17%) is firmly projected for specific grants:
  - \$425,000 to advocate for health-based drug policies
  - \$700,000 for outreach to, and mobilization of, key audiences
  - \$250,000 to pursue nonpunitive/local drug policies
- \$850,000 (or 11%) is uncommitted, including \$500,000 for rapid response
  - \$350,000 is uncommitted and allocated for outreach to, and mobilization of, key audiences, pursuant to the Board's guidance. This work includes developing compelling narratives, engaging more allies, and connecting more with Latinos and African Americans.
  - \$500,000 for rapid response work

### **Campaign for Black Male Achievement**

The proposed 2012 grantmaking budget for this campaign is \$15.5 million, a \$1 million increase from 2011. A significant portion of this budget will be dedicated to Mayor Bloomberg's Young Men's Initiative, leaving significantly less to fund the campaign's existing goals. (Also, as it was in 2011, \$1 million of the campaign's budget is set aside for the Harlem Children's Zone.) In effect, the campaign's grantmaking budget will be reduced, which coincides with the Board's guidance to narrow the focus of the campaign

by revising some of the goals (such as the goal to recruit 100,000 mentors) and by reducing the number of geographic areas in which the campaign works. Until now, the campaign has focused on six geographic areas. In the months ahead, the staff will work with Board Advisors and leaders in the field to narrow the number of target regions. Staff are in the process of working with Mayor Bloomberg's team to finalize the payment schedule for the Young Men's Initiative grant. Based on the information we currently have about the five-year payment schedule for this \$30 million grant, we have proposed allocations across USP budget lines (including CBMA, the Criminal Justice Fund, and the Chairman's Special Grants line). Specifically, with \$10 million of the grant already accounted for (including \$1 million from the Chair's Special Grants line in 2011), we are proposing that the Chairman's Special Grants line would carry 50% of the remaining \$20 million, including approximately \$2.2 million in 2012. Using this assumption, the Criminal Justice Fund would carry \$500,000 in 2012 (embedded in its current grantmaking budget) and CBMA would carry \$2.64 million (in a new line created in the CBMA budget). Once the payment schedule and the Board's decision are fully resolved, we may need to make further adjustments to the CBMA budget and projected grantmaking.

## U.S. Programs 2011-2012 Summary of Proposed Budget

SUMMARY	2011			2012			2011-2012
	Operating	Grants	Total Budget	Operating	Grants	Total Budget	Overall Budget
U.S. Programs General	2,801,438	-	<b>2,801,438</b>	2,682,075	-	<b>2,682,075</b>	5,483,513
Criminal Justice Fund	2,069,752	15,500,000	<b>17,569,752</b>	2,072,970	16,500,000	<b>18,572,970</b>	36,142,722
Transparency and Integrity Fund	1,047,068	13,750,000	<b>14,797,068</b>	1,048,856	14,500,000	<b>15,548,856</b>	30,345,924
Democracy and Power Fund	1,071,877	13,550,000	<b>14,621,877</b>	1,073,665	12,750,000	<b>13,823,665</b>	28,445,542
Equality and Opportunity Fund	1,529,264	16,000,000	<b>17,529,264</b>	1,382,995	15,000,000	<b>16,382,995</b>	33,912,259
Campaign for Black Male Achievement	1,083,409	14,500,000	<b>15,583,409</b>	1,180,122	15,500,000	<b>16,680,122</b>	32,263,531
Strategic Opportunities Fund	801,216	4,400,000	<b>5,201,216</b>	812,369	2,200,000	<b>3,012,369</b>	8,213,585
Campaign for a New Drug Policy	833,262	8,000,000	<b>8,833,262</b>	829,463	8,000,000	<b>8,829,463</b>	17,662,725
OSI Baltimore 1	2,598,030	2,000,000	<b>4,598,030</b>	2,600,000	2,000,000	<b>4,600,000</b>	9,198,030
Multi-Issue Anchor Grants 2	-	7,500,000	<b>7,500,000</b>	-	4,150,000	<b>4,150,000</b>	11,650,000
City/State Program	360,134	1,250,000	<b>1,610,134</b>	653,376	7,750,000	<b>8,403,376</b>	10,013,510
National Security and Human Program	666,214	10,000,000	<b>10,666,214</b>	667,287	3,500,000	<b>4,167,287</b>	14,833,501
Special Fund for Poverty Alleviation	1,394,499	33,290,000	<b>34,684,499</b>	650,000	-	<b>650,000</b>	35,334,499
Chairman's Special Grants	-	10,000,000	<b>10,000,000</b>	-	20,000,000	<b>20,000,000</b>	30,000,000
Board's Innovation Fund	-	5,000,000	<b>5,000,000</b>	-	10,000,000	<b>10,000,000</b>	15,000,000
Executive Director's Grants	-	-	-	-	1,500,000	<b>1,500,000</b>	1,500,000
<b>TOTAL U.S. PROGRAMS BUDGET</b>	<b>16,256,163</b>	<b>154,740,000</b>	<b>170,996,163</b>	<b>15,653,178</b>	<b>133,350,000</b>	<b>149,003,178</b>	<b>319,999,341</b>

### Notes

- 1) Reflects OSI's contributions to OSI-Baltimore's budget, not including third-party income which brings OSI-Baltimore's total budget to \$6 million per year
- 2) These grants were included in several Core Programs' Grantmaking budgets prior to 2011

## U.S. PROGRAMS 2011-2012 DETAILED BUDGET

PROGRAMS		Totals (in millions)	
Program	Funding Strategies	2011	2012
<b>U.S. Programs General (Administrative)</b>		<b>\$2.80</b>	<b>\$2.68</b>
<b>Criminal Justice Fund</b>			
	Reduce mass incarceration	\$3.30	\$5.19
	Eliminate harsh punishment	\$5.20	\$5.07
	Secure a fair system of justice and eliminate racial disparities	\$3.80	\$2.94
	Soros Justice Fellowships	\$1.60	\$1.70
	Bard Prison Initiative	\$1.30	\$1.30
	Rapid response	\$0.30	\$0.30
	Grantmaking	\$15.50	\$16.50
	Program Development	\$2.07	\$2.07
	<b>TOTAL</b>	<b>\$17.57</b>	<b>\$18.57</b>
<b>Transparency and Integrity Fund</b>			
	Guarantee access to information	\$2.65	\$3.47
	Support journalism for an open society	\$4.50	\$4.45
	Assure broad and equal access to the ballot	\$2.50	\$1.87
	Foster an independent and diverse judiciary	\$2.35	\$4.20
	Develop state advocacy capacity	\$1.20	\$0.00
	Rapid response	\$0.55	\$0.51
	Grantmaking	\$13.75	\$14.50
	Program Development	\$1.04	\$1.05
	<b>TOTAL</b>	<b>\$14.79</b>	<b>\$15.55</b>
<b>Democracy and Power Fund</b>			
	Expand nonpartisan voter participation from the most marginalized communities	\$3.98	\$3.75
	Idea generation related to economic and social policy	\$2.90	\$3.77
	Expand open society advocacy from the most marginalized communities	\$3.53	\$3.37
	Support innovative use of arts, culture, and technology	\$0.42	\$0.00
	Demonstration states for building local open society advocacy impact	\$2.20	\$1.11
	Rapid response	\$0.53	\$0.75
	Grantmaking	\$13.55	\$12.75
	Program Development	\$1.07	\$1.07
	<b>TOTAL</b>	<b>\$14.62</b>	<b>\$13.82</b>
<b>Equality and Opportunity Fund</b>			
	Promote racial justice	\$2.50	\$4.23
	Protect immigrant rights	\$4.00	\$4.15
	Ensure LGBT and gender equality	\$3.00	\$3.00
	Promote economic security (includes Neighborhood Stabilization Initiative)	\$5.30	\$2.42
	Combat hate violence	\$0.70	\$0.70
	Rapid response	\$0.50	\$0.50
	Grantmaking	\$16.00	\$15.00
	Program Development	\$1.53	\$1.38
	<b>TOTAL</b>	<b>\$17.53</b>	<b>\$16.38</b>

## U.S. PROGRAMS 2011-2012 DETAILED BUDGET

PROGRAMS		Totals (in millions)	
Program	Funding Strategies	2011	2012
<b>Campaign for Black Male Achievement</b>			
	Strengthen family structures	\$2.00	\$1.60
	Increase educational equity	\$3.75	\$2.88
	Expand work opportunities	\$3.75	\$1.25
	Strengthen the field	\$3.50	\$5.43
	Young Men's Initiative	\$0.00	\$2.64
	Harlem Children's Zone	\$1.00	\$1.00
	Rapid response	\$0.50	\$0.70
	Grantmaking	\$14.50	\$15.50
	Program Development	\$1.08	\$1.18
	<b>TOTAL</b>	<b>\$15.58</b>	<b>\$16.68</b>
<b>Strategic Opportunities Fund</b>			
	End the School-to-Prison Pipeline	\$0.00	\$2.00
	Washington, DC, Community Grants	\$0.20	\$0.20
	Rapid response	\$0.70	\$0.00
	Research and development	\$2.00	\$0.00
	Special initiatives	\$1.50	\$0.00
	Grantmaking	\$4.40	\$2.20
	Program Development	\$0.80	\$0.81
	<b>TOTAL</b>	<b>\$5.20</b>	<b>\$3.01</b>
<b>Campaign for a New Drug Policy</b>			
	Increase access to treatment/harm-reduction practices	\$1.75	\$1.85
	Decriminalize addiction and non-dependent drug use	\$1.25	\$0.40
	Promote effective policies to address low-level involvement in illicit drug trade	\$0.75	\$0.00
	Outreach to, and mobilization of, key audiences	\$0.00	\$1.25
	Drug Policy Alliance	\$4.00	\$4.00
	Rapid response	\$0.25	\$0.50
	Grantmaking	\$8.00	\$8.00
	Program Development	\$0.83	\$0.83
	<b>TOTAL</b>	<b>\$8.83</b>	<b>\$8.83</b>
<b>OSI-Baltimore</b>			
	Education and Youth Development Program	\$0.50	\$0.50
	Criminal and Juvenile Justice Program	\$0.50	\$0.50
	Drug Addiction Treatment Program	\$0.50	\$0.50
	Baltimore Community Fellowships Program	\$0.50	\$0.25
	Rapid response	\$0.00	\$0.25
	<b>TOTAL OSI GRANTMAKING CONTRIBUTION (excludes third-party funding)</b>	<b>\$2.00</b>	<b>\$2.00</b>
	Grantmaking	\$2.00	\$2.00
	Program Development	\$2.60	\$2.60
	<b>TOTAL</b>	<b>\$4.60</b>	<b>\$4.60</b>

## U.S. PROGRAMS 2011-2012 DETAILED BUDGET

PROGRAMS		Totals (in millions)	
Program	Funding Strategies	2011	2012
<b>Multi-Issue Anchor Grants</b>			
		\$7.50	\$4.15
	Grantmaking	\$7.50	\$4.15
	<b>TOTAL</b>	<b>\$7.50</b>	<b>\$4.15</b>
<b>City/State Program</b>			
	Grantmaking	\$1.25	\$7.75
	Program Development	\$0.36	\$0.65
	<b>TOTAL</b>	<b>\$1.61</b>	<b>\$8.40</b>
<b>National Security and Human Rights Program</b>			
	End torture and indefinite detention	\$1.78	\$2.04
	Fight surveillance and protect dissent	\$0.65	\$0.00
	Challenge profiling and discrimination	\$1.97	\$0.96
	Limit secrecy and expand oversight and accountability	\$1.20	\$0.00
	Shift the national security paradigm	\$0.65	\$0.00
	Build the capacity of core organizations to advance policy reform	\$2.55	\$0.00
	Connect U.S. grant	\$1.00	\$0.50
	Rapid Response	\$0.20	\$0.00
	Grantmaking	\$10.00	\$3.50
	Program Development	\$0.67	\$0.67
	<b>TOTAL</b>	<b>\$10.67</b>	<b>\$4.17</b>
<b>Special Fund for Poverty Alleviation</b>			
	Improve access to benefits	\$6.00	\$0.00
	Broaden educational opportunities	\$14.00	\$0.00
	Expand access to employment	\$11.00	\$0.00
	Support evaluation, advocacy, and communication	\$2.30	\$0.00
	Chairman's Grants and humanitarian relief	\$0.00	\$0.00
	Grantmaking	\$33.30	\$0.00
	Program Development	\$1.40	\$0.65
	<b>TOTAL</b>	<b>\$34.70</b>	<b>\$0.65</b>
<b>Chairman's Special Grants</b>			
	Grantmaking	\$10.00	\$20.00
	<b>TOTAL</b>	<b>\$10.00</b>	<b>\$20.00</b>
<b>Board's Innovation Fund</b>			
	Grantmaking	\$5.00	\$10.00
	<b>TOTAL</b>	<b>\$5.00</b>	<b>\$10.00</b>
<b>Executive Director's Grants</b>			
	Grantmaking	\$0.00	\$1.50
	<b>TOTAL</b>	<b>\$0.00</b>	<b>\$1.50</b>
<b>TOTAL GRANTS</b>		<b>\$154.75</b>	<b>\$133.35</b>
<b>TOTAL PROGRAM DEVELOPMENT</b>		<b>\$16.25</b>	<b>\$15.65</b>
<b>TOTAL BUDGET</b>		<b>\$171.00</b>	<b>\$149.00</b>