

**U.S. PROGRAMS**  
**Transparency and Integrity Fund**  
**Summary of Recommended Grants**  
**Docket III, October 17, 2011**

| Program Area / Organization                                |            |             |                 |            |            |             |
|------------------------------------------------------------|------------|-------------|-----------------|------------|------------|-------------|
| Organization                                               | Grant Code | Recommended | Term            | 2011       | 2012       | 2013        |
| <b>Journalism for an Open Society</b>                      |            |             |                 |            |            |             |
| Public Radio Capital                                       | T1: 21108  | \$ 150,000  | 1 year          | \$ 150,000 |            |             |
| Radio Bilingue                                             | T1: 21108  | \$ 500,000  | 2 years         | \$ 200,000 | \$ 300,000 |             |
| Center for Public Integrity <sup>1</sup>                   | T1: 21108  | \$ 150,000  | 3 years         | \$ 50,000  | \$ 50,000  | \$ 50,000 C |
|                                                            | T1: 51011  | \$ 150,000  |                 | \$ 50,000  | \$ 50,000  | \$ 50,000   |
| Mother Jones (Foundation for National Progress)            | T1: 21108  | \$ 320,000  | 2 years         | \$ 160,000 | \$ 160,000 |             |
| Trustees of Columbia University in the City of New York    | T1: 21108  | \$ 300,000  | 2 years         | \$ 150,000 | \$ 150,000 |             |
| The Community Renewal Society (Chicago Reporter)           | T1: 21108  | \$ 75,000   | six months      | \$ 75,000  |            |             |
| Public Radio Exchange, Inc.                                | T1: 21108  | \$ 150,000  | 1 year          | \$ 150,000 |            |             |
| <b>Information Access, Design and Regulation</b>           |            |             |                 |            |            |             |
| Center for Responsive Politics                             | T1: 21107  | \$ 350,000  | 2 years         | \$ 175,000 | \$ 175,000 |             |
| NOCOG - Puentes New Orleans, Inc.                          | T1: 21111  | \$ 279,000  | 2 years         | \$ 146,000 | \$ 133,000 | C           |
| NOCOG - Neighborhoods Partnership Network                  | T1: 21111  | \$ 162,000  | 2 years         | \$ 84,000  | \$ 78,000  | C           |
| NOCOG - The Public Law Center                              | T1: 21111  | \$ 246,000  | 2 years         | \$ 121,000 | \$ 125,000 | C           |
| NOCOG - Public Affairs Research Council of Louisiana       | T1: 21111  | \$ 141,000  | 2 years         | \$ 74,000  | \$ 67,000  | C           |
| NOCOG - Committee for a Better New Orleans                 | T1: 21111  | \$ 204,000  | 2 years         | \$ 111,000 | \$ 93,000  | C           |
| NOCOG (Greater New Orleans Foundation is fiscal sponsor)   | T1: 21111  | \$ 618,000  | 2 years         | \$ 314,000 | \$ 304,000 | C           |
| Institute for Wisconsin's Future                           | T1: 21111  | \$ 75,000   | 1 year          | \$ 75,000  |            |             |
| <b>Broad and Equitable Access to the Ballot</b>            |            |             |                 |            |            |             |
| Project Vote <sup>2</sup>                                  | T1: 21109  | \$ 380,000  | 2 years         | \$ 50,000  | \$ 330,000 | C           |
|                                                            | T1: 21105  | \$ 220,000  |                 | \$ 220,000 |            |             |
| Public Interest Projects <sup>2</sup>                      | T1: 21109  | \$ 95,000   | eighteen months | \$ 67,000  | \$ 28,000  |             |
|                                                            | T1: 21105  | \$ 230,000  |                 | \$ 93,000  | \$ 137,000 |             |
| The Pew Charitable Trusts                                  | T1: 21109  | \$ 325,000  | 1 year          | \$ 325,000 |            |             |
| Lawyers' Committee for Civil Rights Under Law <sup>2</sup> | T1: 21109  | \$ 150,000  | 1 year          | \$ 150,000 |            |             |
|                                                            | T1: 21105  | \$ 300,000  |                 | \$ 300,000 |            |             |
| Public Citizen                                             | T1: 21109  | \$ 450,000  | 1 year          | \$ 450,000 |            |             |
| Demos <sup>3</sup>                                         | T1: 21109  | \$ 150,000  | 1 year          | \$ 150,000 |            |             |
|                                                            | T1: 21111  | \$ 100,000  |                 | \$ 100,000 |            |             |
|                                                            | T1: 24016  | \$ 300,000  |                 | \$ 300,000 |            |             |
| <b>Independent and Diverse Judiciary</b>                   |            |             |                 |            |            |             |
| National Center for Access to Justice                      | T1: 21112  | \$ 200,000  | 2 years         | \$ 100,000 | \$ 100,000 | C           |
| Proteus Fund <sup>4</sup>                                  | T1: 21110  | \$ 315,000  | 1 year          | \$ 315,000 |            |             |
|                                                            | T1: 21109  | \$ 35,000   |                 | \$ 35,000  |            |             |

|                                            |           |                     |         |                     |                     |
|--------------------------------------------|-----------|---------------------|---------|---------------------|---------------------|
| American Constitution Society <sup>5</sup> | T1: 21104 | \$ 1,500,000        | 2 years | \$ 750,000          | \$ 750,000          |
| <b>Total Recommended:</b>                  |           | <b>\$ 8,620,000</b> |         | <b>\$ 5,490,000</b> | <b>\$ 3,030,000</b> |
| <b>GRANTMAKING TOTAL THIS DOCKET:</b>      |           | <b>\$ 8,620,000</b> |         |                     |                     |

*Angela Weir*  
Approval Signature

*October 17, 2011*  
Date

<sup>1</sup> This grant of \$300,000 to the Center for Public Integrity is jointly funded by the Transparency and Integrity Fund, T1: 21108 (\$150,000) and OSI-DC, T1: 51011 (\$150,000).

<sup>2</sup> These grants are jointly funded by the Transparency and Integrity Fund, T1: 21109 and the Chairman's Special Grants, T1: 21105.

<sup>3</sup> This grant of \$550,000 to Demos is jointly funded by the Transparency and Integrity Fund's Broad and Equitable Access to the Ballot, T1: 21109 (\$150,000) and State Strategies portfolios, T1: 21111 (\$100,000) and the Criminal Justice Fund, T1: 24016 (\$300,000).

<sup>4</sup> This grant of \$350,000 to the Proteus Fund is split between our Independent and Diverse Judiciary and Broad and Equitable Access to the Ballot portfolios.

<sup>5</sup> This is a U.S. Programs Anchor Grant

## MEMORANDUM

**TO:** Aryeh Neier

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

**DATE:** October 12, 2011

**RE:** Transparency & Integrity Fund and National Security & Human Rights Campaign's October 17, 2011 Docket

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We look forward to meeting with you on October 17, 2011, to discuss the third docket of the Transparency and Integrity Fund and the National Security and Human Rights Campaign. The Transparency and Integrity Fund respectfully seeks approval of 24 grants in this docket, one of them a joint recommendation with the Criminal Justice Fund. The National Security and Human Rights Campaign seeks approval of 11 grants. In addition, the Campaign will recommend one co-funded grant, which Democracy & Power Fund will present on the October catch-up docket.

### **Transparency & Integrity Fund Grants**

As reflected in its 2010-2012 strategic plan, the Fund'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 aimed at expanding access to the ballot and addressing the impact of Citizens United;
- Efforts to ensure a fair, impartial and diverse judiciary; and
- Creative responses to the challenges and opportunities facing journalism.

The Fund's total contribution to the grants it is recommending in this docket is \$5,920,000. Grant recommendations and a financial summary are attached.

### ***Access to Information***

This portfolio's goals are to support groups working to collect and disseminate information that empowers citizens as well as watchdog groups monitoring the regulation of public information and government practices. The Fund recommends eight grants for this work.

The Fund recommends renewed general support to the **Center for Responsive Politics** (the Center). The Center is the pre-eminent source for non-partisan, accessible data on money in federal politics. Its mission is to provide the public, watchdogs and the media with accurate and

timely information on political donations and campaign expenditures with the goal of mitigating the undue influence of moneyed interests on elections and public policy. The data the Center collects and maintains is used by many of the Fund's grantees to fuel government oversight efforts and reduce the impact of money in our political system.

In our 2009 strategic plan, the Fund committed to strengthen state and local advocacy on transparency and integrity issues while fostering collaborations between organizations working to reform government. The Fund is recommending six grants to support the continued work of the **New Orleans Coalition on Open Governance**, an alliance of six organizations working to reform city policy and practices on transparency and access to information, while fostering greater civic participation by city residents. In its first two years, the Fund (and the Strategic Opportunities Fund) supported five of the coalition's six members through a single grant administered by the Greater New Orleans Foundation. On this docket, we are making individual grants to each organization and one grant -- for administration of shared coalition activities -- to the Greater New Orleans Foundation. The details of the coalition's project are set forth in a separate memo that precedes the six individual grant recommendations to **Puentes, Neighborhoods Partnership Network, Committee for a Better New Orleans, the Public Law Center, the Public Affairs Research Council of Louisiana, and the Greater New Orleans Foundation.**

The Fund is also recommending a tie-off grant to the **Institute for Wisconsin's Future**. The Institute's research and analysis on state fiscal policy, combined with its organizing skills, have made it a valuable part of the Fund's strategy in Wisconsin. However, while we work with the Board to develop U.S. Programs' City and State Program, we believe that a final year of funding to the Institute is appropriate. (We may revisit this if Wisconsin becomes a priority for that program.)

### ***Broad & Equitable Access to the Ballot***

This portfolio's goals are to tackle both systematic and structural problems bedeviling the nation's electoral system. They include expanding access to the ballot for low-income and historically marginalized groups; modernizing the nation's outdated voter registrations systems; preserving voter rights and improving election administration; and responding to the Supreme Court's decision in *Citizens United v. Federal Election Commission*. The Fund recommends six grants in this area.

The Transparency and Integrity Fund and the Criminal Justice Fund jointly recommend renewing a project support grant to **Demos** to support three projects: Ending Prison-Based Gerrymandering, Public Works, and Public Agency Voter Registration. Ending Prison-Based Gerrymandering ensures that the redistricting process creates legislative districts that count incarcerated people as residents of their home districts rather than of the districts in which they are incarcerated. Public Works builds a diverse constituency for the public sector and arms advocates and government officials with effective tools to reinforce a civic understanding of the purpose and essential roles of government and public initiatives. The Public Agency Voter Registration project involves advocacy and litigation intended to ease the voter registration process for low-income individuals, work that remains essential until the nation's voter

registration systems are systematically overhauled. To conduct this overhaul of registration systems, we recommend renewing project support to the **Pew Charitable Trusts** to continue efforts to modernize state registration systems by working with state officials to move from reliance on paper registration forms to digital data, and towards implementation of systems that allow voter rolls to be automatically updated when a voter moves, changes his or her name, or dies. We also recommend part of this grant support the Voter Information Project or VIP, a tool developed by Pew in partnership with Google, Microsoft, and the New Organizing Institute. VIP provides voters and engagement groups free, accurate, official answers from elections offices to most frequently asked questions about Election Day, through an accessible online platform.

We also recommend a series of grants that address the anti-voter policies and practices proliferating across the country in the lead up to the 2012 elections. Specifically, we recommend renewing project support to the **Lawyers Committee for Civil Rights under Law** to organize and implement an Election Protection program, and to tackle restrictive photo voter ID laws and citizenship requirements through litigation, advocacy, and voter education. We also recommend a new project support grant to **Project Vote**. This grant would allow Project Vote to work with U.S. Programs “anchor grantee” The Advancement Project on litigation and mitigation efforts in states with the most repressive voting laws, and to work with Fund grantee Campaign Legal Center to protect voters from caging and other voter suppression and intimidation schemes.

Related to these grants to national organizations, we recommend a new project support grant to the **State Infrastructure Fund** or SIF, a donor collaborative which supports state-based groups working on election administration and voter protection. (Usually, Public Interest Projects, where SIF is housed, charges donors a 15% administrative fee, but in this case, the Carnegie Corporation will cover the bulk of the administrative costs (12%), and Public Interest Projects will only charge a processing fee of 3% to others who join the fund, including OSF.) While OSF's national grantees are doing important work, they do not have a presence on the ground in the states. Given the unusually high volume and pace of state-level activity, the Fund believes it is strategic to place some funds at SIF. SIF can quickly and efficiently move funds to key regions and address critical needs as they arise, leverage its donors to fill important gaps, and take advantage of strategic opportunities. Fund staff will have a seat on SIF's Steering Committee, which will allow us to coordinate state-directed giving with other election administration and voter protection donors.

Finally, to advance our work in response to the Supreme Court's *Citizens United* decision, we recommend a new project support grant to **Public Citizen**, to support the Corporate Reform Coalition, an alliance of over 70 government watchdogs, socially responsible investment firms, academics, unions, state pension funds, and corporate governance experts. The Coalition will: (1) organize campaigns in target states to support disclosure of spending on elections by state-chartered corporations; (2) work to persuade select S&P500 corporations to adopt governance policies requiring disclosure of all political spending and mandating shareholder approval of such spending; and (3) seek to secure the Securities and Exchange Commission's adoption of regulations that require all publicly-traded companies to disclose political spending as part of their larger SEC-mandated reporting process.

### *A Fair, Diverse & Impartial Judiciary*

The Fund’s long-standing concern that courts remain fair and impartial is closely related to its efforts to stem the corrupting and anti-democratic flow of money into the political realm. 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 supported work to advocate for a fair and independent judiciary. A robust judiciary – with a diversity of viewpoints and experiences, and a judiciary accountable to law and the Constitution rather than any rigid ideology or partisan agenda – is necessary to advance the many issues U.S. Programs addresses. OSF’s judiciary-related funding focuses on: (1) reforming state courts to ensure that they are as independent as possible from undue outside influence, and (2) fostering a diversity of viewpoints about the law and the Constitution. The Fund recommends three grants to further its work on the judiciary.

We recommend a renewal grant to the Justice at Stake Campaign, a coalition of national and state organizations dedicated to keeping courts fair and impartial. Justice at Stake partners are now implementing a recently-completed 5-year strategic plan. To help support that work, we are recommending two grants. The first, to the **Proteus Fund**, will support the Piper Fund judicial independence project. Working with OSF and a new funding partner on judiciary issues – Wellspring Advisors – Piper will research, evaluate, and provide support to state-level campaigns to advance judicial reforms, support collaborative efforts proposed by multiple Justice at Stake partners, and administer rapid response grants. The second, to the **National Center for Access to Justice**, will support that organization’s research and advocacy on access to justice issues in civil and criminal courts. Working with Justice at Stake coalition partners, the Center will lead efforts to create a Justice Index that measures the performance of state courts on key access to justice issues.

OSF’s support for work on the Constitution and the courts has been anchored by the **American Constitution Society for Law and Policy** (ACS), dedicated to revitalizing and transforming legal and policy debates in classrooms, courtrooms, legislatures and the media, through a diverse and dynamic network of lawyers, law students, and law professors committed to justice. U.S. Programs made a five year, \$5 million grant to ACS from the Progressive Infrastructure Fund in 2006. With that grant ending, the Fund commissioned a top-to-bottom evaluation of the organization. That evaluation revealed much that ACS is doing well while also pointing out areas in which ACS must improve. Our recommended two-year, \$1.5 million grant, coming from the U.S. Programs “anchor grant” portfolio, is accompanied by benchmarks ACS must meet over the next year.

### *Journalism for an Open Society*

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. The Fund recommends seven grants in this area.

Two of the grants recommended for support in this docket address both the Fund's goal to strengthen accountability journalism at the state and local level, and its interest in addressing the undue influence of special interest money in the American political process, a problem that has intensified in the wake of the Supreme Court's *Citizens United* decision. A first-time project grant to **Mother Jones** will support its new Dark Money reporting project, which will produce journalism that illuminates the impact of money in politics, with a particular focus on state and local elections, including judicial elections. Dark Money will combine database-driven reporting with strong narrative journalism, and will make extensive use of data visualizations to help make complex stories accessible and compelling. A related grant involves the Fund partnering with the Omidyar Network to support the **Columbia Journalism Review's Campaign Desk States Project**. This project will build a network of CJR correspondents in a dozen states who will monitor local and regional election coverage and will call attention to instances where the press enables ideological fear mongering, rhetorical distortion and manipulation of public opinion, factual errors, and intellectual dishonesty. Correspondents will also monitor the quality of news coverage related to the increasing influence of money on state and local elections.

The Fund also recommends a first-time grant to the **Chicago Reporter**, an independent investigative news organization, founded in 1972, which specializes in in-depth reporting on issues related to race and poverty in metropolitan Chicago. OSF support will release matching funds from the Challenge Fund for Journalism.

Further, with OSI-DC, we recommend a project support grant to enable the **Center for Public Integrity** to create a new reporting initiative that will investigate waste, fraud, and abuse in defense and national security spending, one of the biggest unexplored targets for deep investigative reporting.

Three grants in this portfolio address the Fund's goal of revitalizing, expanding, and bringing greater diversity to the public media sector. A grant to **Radio Bilingue**, which produces the only national news service in public radio serving Spanish-speaking audiences, will support its comprehensive nonpartisan news coverage of the 2012 elections. The Fund is also recommending a project grant to support **Public Radio Capital's** work to strengthen the sustainability and impact of Radio Bilingue and Fund grantee Native Public Media. A project grant will support the **Public Radio Exchange's** new initiative to curate and distribute important international stories for U.S. audiences, as well as its efforts to bring new and diverse voices into public media.

### **National Security and Human Rights Campaign Grants**

Two of the 11 grants the Campaign recommends will advance its priority of strengthening the capacity of core organizations to advocate against abusive counterterrorism policies and promote progressive policies that respects civil liberties, human rights, and the rule of law. We recommend renewed project support for the **Center for National Security Studies** as it engages in policy analysis and advocacy on issues related to unconstitutional domestic surveillance, detention policy, due process for terrorism suspects, discriminatory profiling in counterterrorism efforts, and oversight of abuses of executive power. In addition, the Campaign recommends renewed project support for the **Columbia Law School Human Rights Institute**, which has

undertaken the vital role of promoting broad coalitions of litigators and their allies, catalyzing the development of new litigation and advocacy strategies and fostering domestic, international, and transnational approaches to counterterrorism policies and practices that violate the rule of law.

The Campaign recommends four grants to further its goals of countering anti-Muslim bigotry, promoting the acceptance of Arab, Middle Eastern, Muslim and South Asian (AMEMSA) communities and individuals in American society and bolstering civic engagement within America's AMEMSA population. First, the Campaign recommends a new grant to the **American Muslim Civic Leadership Institute** to strengthen the capacity, impact and collective voice of American Muslim leaders as they work to resist discrimination, inspire civic engagement and advocate for national security policies that protect the rights of American Muslims. Second, the Campaign recommends a co-funded general support grant for the **Arab American Institute Foundation**, which will be presented on the Democracy and Power Fund's fourth docket. The institute promotes the rights of Arab Americans through research, educational outreach, advocacy and coalition building, and it works to ensure that national security policies and practices do not unfairly target Arab Americans.

The NSHR Campaign also recommends three grants to groups that are examining how localities implement federally-driven national security initiatives. First, the Campaign recommends a renewed project support grant to the **Bill of Rights Defense Committee** so that it can continue to engage in grassroots mobilization, public education, research, and policy advocacy to defend the civil liberties and human rights that have been eroded through U.S. counterterrorism efforts, with a focus on ensuring that local law enforcement does not engage in unwarranted surveillance or profiling. Second, to support state campaigns to oppose unchecked government spying and halt the proliferation of domestic intelligence systems, the NSHR Campaign recommends renewed support to **American Civil Liberties Union Foundation** affiliates in three states (Massachusetts, New York and Washington) that have developed a strong expertise on issues of privacy, civil liberties and surveillance technologies. (All funds under this grant would pass through the national ACLUF and be regrant to state affiliates). Third, the Campaign recommends renewed project support for the **Center for Investigative Reporting** to continue its investigation into the flow of Department of Homeland Security funds to state and local law enforcement agencies and the role of information and surveillance technology in national security.

To shift the counterterrorism paradigm away from the "war on terror," the NSHR Campaign recommends new project support for the **New America Foundation** to hire a fellow from the AMEMSA community to cultivate and promote national security strategies that protect the rights of American Muslims. The fellow will work with staff to produce research and recommendations on pressing national security questions and bring together AMEMSA communities and national security officials to discuss strategies for preventing domestic terrorism. Additionally, the Campaign recommends new project support for the **National Security Initiative** to support the launch of the project, *From Knowledge to Action: The "Arab Spring" and U.S. Policy Choices*. Through national outreach events on the "Arab Spring" convened in partnership with think tanks, universities and affected community groups, the project will aim to move the national dialogue



away from Islamophobia and the “war on terror” paradigm, and to advocate for policies that build unity and inclusion and promote human rights.

In an effort to protect dissent, the Campaign recommends renewed project support to the **Focus Project** (d.b.a. **OMB Watch**) for the **Charity and Security Network**, a collaboration of humanitarian aid groups, international development organizations, charities, foundations and civil liberties and civil rights organizations that have been restricted from engaging in their core activities because of a draconian counterterrorism regime of criminal penalties and civil sanctions barring the provision of “material support” to any organization designated as terrorist by the U.S. government. The network aims to reform these overbroad national security policies and practices, which are restricting humanitarian aid, economic development projects and training in human rights advocacy and peacebuilding.

The NSHR Campaign recommends two grants to further its goals of restoring an absolute prohibition against torture and holding government officials and private actors accountable for past abuses and violations of law. With renewed project support, **Physician for Human Rights’** Anti-Torture Program will mobilize medical and health professionals to engage in research, education, and advocacy to bring human rights values to bear in the treatment of detainees in U.S. custody. A conditional supplemental grant to support the **Constitution Project’s Task Force on Detainee Treatment** will ensure that this project is able to fill an unanticipated 2011 budget gap and complete its investigation in time to release a comprehensive report on the U.S. government’s treatment of terrorism suspects right after the 2012 election. The Task Force needs a commitment of \$150,000 by November 7, 2011. If between now and that date, the Task Force receives a commitment equal to or greater than \$150,000 from another funder (or funders), then the recommended grant will not be paid. However, if between now and that date the Task Force does not receive a commitment or receives a commitment of less than \$150,000 from another funder (or funders), then the recommended grant will be paid in an amount that will bring the total of OSF’s commitments and these other commitments to \$150,000.

The total grant amount recommended by the National Security and Human Rights Campaign on the third docket of 2011, exclusive of the grant that is being presented by the Democracy and Power Fund, is **\$2,610,000**. Our grant write ups and financial summary are attached.

**We look forward to discussing these recommendations with you on October 17, 2011.**

**Transparency and Integrity Fund Grant Recommendations**  
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**Grant ID:** 20033840

**Legal Name of Organization:** Center for Responsive Politics

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

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

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

**Grant Description:** The Center for Responsive Politics (the Center) is the preeminent source for non-partisan and accessible data on money in politics. The Center acquires, categorizes, codes, and disseminates information on money in politics. Its primary (and best known) work involves tracking individual federal campaign contributions: collating data, categorizing and coding donors by industry and interest group, and building easily maneuverable databases. The Center also tracks and codes campaign, independent, and lobbying expenditures and monitors the revolving door between the lobbying industry and the federal government. The Center's data is open source, allowing for broader use of its data by a wide range of watchdog organizations and journalists. This grant would advance the Transparency and Integrity Fund's goal of ensuring a transparent democracy and an engaged public through support for media and government "watchdog" groups and support for the development and use of emerging technology tools and practices that increase public access to information.

**Previous OSI Support:** \$725,000  
\$600,000 from Transparency and Integrity (2008 & 2009)  
\$75,000 from Governance & Public Policy (2001)  
\$50,000 from Political Campaign Reform (1997)

**Organization Budget:** \$1,500,000

**Project Budget:** n/a

**Major Sources of Support:**

|                           |           |
|---------------------------|-----------|
| Bloomberg LLP             | \$562,500 |
| Sunlight Foundation       | \$400,000 |
| Rockefeller Brothers Fund | \$50,000  |

**Amount Requested:** \$350,000 over two years

**Is this a contingent grant?** No

**Amount Recommended:** \$350,000 (T1: 21107)

**Term:** 2 years, beginning January 1, 2012

**Matching Requirements:** n/a

**Description of Organization**

The Center for Responsive Politics (the Center) is the pre-eminent source for non-partisan, accessible data on money in federal politics. Its mission is to provide the public, watchdogs and the media with accurate and timely information on political donations and campaign expenditures with the goal of mitigating the undue influence of moneyed interests on elections and public policy.

The Center acquires, categorizes, codes, and disseminates information on money in politics. Its primary (and best known) work involves tracking individual federal campaign contributions: cleaning up data, categorizing and coding donors by industry and interest group, and building easy-to-use databases. The Center also tracks and codes campaign, independent, and lobbying expenditures, and monitors the revolving door between the lobbying industry and the federal government. All data the Center collects is available as raw data, through its website, and through customizable web applications. The Center, which until recently sold access to its database to researchers, non-profits, journalists, and others, now makes its data available in open source format, accessible at no cost for any non-commercial use.

The Center's data serves as the basis for thousands of media stories per year while its website, [opensecrets.org](http://opensecrets.org), receives an average of more than 20,000 visitors a day (30,000 during elections). The data it collects and processes is essential to many other watchdog efforts including by OSF grantees the Sunlight Foundation, [Maplight.org](http://Maplight.org), and the Project on Government Oversight. The Center's work receives thousands of media citations annually, including such outlets as CNN, the *New York Times*, Bloomberg News, and the *Washington Post* which rely on the Center's data for their online election centers, reporting on both Presidential and Congressional races, coverage of legislative issues, and investigations of special interest influence more broadly.

In time for the 2012 elections, the Center will develop a new online interface that will make it simpler and faster for users to search and make the most of the organization's database. The Center developed this new interface in response to requests from reporters who need the Center's data but are not as skilled at mining data. The Center will also move to a more interactive ("Web 2.0") system that will foster greater public use of the Center's system, a particular need given that now over half of all U.S. adults get election news online.

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

This funding proposal seeks general operating support.

## **Rationale for Recommendation**

The Transparency and Integrity Fund (the Fund) recommends a grant of \$350,000 over two years. This grant would advance the Fund's goal of ensuring a transparent democracy and an engaged public through support for media and government "watchdog" groups and support for the development and use of emerging technology tools and practices that increase public access to information.

In the two years since our last grant to the Center, the issue of money in politics has taken on an even greater importance in American government and society. With the Supreme Court's decision in *Citizens United*, the flow of corporate funds into elections through "SuperPACs," industry front-groups, and independent expenditures is growing exponentially. In expanding constitutional protections for campaign spending, the Supreme Court pointed specifically to disclosure as the accountability mechanism for protecting against corruption in the political process. At the same time, increased public concern about money in politics means there is a new demand for timely and accurate data about electoral contributions and spending, making the Center's work more important than ever. The Center continues to provide vital information to inform the electorate about the continuing role of money in politics while working to adapt as new, more secretive forms of campaign spending (i.e., 501(c)(4)s, SuperPACs, etc) are created.

Categorizing and coding data rarely attracts a level of attention commensurate with its use. Yet the Center's work enables many watchdogs, journalists, and reformers to more effectively track campaign spending. By acquiring raw, disorganized data from the Federal Elections Commission and re-processing it, the Center makes that data more useful and useable, allowing researchers, activists, and academics to connect the dots between political contributions and policy outcomes. This work provides a foundation of facts on which the media and many watchdog organizations rely. In short, the Center fills the information pipelines that fuel such work.

The Center is led by executive director, Sheila Krumholz, who since taking the Center's helm in 2006 has helped modernize the group's work and significantly raise its profile. Ms. Krumholz is finding innovative ways to fund the Center's work and new ways to increase its impact through internet technology. Given The Center's vital role as a data collector and provider, it is hard to imagine a group whose mission aligns better with the Transparency and Integrity Fund's strategic goals.

For the above reasons, Transparency and Integrity Fund staff recommends a grant of \$350,000 over two years to support the Center for Responsive Politics.

To: Aryeh Neier  
From: Thomas Hilbink and Laleh Ispahani  
Date: October 7, 2011  
Re: Grants to support the New Orleans Coalition on Open Governance

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The six following grant recommendations seek project support for the work of the New Orleans Coalition on Open Governance.<sup>1</sup> Founded in 2009 with support from OSF (and with renewed support last year), the Coalition, NOCOG, seeks a more transparent, responsive, and accountable city government. NOCOG members pursue this goal by increasing the public's access to government-held information, promoting community engagement in civic discussions and decisions, and supporting media and communications efforts that inform and equip city residents to hold government accountable.

NOCOG is made up of six local organizations whose collaborative efforts are supported by a coordinator and a communications director. Its membership unites three community organizations (Neighborhoods Partnership Network, Puentes, and Committee for a Better New Orleans), two government reform groups (The Public Law Center and Public Affairs Research Council of Louisiana), and an editorially independent online investigative journalism newsroom (*The New Orleans Lens*).<sup>2</sup>

#### *Description of Activities*

NOCOG's member organizations seek support for their collaborative efforts to advance open government and civic participation in New Orleans. Members have submitted a common plan for activities over a two-year period beginning in November 2011. Each member organization (with the exception of the *New Orleans Lens*, funded separately through this Fund's journalism portfolio) has also submitted a project support proposal. A grant to the Greater New Orleans Foundation would support the Coalition's coordination, shared campaign expenses, technical assistance, and capacity building activities.

Over the past year, NOCOG has pursued a number of initiatives to advance open, responsive, and accountable government and civic participation in the city. The most notable of these involves a major controversy over the size of the parish jail. When local criminal justice reform advocates (many of whom are Criminal Justice Fund grantees) discovered that the Sheriff was close to securing approval to build a 6400+ bed jail complex for the city, NOCOG members quickly intervened to demand that the Mayor and City Council reject the city's typical backroom dealmaking approach in favor of an open, inclusive, deliberative, and data-driven process for determining the new jail's size. In response to what became a broader public demand (due to

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<sup>1</sup> The Strategic Opportunities Fund and the Transparency and Integrity Fund began supporting the work of the New Orleans Coalition on Open Governance in 2009 through a single grant to the Greater New Orleans Foundation that subsequently re-granted to NOCOG member organizations. In recommending renewing support for the Coalition's work, we are now recommending grants directly to the individual organizations with a significantly smaller grant to the Greater New Orleans Foundation for the coordination and administration of the Coalition's work, technical assistance, and shared capacity-building activities.

<sup>2</sup> NOCOG is currently working with two organizations that represent New Orleans' significant Vietnamese population. They hope that one or both will join the Coalition. Funds to support the participation of those organizations are included in the recommended grant to the Greater New Orleans Foundation.

NOCOG efforts), the Mayor convened a taskforce, subject to open meetings laws, to study the issue. NOCOG members kept the public informed about the taskforce and its meetings, provided print and online forums for debates and analyses of the issue, and organized public forums where community members could hear from and speak with taskforce members about the jail and related criminal justice reform issues.

At an atypically packed City Council meeting last fall (again, a result of NOCOG members providing the public with timely information about the meeting and ways to participate), the Council voted to cap the jail at 1600 beds. Many in New Orleans believe that it was NOCOG's intervention – calling for an open process without taking sides on the jail size issue – that had the greatest impact on the outcome. Now organizations concerned with issues such as education reform, economic development, and blight are approaching NOCOG members to have the Coalition play a similar role in future policy discussions on issues of concern to them.

In addition to the work on the jail, NOCOG last year began two multi-year efforts that it now seeks renewal support to continue over the next two years. First, NOCOG is campaigning for an open budgeting process in the city. The campaign combines civic education, data collection, and engagement with city leaders to increase public understanding about how the current budget process functions (including tracking spending and contracts after a budget is approved) while seeding the idea of a new approach to budgeting altogether, one that will allow for public input in setting spending allocations. Second, NOCOG is continuing its work to strengthen the capacity of advocates on this and other government transparency issues. Aimed at building a cadre of local leaders and advocates for open government, this effort includes a Public Leaders fellowship program, an eight-month training that brings together a diverse group of community members and provides them with an in-depth understanding of city governance structures, open government rules and processes, media training, and organizing skills. As fellows complete their training, they will work with NOCOG to advance its other campaigns and efforts.

In addition to these two initiatives NOCOG will also pursue discrete reform efforts that include: working with city officials to launch a new Citizen Participation Program; providing guidance to community members and government officials in the creation of a Comprehensive Zoning Ordinance that includes maximum opportunities for resident participation; and researching and advocating for increased electronic delivery of public records by all branches of City government.

While member organizations will take responsibility for leading each of the various campaigns and projects, a Coalition coordinator will track their progress and facilitate collaboration on all activities. Similarly, the Coalition's communications director will provide communications support for all NOCOG initiatives. The Coalition coordinator will manage Coalition funds for technical assistance and capacity building, assist member organizations in development activities (including meeting the matching requirements of each grant), and provide regular updates to OSF and other funders on Coalition activities.

## *Rationale for funding*

The Transparency and Integrity Fund (the Fund) is recommending six two-year contingent project support grants to support the activities of the New Orleans Coalition on Open Governance. The grants would advance the Fund's goals of increasing state and local groups' capacity to advocate on transparency and accountability issues while encouraging communication and coordination between groups and across the Fund's issue areas in target states and cities.

New Orleans has a storied history of unresponsive, unaccountable government – a situation long accepted by local residents as unchangeable. Following Hurricane Katrina, however, the city experienced a rebirth of civic concern and engagement, fueled by the sense that even persistent problems require public involvement and action if the city is to recover and thrive. Advocates on issues ranging from education to criminal justice to municipal contracting and budgeting have found that their separate efforts are hampered by a common problem: lack of government transparency. The emergence of NOCOG in 2009 marked a new approach to addressing problems of transparency and accountability in city government: by uniting people representing New Orleans' diverse communities and fostering collaboration by traditional government reform groups with community organizations. NOCOG also brought together groups with different approaches to government reform that complement each other's capacities in important ways.

NOCOG's work is having a significant impact. When it launched in 2009, the idea of open government was low on the agenda of city officials and policymakers. NOCOG's consistent efforts on this front – both publicly and behind the scenes – are creating a new norm for city leaders and an increasingly standard expectation from local advocates across issue areas. NOCOG's intervention in the debate over the city jail was the game-changer: the Coalition never took a stand on the outcome of the debate but called for an open process with opportunities for citizen engagement. Many people, including the Mayor, took notice of these new demands and the new voices calling for participation and transparency. City Council members are enforcing long-ignored open records and meetings rules, the Mayor has created an office of neighborhood engagement (which he recruited a former NOCOG member to lead), and a growing number of activists are seeing the importance of open government to their work.

NOCOG's open budget campaign, public leadership trainings, and more discrete initiatives represent important steps forward in transforming City government and building long-term capacity among city residents to hold government accountable. The open budget campaign is already having an impact. Hundreds attended a recent town meeting at which NOCOG members explained the budget process to the public. Community groups are now asking that similar events be held in their communities. By showing citizen interest in the budget process, and building support for greater resident input, NOCOG is creating the conditions necessary to make the city more accountable for its spending allocations, and to make those allocations better reflect the needs of the city's communities.

NOCOG's efforts to change city government practices are complemented by NOCOG's civic participation training programs. Training community leaders and organizations about government structures, sources and use of data and information, sunshine laws and processes,



and advocacy skills, NOCOG is ensuring that as its reform efforts come to fruition, there will be city residents prepared to take advantage of them.

NOCOG continues to be coordinated by Dr. Linda Usdin, a native New Orleanian who has deftly managed the Coalition through challenges as the strange bedfellows under the Coalition's banner figured out how to work collaboratively and productively. With its recent successes and growing visibility, demand for NOCOG's expertise and capacity is growing. We believe that the next two years will be highly productive, set a new standard to advocacy on transparency and openness in New Orleans, and establish a model for similar efforts in other cities around the country.

The Transparency and Integrity Fund and the Strategic Opportunities Fund began funding NOCOG two years ago with the goal of developing a new model for advocacy on government transparency in cities and states around the country. We are now beginning to see our goals realized, and can foresee the possibility of fostering similar coalitions in other cities and states in which U.S. Programs decides to work. We are currently working with an outside evaluator to closely analyze the NOCOG model and gather clear lessons both for OSF's purposes and to share with other funders and advocates.

**Grant ID:** 20033849

**Legal Name of Organization:** Puentes New Orleans, Inc.

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

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

**Purpose of Grant:** to provide support to Puentes New Orleans’ work as part of the New Orleans Coalition on Open Governance

**Grant Description:** Puentes New Orleans, Inc. (Puentes) is a non-profit organization that addresses the increasing needs of the growing Latino population in the greater New Orleans area. Puentes seeks support for its activities as a member of the New Orleans Coalition on Open Governance (NOCOG). Puentes will be primarily responsible for NOCOG’s Public Leaders fellowship program, an eight-month program that aims to improve civic decision-making by engaging, developing, and supporting new and emerging leaders to participate meaningfully in NOCOG campaigns and programs. The fellowship program identifies promising community members for training in public leadership skills (public speaking, organizing, campaign planning, inter-ethnic collaboration, etc.), and education on city government structures and processes and sunshine laws and practices. Puentes will also work to engage the Latino community more in NOCOG’s campaign for an open budget process, which includes translating materials about the city budget into Spanish. The grant would advance the Transparency and Integrity Fund’s goals of increasing state and local groups’ capacity to advocate on transparency and accountability issues while encouraging communication and coordination between groups and across the Fund’s issue areas within target states and cities.

**Previous OSI Support:** *New Orleans Coalition on Open Governance*  
\$1,623,000  
\$625,000 from Transparency and Integrity Fund (2009-10)  
\$998,000 from Strategic Opportunities Fund (2009-10)

**Organization Budget:** \$411,000

**Project Budget:** \$185,038

**Major Sources of Support:**

|               |          |
|---------------|----------|
| BCM           | \$37,000 |
| Neighborworks | \$10,000 |

Kellogg \$10,000

**Amount Requested:** \$293,270 over two years

**Is this a contingent grant?** Yes

**Amount Recommended:** \$279,000 (\$146,000 in year one; \$133,000 in year two)  
(T1: 21111)

**Term:** 2 years, beginning November 1, 2011

**Matching Requirements:** \$35,000 in year one; \$52,000 in year two

**Description of Organization:**

Puentes New Orleans, Inc. (Puentes) is a non-profit organization that addresses the increasing needs of the growing Latino population in the greater New Orleans area. Established in 2007, Puentes aspires to help create an integrated New Orleans region in which the Latino community is a vital, vibrant, and active participant that enjoys access to good jobs, quality education, safe streets, affordable housing, and economic opportunities. Puentes seeks to create an asset base among the Latino community, both in terms of capital assets and human assets, by helping people move out of poverty and into the middle class, and by providing opportunities for community members to develop and exercise leadership skills.

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

Puentes seeks support for its activities as a member of the New Orleans Coalition on Open Governance (NOCOG). Please refer to the cover memo for an overview of NOCOG's current and proposed activities.

As its primary activity for NOCOG, Puentes will coordinate the Public Leaders fellowship program, an eight-month program that trains emerging leaders to participate meaningfully in NOCOG campaigns and programs. The fellowship program identifies promising community members for training in public leadership skills (public speaking, organizing, campaign planning, inter-ethnic collaboration, etc.), and education on city government structures and processes and sunshine laws and practices. Puentes will oversee selecting fellows, working with NOCOG partners and others on the fellowship curriculum, identifying opportunities for fellows to work on NOCOG campaigns and projects, and training fellowship alumni to pass their new knowledge and skills to other community members.

As part of NOCOG's campaign for an open budget process in the city, Puentes will organize Latinos to become more engaged in discussions and debates about the current city budget and ways to reform it to allow for greater public involvement in the future. In conjunction with the Committee for a Better New Orleans, Puentes will help form a group to engage the Latino community in the city's new Citizen Participation Program. Working with organizations from the Vietnamese community, Puentes will assure that both communities have

increased capacity to monitor and evaluate city budgeting and spending. Puentes will, as needed, translate open budget campaign materials into Spanish.

Finally, Puentes will partner with the Vietnamese American Young Leaders Association to push for better language access policies and practices in city government institutions, particularly the courts.

### **Rationale for Recommendation:**

The Transparency and Integrity Fund (the Fund) recommends a \$279,000 project support grant over two years. The grant would advance the Fund's goals of increasing state and local groups' capacity to advocate on transparency and accountability issues while encouraging communication and coordination between groups and across the Fund's issue areas within target states and cities.

At NOCOG's inception, Puentes and its leadership were skeptical of working for "open government" reforms. While committed to increasing civic participation by the city's Latino community, they were not convinced that city practices and processes also needed changing in order for Latinos to have a meaningful impact. Having been a part of NOCOG efforts that have altered city open government practices and created new opportunities for Latino community participation in the city's governance, Puentes has now become one of NOCOG's most active members.

Puentes' role coordinating the Public Leaders fellowship capitalizes on its strengths as a trainer and promoter of new leaders. Its work on language access has brought new partners to NOCOG (notably the Vietnamese American Young Leaders Association) while advancing policies and practices that assure that non-English speaking people can navigate city government (especially the courts) and takes advantage of opportunities to participate in policy debates.

In 2011, New Orleans Mayor Mitch Landrieu named Puentes' founding Executive Director, Lucas Diaz, as Director of the Office on Neighborhood Engagement. That office aims to provide opportunities for the city and residents to engage in dialogue, information-sharing, partnership, and action to improve the quality of life in New Orleans. With Mr. Diaz's departure from Puentes, Anna Frachou became Interim Executive Director, having served for the two previous years as Assistant Director. While Mr. Diaz was already grooming Ms. Frachou to take the reins at Puentes, the transition came sooner than expected. Initial reports are that Ms. Frachou is up to the task of leading the group. She has been and remains an enthusiastic member of NOCOG. NOCOG's coordinator is assisting Ms. Frachou in getting any training she needs (in management, organizational development, and fundraising). We will closely monitor Puentes' work as part of the coalition and Ms. Frachou's transition as Puentes' leader.

For the above reasons, Transparency and Integrity Fund staff recommends a grant of \$279,000 over two years to support Puentes' work on the New Orleans Coalition on Open Governance.

**Grant ID:** 20033853

**Legal Name of Organization:** Neighborhoods Partnership Network

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

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

**Purpose of Grant:** to provide support to the Neighborhoods Partnership Network’s efforts as part of the New Orleans Coalition on Open Governance

**Grant Description:** Neighborhoods Partnership Network (The Network) is a citywide network of neighborhood associations in New Orleans that was established after Hurricane Katrina to facilitate neighborhood collaboration, increase access to government and information, and strengthen the voices of individuals and communities across New Orleans. The Neighborhoods Partnership Network seeks support for its activities as a member of the New Orleans Coalition on Open Governance (NOCOG). As part of NOCOG, The Network will lead the coalition’s campaign to reform city budgeting processes and increase public involvement in decisions about the city’s fiscal priorities. The Network will work with its network of neighborhood organizations to educate communities about the current budget process, create a city budget monitoring and evaluation guide, produce monthly budget updates (on city spending and revenues), and train community groups to monitor city budgeting and spending on matters of concern to those communities. The Network will work closely with Puentes in coordinating the Public Leaders fellowship program. It will also help ensure that residents are aware of, and engaged in, the process of revising the city’s Comprehensive Zoning Ordinance by: creating a guide to the Comprehensive Zoning Ordinance and the process for its revision; organizing community level meetings on the ordinance; and disseminating information about the ordinance through The Network’s monthly newspaper, *The Trumpet*. The grant would advance the Transparency and Integrity Fund’s goals of increasing state and local groups’ capacity to advocate on transparency and accountability issues while encouraging communication and coordination between groups and across the Fund’s issue areas in target states and cities.

|                                           |                                                                                                                                                                                     |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>Previous OSI Support:</u></b>       | <i>New Orleans Coalition on Open Governance</i><br>\$1,623,000<br>\$625,000 from Transparency and Integrity Fund (2009-10)<br>\$998,000 from Strategic Opportunities Fund (2009-10) |
| <b><u>Organization Budget:</u></b>        | \$449,575                                                                                                                                                                           |
| <b><u>Project Budget:</u></b>             | \$315,000                                                                                                                                                                           |
| <b><u>Major Sources of Support:</u></b>   | Foundation for Louisiana \$ 75,000<br>Greater New Orleans Foundation \$ 30,000<br>Surdna \$ 40,000                                                                                  |
| <b><u>Amount Requested:</u></b>           | \$170,000 over two years                                                                                                                                                            |
| <b><u>Is this a contingent grant?</u></b> | Yes                                                                                                                                                                                 |
| <b><u>Amount Recommended:</u></b>         | \$162,000 (\$84,000 in year one; \$78,000 in year two) (T1: 21111)                                                                                                                  |
| <b><u>Term:</u></b>                       | 2 years, beginning November 1, 2011                                                                                                                                                 |
| <b><u>Matching Requirements:</u></b>      | \$21,000 in year one; \$30,000 in year two                                                                                                                                          |

**Description of Organization:**

Neighborhoods Partnership Network (The Network) is a citywide network of neighborhood associations in New Orleans that was established after Hurricane Katrina to facilitate community collaboration, increase access to government and information, and strengthen the voices of individuals and communities across New Orleans. The Network's mission is to improve the quality of life by engaging New Orleanians in neighborhood revitalization and the civic process. Today, six years after Hurricanes Katrina and Rita, the Network continues to be instrumental in disseminating relevant information and resources to residents; supporting the development of neighborhood organizations, and; facilitating the crucial collaborations between community groups representative of diverse interests in New Orleans.

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

The Neighborhoods Partnership Network seeks support for its activities as a member of the New Orleans Coalition on Open Governance (NOCOG). Please refer to the cover memo for an overview of NOCOG's current and proposed activities.

As part of NOCOG, The Network will lead the coalition's campaign to reform city budgeting processes and increase public involvement in decisions about the city's fiscal priorities. The Network will work with its network of neighborhood organizations to educate communities about the current budget process, create a city budget monitoring and evaluation guide, and

produce monthly updates on city spending and revenues. The Network will create and coordinate six “pilot” groups composed of city residents who will monitor specific city department budgets and spending, creating quarterly report cards to be published and shared with the City Council, city executives, the media, and advocacy groups.

The Network will work closely with Puentes in coordinating the Public Leaders fellowship program. The Network will provide support in selecting fellows and developing the fellowship curriculum. The Network will also provide training on open governance issues (sunshine laws and processes, city ethics rules, and access to city data and information) and citizen empowerment through its Capacity College, a program that provides New Orleans non-profit advocacy organizations with capacity building training. Fellows will participate in Capacity College symposia along with organizations allying with NOCOG on its campaigns and projects.

The Network will also provide support to the Committee for a Better New Orleans in creating a guide to the Comprehensive Zoning Ordinance and the process for its revision (occurring in 2011 and 2012), assuring that city residents are aware of the significance of these revisions, and providing opportunities for input in that revision process. The Network will help organize community level meetings on the Comprehensive Zoning Ordinance and use its monthly newspaper, *The Trumpet*, to disseminate information about the issue and process.

### **Rationale for Recommendation:**

The Transparency and Integrity Fund (the Fund) recommends a \$162,000 project support grant over two years. The grant would advance the Fund’s goals of increasing state and local groups’ capacity to advocate on transparency and accountability issues while encouraging communication and coordination between groups and across the Fund’s issue areas in target states and cities.

The Network, more than any other coalition member, is involved in nearly all of NOCOG’s campaigns and projects. The Network’s leadership on the open budgeting campaign is an example of its strengths and talents. The first town meeting on the budget process (held in a local church) was filled beyond capacity. Community groups are now asking for similar meetings in their neighborhoods. The Network also produced clear, concise, and readable primers on the current budget process – no small feat on a topic whose complexity makes many people lose interest. By organizing teams to monitor city budgeting and spending, the Network is combining transparency efforts with civic participation work, something too few organizations have attempted in efforts to improve municipal government.

The Network’s Executive Director, Timolynn Sams, has played an important role in the work of NOCOG. In 2008 the *Utne Reader* named Ms. Sams one of “50 visionaries who are changing your world.” She is a talented organizer whose enthusiastic championing of government transparency and reform has brought new people and communities into the open government effort in New Orleans.

For the above reasons, Transparency and Integrity Fund staff recommends a grant of \$162,000 over two years to support the Neighborhoods Partnership Network's work on the New Orleans Coalition on Open Governance.



**Grant ID:** 20033850

**Legal Name of Organization:** Committee for a Better New Orleans

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

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

**Purpose of Grant:** to provide support to the Committee for a Better New Orleans' work as part of the New Orleans Coalition on Open Governance

**Grant Description:** Committee for a Better New Orleans is a community organization focused on efforts to increase public engagement in city governance and development. The Committee for a Better New Orleans seeks support for its activities as a member of the New Orleans Coalition on Open Governance (NOCOG). As part of NOCOG, the Committee for a Better New Orleans will lead efforts to develop a new Citizen Participation Program in the city. The Citizen Participation Program will create formal structures for public input in both community-level and city-wide decisions (such as zoning, budgeting, and economic development). The grant would advance the Transparency and Integrity Fund's goals of increasing state and local groups' capacity to advocate on transparency and accountability issues while encouraging communication and coordination between groups and across the fund's issue areas within target states and cities.

**Previous OSI Support:** *New Orleans Coalition on Open Governance*

\$1,623,000  
\$625,000 from Transparency and Integrity Fund (2009-10)  
\$998,000 from Strategic Opportunities Fund (2009-10)

**Organization Budget:** \$380,745

**Project Budget:** \$267,750

**Major Sources of Support:**

|                          |          |
|--------------------------|----------|
| Foundation for Louisiana | \$46,465 |
| Surdna Foundation        | \$10,000 |
| Wisner Fund              | \$10,000 |

**Amount Requested:** \$201,285 over two years

**Is this a contingent grant?** Yes

**Amount Recommended:** \$204,000 (T1: 21111) (\$111,111 in year one; \$93,000 in year two)

**Term:** 2 years, beginning November 1, 2011

**Matching Requirements:** \$27,000 in year one; \$36,000 in year two

**Description of Organization:**

Committee for a Better New Orleans (The Committee), founded in 2000, is a community organization focused on efforts to increase citizen engagement in city governance and development. The Committee is a catalyst and convener, aiming to bring all voices to the table to build a better future for all New Orleanians. The Committee fills a unique role in the city, bringing a broad spectrum of interests to address and resolve the most critical systemic issues in city governance. Its board is representative of the full range of race, class, geography, and age in New Orleans.

In its current form, the Committee is the result of a 2001 merger with The Metropolitan Area Committee, which was founded in 1966 as the first major community organization in New Orleans to reach across lines of race and class, with public education and good government issues as its primary areas of focus. Given the similarities in philosophies and a number of board members, the two groups decided to merge.

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

The Committee for a Better New Orleans seeks support for its activities as a member of the New Orleans Coalition on Open Governance (NOCOG). Please refer to the cover memo for an overview of the coalition's current and proposed collaborative activities.

As part of NOCOG, The Committee will lead efforts to develop a new Citizen Participation Program in the city. The program will create formal structures for citizen input in both community-level and city-wide decisions (such as zoning, budgeting, and economic development). Over the next two years, the Committee will:

- Work with city officials and community members in the crafting and adoption of the Citizen Participation Program;

- Develop a public engagement pilot project in the Gentilly neighborhood, working with and strengthening existing neighborhood groups that will test and demonstrate the Citizen Participation Program concept;

- Form a group to engage people and groups concerned with housing issues across community lines;

- Create a similar group for the city's Latino population (in conjunction with NOCOG member Puentes);

- Work with the city government to create materials and trainings to educate residents about what the Citizen Participation Program is and how they can participate in it, and;

- Teach sessions on the Citizen Participation Program as part of NOCOG's Public Leaders fellowship program

In addition to work on the CPP, the Committee will participate in the NOCOG campaign for an open budget process in the city by:

- Informing community members about the city’s current budgeting process and timelines;
- Helping citizens identify and take advantage of opportunities to provide input on city budget priorities;
- Leading efforts to learn about participatory budgeting processes in other cities, including bringing government officials and advocates from other cities to work with New Orleans community members.

**Rationale for Recommendation:**

The Transparency and Integrity Fund (the Fund) recommends a \$204,000 project support grant over two years. The grant would advance the Fund’s goals of increasing state and local groups’ capacity to advocate on transparency and accountability issues while encouraging communication and coordination between groups and across the Fund’s issue areas within target states and cities.

The Committee plays an important role in the New Orleans Committee on Open Governance by focusing on reforming the government institutions and processes that allow for (or limit) citizen participation. It has developed a depth of knowledge about citizen participation projects around the nation and the world and will draw on that knowledge to shape and develop the New Orleans Citizen Participation Program.

The Committee is led by Keith Twitchell, a long-time New Orleans resident and widely-recognized figure in the city’s advocacy community. Mr. Twitchell’s commitment to seeing the Citizen Participation Program through from conception to execution is a major factor in the city’s readiness to launch the program.

For the above reasons, Transparency and Integrity Fund staff recommends a grant of \$204,000 over two years to support the Committee for a Better New Orleans’s work on the New Orleans Coalition on Open Governance.

**Grant ID:** 20033932

**Legal Name of Organization:** The Public Law Center

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

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

**Purpose of Grant:** to provide support to The Public Law Center’s work as part of the New Orleans Coalition on Open Governance

**Grant Description:** The Public Law Center (TPLC), founded in 1988, is a joint venture of the Tulane and Loyola Law Schools that fulfills an important role in New Orleans’ advocacy community by providing legal and administrative services that would not otherwise be readily available to nonprofit organizations and their clients. The Public Law Center seeks support for its activities as a member of the New Orleans Coalition on Open Governance (NOCOG), including: developing and conducting workshops on city sunshine laws, ethics rules, community benefits agreements, and city government operations; collecting and publishing city contracts and other budget information on a searchable database for use by journalists, community organizations, and the public; and training City Hall officials and staff members on openness and accountability in government, including compliance with state and municipal public records and open meetings laws. The grant would advance the Transparency and Integrity Fund’s goals of increasing state and local groups’ capacity to advocate on transparency and accountability issues while encouraging communication and coordination between groups and across the Fund’s issue areas within target states and cities.

**Previous OSI Support:** *New Orleans Coalition on Open Governance*

\$1,623,000  
\$625,000 from Transparency and Integrity Fund (2009-10)  
\$998,000 from Strategic Opportunities Fund (2009-10)

**Organization Budget:** \$630,000

**Project Budget:** \$314,227

**Major Sources of Support:** Tulane In-kind \$85,000

International Legislative Drafting Institute \$85,000

**Amount Requested:** \$286,727 over two years

**Is this a contingent grant?** Yes

**Amount Recommended:** \$246,000 (\$121,000 in year one; \$125,000 in year two) (T1: 21111)

**Term:** 2 years, beginning November 1, 2011

**Matching Requirements:** \$30,000 in year one; \$49,000 in year two

**Description of Organization:**

The Public Law Center (the Center), founded in 1988, is a joint venture of the Tulane and Loyola Law Schools that provides legal and administrative services that would not otherwise be readily available to New Orleans nonprofit organizations and their clients. TPLC identifies its clientele as those who were “traditionally underrepresented” in the legislative and administrative processes of government—the elderly and disabled, children and families, and poor and minority populations.

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

The Public Law Center seeks support for its activities as a member of the New Orleans Coalition on Open Governance (NOCOG). Please refer to the cover memo for an overview of NOCOG’s current and proposed activities.

To support NOCOG’s goal of training and supporting city residents to play a leadership role in openness and accountability work, the Center will:

- Develop and conduct workshops on city open meetings and open records laws, city ethics laws, community benefits agreements, and city-state governmental operations (including New Orleans’ many secretive boards and commissions) for the NOCOG Public Leaders fellowship.

To support NOCOG’s goal of working towards an open and accountable budget process in New Orleans, the Center will:

- Collect and publish city contracts and other budget information gathered through public records requests on a searchable database for use by journalists, community organizations, and the public;
- Work with experienced local experts to train NOCOG members and allies on current city budget and spending processes;
- Provide NOCOG members with legal research and analysis on current city budget processes and practices, as well as on proposed reforms. Specifically, the Center will provide guidance related to the Home Rule Charter, Mayoral executive orders, city policy memoranda, and City Council rules; and

- Research and prepare recommendations on permanent reforms to the city’s budget process (based in part on reforms advanced during the first three years of NOCOG’s open budget campaign).

To support NOCOG’s goal of supporting reform and implementation of policies, procedures, and structures that promote increased openness and accountability in city governance, the Center will:

- Train City Hall officials and staff members on openness and accountability in government, including compliance with state and municipal public records and open meetings laws;
- Provide research and analysis on public participation components of the city’s Comprehensive Zoning Ordinance reforms, and;
- Lead an initiative to ensure that all public records requests can be fulfilled through electronic versions of records that are fully functional for search and database uses.

**Rationale for Recommendation:**

The Transparency and Integrity Fund (the Fund) recommends a \$246,000 project support grant over two years. The grant would advance the Fund’s goals of increasing state and local groups’ capacity to advocate on transparency and accountability issues while encouraging communication and coordination between groups and across the Fund’s issue areas within target states and cities.

The Center has proven to be an integral member of the New Orleans Coalition on Open Governance. Other organizations bring experience with community organizing and relationships with key constituencies. The Center brings a deep knowledge of the intricacies of city government and the laws and policies that government must follow. The Center also provides critical legal research, legislative analysis, and litigation capacity. It provides guidance on how specific laws work (or should work) and how best to pursue public records requests. This is particularly valuable in the context of NOCOG’s open budgeting campaign, where the Center has uncovered long-ignored laws mandating transparency in municipal and parish budgeting, unveiled the secret “shadow government” operations of city boards and commissions, and made great strides towards making city contracting more transparent.

The Center is led by David Marcello, a native New Orleanian and veteran public interest attorney with nearly four decades of experience in the city. The Center has long served as a legal resource to local nonprofit and advocacy communities by providing research, representation, and advice. As a member of NOCOG, Mr. Marcello and his colleague Thalia Ziffer, have shown themselves to be strategic allies, allowing others to claim the spotlight when that is in the coalition’s strategic interests. When the Center does take the lead – as with the City Hall ethics and sunshine law trainings – it asserts a quiet authority bred of many years navigating New Orleans’ at times byzantine bureaucracy.

For the above reasons, Transparency and Integrity Fund staff recommends a grant of \$246,000 over two years to support the Public Law Center’s work on the New Orleans Coalition on Open Governance.

**Grant ID:** 20033854

**Legal Name of Organization:** Public Affairs Research Council of Louisiana

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

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

**Purpose of Grant:** to provide support to the Public Affairs Research Council of Louisiana as part of the New Orleans Coalition on Open Governance

**Grant Description:** Public Affairs Research Council of Louisiana (PAR) is a nonprofit, non-partisan public policy research organization focused on making Louisiana government more efficient, effective, transparent, and accountable. PAR seeks support for its activities as a member of the New Orleans Coalition on Open Governance (NOCOG). PAR will play a supporting role in all of NOCOG’s planned activities during the grant period including: developing educational materials and conducting workshops on state sunshine laws and processes; researching and publishing a plain-language guide to Louisiana’s Local Budgeting Act and state campaign finance laws (the guide will be translated in Spanish and Vietnamese); developing a website that collects and explains state and municipal sunshine laws, particularly laws on open records, open meetings, and required financial disclosures by public officials; and monitoring proposed legislation and assessing its potential impact on transparency in budgeting. This grant would advance the Transparency and Integrity Fund’s goal of increasing state and local groups’ capacity to advocate on transparency and accountability issues while encouraging communication and coordination between groups and across the Fund’s issue areas n target states and cities.

**Previous OSI Support:** *New Orleans Coalition on Open Governance*  
 \$1,623,000  
 \$625,000 from Transparency and Integrity Fund (2009-10)  
 \$998,000 from Strategic Opportunities Fund (2009-10)

**Organization Budget:** \$863,571

**Project Budget:** \$185,000

**Major Sources of Support:** In-kind \$37,000

|                                           |                                                                    |
|-------------------------------------------|--------------------------------------------------------------------|
| <b><u>Amount Requested:</u></b>           | \$148,000 over two years                                           |
| <b><u>Is this a contingent grant?</u></b> | Yes                                                                |
| <b><u>Amount Recommended:</u></b>         | \$141,000 (\$74,000 in year one; \$67,000 in year two) (T1: 21111) |
| <b><u>Term:</u></b>                       | 2 years, beginning November 1, 2011                                |
| <b><u>Matching Requirements:</u></b>      | \$18,000 in year one; \$25,000 in year two                         |

**Description of Organization:**

Public Affairs Research Council of Louisiana (PAR) is a nonprofit, non-partisan public policy research organization focused on making Louisiana government more efficient, effective, transparent, and accountable. PAR’s research and policy analysis influences reform in Louisiana. The only statewide organization in Louisiana to produce objective, reliable, nonpartisan analyses, PAR publishes in-depth reports in many public policy areas, including government ethics and transparency, health care, education, state finance, and transportation.

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

PAR seeks support for its activities as a member of the New Orleans Coalition on Open Governance (NOCOG). PAR will play a supporting role in all of NOCOG’s planned activities during the grant period. Please refer to the cover memo for an overview of NOCOG’s current and proposed activities.

To support NOCOG’s goal of training and supporting city residents to play a leadership role in openness and accountability work, PAR will:

- Develop and conduct workshops on state sunshine laws and processes for NOCOG Public Leadership fellows and for organizations working with the coalition; and
- Conduct outreach to citizen groups and government officials about current state sunshine laws and resources available through NOCOG to make use of those laws.

To support NOCOG’s goal of working towards an open and accountable budget process in New Orleans, PAR will:

- Research and publish a plain-language guide to Louisiana’s Local Budgeting Act and state campaign finance laws (the guide will be translated in Spanish and Vietnamese); and
- Monitor proposed state legislation and assess its impact on budget transparency, providing summaries and timely updates on relevant bills to all NOCOG members.

To support NOCOG’s goal of supporting reform and implementation of policies, procedures, and structures that promote increased openness and accountability in city governance, PAR will:

- Provide NOCOG members and allies with research and analysis on electronic delivery of public records (when government entities respond to public records requests);



- Develop a website that collects and explains state and municipal sunshine laws, particularly laws on open records, open meetings, and required financial disclosures by public officials, and;
- Make all of PAR’s sunshine law materials – particularly its “citizens’ rights” guides (in English, Spanish, and Vietnamese) – available online and create an “explainer” section where people can have questions about sunshine laws answered (and others can benefit from those answers).

**Rationale for Recommendation:**

The Transparency and Integrity Fund (the Fund) recommends a project support grant to PAR of \$141,000 over two years. The grant would advance the Fund’s goal of increasing state and local groups’ capacity to advocate on transparency and accountability issues while encouraging communication and coordination between groups and across the Fund’s issue areas in target states and cities.

With its established expertise on state and local sunshine laws, PAR brings valuable knowledge and experience to all of NOCOG’s campaigns and efforts. It is the only NOCOG member based in the state’s capital, Baton Rouge, and it brings to NOCOG timely news of discussions and policy proposals that could impact government transparency in New Orleans. From the capital, PAR can also monitor state government compliance with sunshine laws. PAR’s relationships with statewide organizations complement NOCOG members’ connections in New Orleans. PAR publishes widely-cited analyses of proposed constitutional amendments as well as the annual Guide to the Louisiana Legislature.

PAR’s new President, Robert Travis Scott, has brought new energy to the organization’s work with NOCOG. A veteran journalist and researcher – previously Capital Bureau Chief for the New Orleans *Times-Picayune* – his knowledge of and contacts in state government are extensive. PAR’s new research director, Allison Neustrom, was formerly Director of Policy and Planning for the Louisiana Department of Social Services and Vice President for Public Policy at the Louisiana Association of Non-profit Organizations.

For the above reasons, Transparency and Integrity Fund staff recommends a grant of \$141,000 over two years to support the Public Affairs Research Council of Louisiana’s work on the New Orleans Coalition on Open Governance.

**Grant ID:** 20033852

**Legal Name of Organization:** New Orleans Coalition on Open Governance

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

**Name of Fiscal Sponsor:** Greater New Orleans Foundation

**Purpose of Grant:** to provide support for the coordination and shared activities of the New Orleans Coalition on Open Governance

**Grant Description:** The Greater New Orleans Foundation (GNOF) is a community foundation committed to creating a resilient, sustainable, vibrant community through grant making, technical assistance, and convening. With this renewal project support grant, GNOF would act as the fiscal sponsor for coordination and activities of the New Orleans Coalition on Open Governance. Funds would pay the salaries of NOCOG’s Coordinator and Communications Director, support capacity building activities for NOCOG members, pay for technical assistance on such matters as city budgeting, and support the participation in NOCOG activities of two organizations representing the city’s Vietnamese community. This grant would advance the Transparency and Integrity Fund’s goal of increasing state and local groups’ capacity to advocate on transparency and accountability issues while encouraging communication and coordination between groups and across the Fund’s issue areas within target states and cities.

**Previous OSI Support:** \$1,623,000  
\$625,000 from Transparency and Integrity Fund (2009-10)  
\$998,000 from Strategic Opportunities Fund (2009-10)

**Organization Budget:** \$3,057,486

**Project Budget:** \$750,000

**Major Sources of Support:** Ford Foundation \$1,500,000  
Rockefeller Philanthropy Advisors \$5,000,000

**Amount Requested:** \$750,000

**Is this a contingent grant?** Yes

**Amount Recommended:** \$618,000 (\$314,000 in year one; \$304,000 in year two) (T1: 21111)

**Term:** 2 years, beginning November 1, 2011

**Matching Requirements:** \$34,000 in year one; \$96,000 in year two

**Description of Organization:**

The Greater New Orleans Foundation (GNOF) is a community foundation committed to creating a resilient, sustainable, vibrant community in which individuals and families flourish and in which the character of the New Orleans region and its people is preserved, celebrated, and allowed to flourish. GNOF, based in New Orleans, plays the role of community leader and convener, a champion of civil society, and a supporter of effective nonprofit leaders and organizations. GNOF serves as a philanthropic partner to local, state, and national donors. In 2008, GNOF provided grants totaling more than \$17 million to nonprofits throughout the region. GNOF will serve as the fiscal sponsor for the shared activities of the New Orleans Coalition on Open Governance (NOCOG), including coordinating staff, technical assistance, and capacity-building programs.

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

The Greater New Orleans Foundation seeks support for the coordinated activities of the New Orleans Coalition on Open Governance. Please refer to the cover memo for an overview of NOCOG current and proposed activities.

When NOCOG was created, its members decided that the coalition would be healthiest if no one member organization became the home for coordinated coalition activities and funds. Therefore, collaboration and shared expenses are managed by an independent coalition coordination team. The coordinator convenes the coalition, tracks the coalition's various campaigns and projects, provides members with fundraising support (for NOCOG-related work), and serves as the primary point of contact for the Coalition (particularly with funders). The communications director provides communications and media support, develops and designs public education materials, oversees message research and development, and manages the coalition's website. These independent, coordinated functions are housed that GNOF.

In addition to supporting the above personnel costs, funding for NOCOG activities covered by this grant would support:

- *Campaign expenditures:* these expenditures include printing, mailing and distribution costs; equipment purchases (i.e. software, video equipment); and transportation;
- *Technical assistance:* NOCOG will hire outside experts to provide guidance on such matters as city budgeting and accounting, coalition expansion, and campaign planning and management; and
- *Capacity building for coalition members:* NOCOG works with local and national experts to provide capacity building training for its members on topics such as fundraising, lobbying restrictions, and strategic communications. This grant will also support NOCOG

member attendance at conferences and trainings outside New Orleans. In the past year, NOCOG members have attended national conferences hosted by NeighborWorks, the Governmental Research Association, the National Freedom of Information Coalition, the Urban Land Institute, and Investigative Reporters and Editors.

Over the past year, NOCOG has begun working with two organizations from the city's Vietnamese community: Vietnamese American Young Leaders Association and Mary Queen of Vietnam Community Development Corporation. Over the next two years, NOCOG will work with these groups on issues such as language access (particularly in the courts) and trainings on access to government records. One important goal of this collaboration is to bring one or both organizations into the coalition as members, thereby expanding NOCOG to include a key local constituency that is currently missing. Funds to GNOF will include modest pass-through grants to support the activities of these new partners in NOCOG's work.

### **Rationale for Recommendation:**

The Transparency and Integrity Fund (the Fund) recommends a \$618,000 renewal project support grant over two years. The grant would advance the Fund's goal of increasing state and local groups' capacity to advocate on transparency and accountability issues while encouraging communication and coordination between groups and across the Fund's issue areas within target states and cities.

Building NOCOG into a successful force on open government has been challenging. The coalition includes groups that seldom work together. Their collaboration has required significant work – to assuage concerns, deal with conflicts, and build trusting relationships among the coalition's members. A key ingredient in our success was identifying staff with the strength to keep the group together in its early stages, track and advance the various campaigns, and keep the spotlight on the member organizations and leaders. To this end, the coalition has been well-served by Linda Usdin (coordinator) and Deb Cotton (communications director).

One of the greatest challenges for the advocacy community in New Orleans is a lack of core capacity, specifically underdeveloped organizational and management skills. Therefore, capacity building support related to organizational development, fundraising, financial management, legal (lobbying) regulations, and other issues is of great value to NOCOG. Similarly, access to funds that allow members to attend regional and national conferences gives NOCOG members a rare opportunity to learn from, inform, and interact with peers and experts from around the nation.

In the first three years of our support for NOCOG's work, we made one single grant to GNOF. We are now recommending grants directly to the NOCOG member organizations. One reason for this decision was to assure that more grant money goes directly to programmatic activities rather than administrative fees. However, NOCOG members specifically requested that GNOF continue to serve as the fiscal sponsor for the coordination activities and shared funds. This is largely because no one member organization has the capacity to administer salaries, re-grants, contracts, and other expenses. But the members also sought a continued role for GNOF because it provides important connections to the local philanthropic community. This is particularly important as our recommendations place significant matching requirements on each grant.

For the above reasons, Transparency and Integrity Fund staff recommends a renewal grant of \$618,000 over two years to support the Greater New Orleans Foundation's work on the New Orleans Coalition on Open Governance.

**Grant ID:** 20033842

**Legal Name of Organization:** Institute for Wisconsin's Future

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

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

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

**Grant Description:** The Institute for Wisconsin's Future (the Institute) is a non-profit research and community outreach center established in 1994. The Institute's research staff compiles and analyzes complex data on fiscal and policy issues that it then "translates" into easy-to-comprehend reports. It then uses that research to inform and mobilize people to work for policies that benefit all state residents. It also has a well-respected organizing staff that travels the state, working in the state's two major cities and in many small towns to inform and engage residents in reform efforts. The Institute works closely with local government officials around the state, thereby linking its research and organizing efforts directly to decision makers. The grant would advance the Transparency and Integrity Fund's goals of increasing state and local groups' capacity to advocate on transparency and accountability issues while encouraging communication and coordination between groups and across the Fund's issue areas within target states and cities.

**Previous OSI Support:** \$225,000 from Transparency and Integrity (2008-2010)

**Organization Budget:** \$496,000

**Project Budget:** n/a

|                                         |                      |           |
|-----------------------------------------|----------------------|-----------|
| <b><u>Major Sources of Support:</u></b> | Ford Foundation      | \$200,000 |
|                                         | Mott Foundation      | \$100,000 |
|                                         | WI Voices Consortium | \$27,000  |

**Amount Requested:** \$75,000

**Is this a contingent grant?** No

**Amount Recommended:** \$75,000 (T1: 21111)

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

**Matching Requirements:** n/a

### **Description of Organization:**

The Institute for Wisconsin's Future (the Institute) is a nonprofit research and community outreach center established in 1994. It provides accurate information on state fiscal and governance issues and disseminates that information in a way that involves and mobilizes people to act on behalf of policies that benefit all state residents. Based in Milwaukee, the Institute investigates, reports on, and seeks reform of tax policy, stimulus spending, K-12 school funding, and corrections policy, and also works to protect the role of government in the life and health of the state.

The Institute's research staff compiles complex data on fiscal and policy issues that it then "translates" into easy-to-comprehend reports. It also has a well-respected organizing staff that travels across the state, working in the state's two major cities as well as its many small towns to inform and engage residents in reform efforts. The Institute works closely with local government officials around the state, linking its research and organizing efforts directly to decision makers.

The Institute has helped create and worked with a variety of statewide networks and alliances, coordinating policy reform efforts.. For instance, the Institute has played a key role in the OSF-funded Transparency & Equity Alliance. The Institute has gathered data about how federal stimulus dollars were allocated in Wisconsin, disseminated that information to key constituencies, and mobilized people around the state to advocate for projects that would benefit those most impacted by the recession. Expertise in both research and community organizing allowed the Institute to assist the alliance in a variety of ways. Strong ties to people and officials in working-class communities in northern Wisconsin allow the Institute to mobilize people in places often unreachable by other groups.

Over the next year, the Institute will focus its efforts on gathering data on state revenue, spending, and other budget matters (an area of intense debate in Wisconsin). Currently, Wisconsin is the only state in the nation that allows citizens to obtain and publicize the exact amount of income tax paid by individual businesses. Therefore, the Institute will collect and analyze that information to help better illuminate the inequities in the current tax system. As new proposals emerge on the budget front, the Institute will disseminate timely analyses of those proposals in order to assist advocacy groups, town and city officials, and citizens around the state.

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

This proposal seeks general support.

### **Rationale for Recommendation:**

The Transparency and Integrity Fund (the Fund) recommends a general support grant of \$75,000 over one year. The grant would advance the Fund's goals of increasing state and local groups' capacity to advocate on transparency and accountability issues while encouraging

communication and coordination between groups and across the Fund's issue areas within target states and cities.

In the last year, Wisconsin has been at the center of national political and policy battles about tax policy, government spending, and the role of government more generally. The aggressive actions of newly-elected Governor Scott Walker –defunding the state's judicial election public financing system, promoting highly discriminatory voter suppression laws, and attacking public unions on the premise that the state was facing a fiscal crisis – have enraged residents and provoked a strong counter-reaction.

Well before this, the Transparency and Integrity Fund's strategic plan identified Wisconsin as a state for focused funding across its issue areas. Accordingly, the Fund has supported a number of grantees in Wisconsin to advance this strategy.. The Institute plays a unique role in this group of organizations. It analyzes policy proposals, provides valuable data relevant to policy debates, and mobilizes important constituencies to speak out in support of the role of government in tackling the state's problems. The Institute's strength in advocating for the role of government grew from work done with Demos' Public Works project (also in this docket).

In many states, research, organizing, and advocacy efforts are housed in different organizations. As a result, valuable data collection and reporting are not used in organizing and advocacy efforts. By combining these approaches, the Institute assures that its reports do not collect dust on a shelf, but get out to residents and local government leaders to inform and assist their efforts to reform state revenue and spending decisions and advance other reforms.

The Institute is led by Karen Royster, a long-time non-profit leader and organizer. Her staff includes experienced organizers and researchers who have developed strong relationships with state and local officials, union leaders, local advocates, and citizens from a diverse set of communities.

Given the current work to bring greater focus to grantmaking in U.S. Programs, we intend this grant to serve as a tie-off. If Milwaukee or Wisconsin is chosen as a location for U.S. Programs City/State Program, the Institute could continue to be a strong partner to OSF. Barring such an event, however, we want to responsibly end our funding relationship without damaging what continues to be a valued and valuable organization.

For the above reasons, Transparency and Integrity Fund staff recommends a grant of \$75,000 over one year to support the Institute for Wisconsin's Future.



**Grant ID:** 20033832

**Legal Name of Organization:** Demos: A Network for Ideas and Action, Ltd.

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

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

**Purpose of Grant:** to support three Demos projects: Public Agency Voter Registration, Ending Prison-Based Gerrymandering, and Public Works

**Grant Description:** This grant would provide renewed project support to three Demos projects: Public Agency Voter Registration, Ending Prison-Based Gerrymandering, and Public Works. Public Agency Voter Registration ensures implementation of Section 7 of the National Voter Registration Act intended to ease the voter registration process for low-income individuals. Ending Prison-Based Gerrymandering seeks to ensure that the redistricting process creates legislative districts that count incarcerated people as residents of their home districts rather than of the districts in which they are incarcerated. Public Works looks to build a diverse constituency for the public sector and to arm advocates and government officials with effective tools to reinforce a civic understanding of the purpose and essential roles of government and public initiatives. This grant would advance the Transparency and Integrity Fund's goal of broadening access to the ballot for underrepresented and marginalized constituencies. It would advance the Criminal Justice Fund's interest in eliminating harsh punishment by challenging the collateral consequences of criminal convictions, securing political enfranchisement for people with criminal convictions, and strengthening the political representation of communities most directly impacted by criminal justice policies and practices. The grant would also advance broader U.S. Programs goals by increasing state and local groups' capacity to build support for the key role government plays in American society.

**Previous OSF Support:** \$3,540,000

- \$375,000 from Criminal Justice Fund (2009-2010)
- \$500,000 from Transparency and Integrity Fund (2008-10)
- \$265,000 from JEHT Emergency Fund (2009-2010)
- \$200,000 from Chairman's Grants (2008)
- \$100,000 from National Security and Human Rights (2008)
- \$1,250,000 from Progressive Infrastructure (2005)
- \$250,000 from Strategic Opportunities Fund (2005)

\$600,000 from Governance & Public Policy (2000)

**Organization Budget:** \$6,505,984

**Project Budget:** \$2,432,789  
\$931,422 for Public Agency Voter Registration  
\$549,301 for Ending Prison-Based Gerrymandering  
\$952,066 for Public Works

**Major Sources of Support:** Surdna Foundation \$375,000  
Atlantic Philanthropies \$933,333  
Ford Foundation \$2,726,667

**Amount Requested:** \$800,000  
\$150,000 for Public Agency Voter Registration  
\$300,000 for Ending Prison-Based Gerrymandering  
\$350,000 for Public Works

**Amount Recommended:** \$550,000  
\$150,000 (T1: 21109), \$100,000 (T1: 21111),  
\$300,000 (T1: 24016)

**Is this a contingent grant?:** No

**Term:** 1 year, beginning November 1, 2011

**Matching Requirements:** n/a

**Description of Organization**

Founded in 2000, Demos: A Network for Ideas and Action, Ltd. (Demos) is a New York City-based non-partisan public policy, research, and advocacy organization that works with advocates and policymakers around the country for a vibrant and inclusive democracy with high levels of voting and civic engagement; an empowered public sector that works for the common good; a more equitable economy with widely shared prosperity and opportunity; and responsible U.S. engagement in an interdependent world. As a national multi-issue organization, Demos combines research, policy development, public education, and advocacy to influence public debates and catalyze change.

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

Demos requests renewed project funding to support three of its projects: Public Agency Voter Registration, Ending Prison-Based Gerrymandering, and Public Works.

*Public Agency Voter Registration.* By forcing states to implement Section 7 of the National Voter Registration Act, through negotiated improvements and litigation, Demos (and partners

Lawyers Committee for Civil Rights Under Law and Project Vote, both also on this docket) continue to lower barriers to participation for people who have historically been disenfranchised from the political process. The three groups began this work in 2006, in an effort to reverse what had been a long decline in registration among low-income and working-class Americans.

In the next year, Demos will continue to institutionalize and expand agency registration, solidify gains in states where Demos has already achieved success through monitoring projects, and produce publications to enhance state-based work and public understanding of the National Voter Registration Act.

While registration levels depend on the cooperation of state and local officials, litigation success, and the success of efforts through administrative or legislative action, Demos estimates that, by forcing states to comply with Section 7, between 1.3 and 2.6 million low-income Americans will register to vote at public assistance agencies over the next two years.

*Ending Prison-Based Gerrymandering:* This project is a collaboration between Demos and the Prison Policy Initiative that advances the democratic goal of fair representation by: 1) advocating an end to the Census Bureau's practice of counting incarcerated people as residents of the districts in which they are incarcerated rather than using the address of their legal residence; and 2) minimizing the effects of the current counting practice on redistricting while the Census policy remains unchanged. Over the next year, Demos and its project partner will continue to shape the national discussion about the impact of the Census Bureau's counting practice on redistricting and will work with states and affected counties to implement interim solutions that ensure the redistricting processes—based on 2010 Census data—count incarcerated people from their legal residences rather than from the towns in which they were incarcerated.

Key activities will include conducting research and media outreach to keep a spotlight on the issue of prison-based gerrymandering and the simplicity of the solutions for ending it; providing technical assistance to state and local governments interested in adjusting 2010 Census data to prevent prison-based gerrymandering on their own during the 2012 redistricting period (and beyond for some local government redistricting); providing non-partisan research and analysis to Secretaries of States, state Attorneys General and legislative councils, state and federal agencies (including the U.S. Department of Justice, key congressional committees, the National Research Council, and other organizations with Census oversight responsibility); providing research and technical assistance to support defensive litigation in New York, and possibly Maryland, to defend their newly adopted laws ending prison-based gerrymandering; and educating the Census Bureau on the impact of its current counting practice and helping it develop a research agenda for solving the methodological questions preventing a change to its counting practice.

*Public Works:* Run out of the Demos Center for the Public Sector in Austin, Texas, the Public Works project is dedicated to building broad understanding of, and support for, the essential roles of government in this country. Demos and the Council for Excellence in Government developed the project in 2004 to begin reversing the anti-government, pro-privatization attitudes that pervaded discussions of many of the most pressing problems facing communities, states, and the nation. These underlying attitudes impeded reformers' efforts on crime, inequality, government corruption, and environmental degradation. The project's goal is to build a diverse

constituency for the public sector and to arm advocates and government officials with effective tools to reinforce a civic understanding of the purpose and essential roles of government and public initiatives. Public Works provides communications, campaign support, and messaging training to state and local government officials, reform advocates, and labor unions on how to advance their various causes while affirming the essential role of government in solving the nation's problems. Last year the project trained over 1,200 people around the country.

With renewal funding, Public Works will continue these activities while undertaking research and developing a new tool kit for government officials and advocates, which will make an affirmative "common-sense" case for government. After testing a concise set of narrative elements that can be used to counter anti-government rhetoric, the project will distill those findings into new training materials for speaking and advocating in a number of settings (i.e., speeches, debates, videos, written materials, etc.). Public Works will then tap the network of people and organizations that it has developed over the past seven years to do a new round of trainings (including "train the trainer" sessions) with a goal of creating a nationwide "speakers' bureau" of community leaders and concerned citizens who can be tapped to counter extreme anti-government voices in cities and states nationwide.

### **Rationale for Recommendation**

The Transparency and Integrity Fund (the Fund) and the Criminal Justice Fund recommend a grant of \$550,000, over one year, to Demos. The Public Agency Voter Registration project advances the Fund's goal of broadening access to the ballot. The Ending Prison-Based Gerrymandering project advances the Criminal Justice Fund's interest in eliminating harsh punishment by challenging the collateral consequences of criminal convictions, securing the political enfranchisement for people with criminal convictions, and strengthening the political representation of communities most directly impacted by criminal justice policies and practices. The Public Works project advances broader U.S. Programs goals by increasing state and local groups' capacity to build support for the key role of government in American society.

*Public Agency Voter Registration:* Seventeen years after the National Voter Registration Act was enacted, there remains a sizeable gap in registration rates between low-income and wealthier Americans. Despite historic increases in turnout in 2008, 60 million voting-eligible citizens – disproportionately people of color, youth, and lower-income Americans – were not registered in 2008 and thus did not participate in that major election. According to U.S. Census data, unregistered individuals in households making less than \$15,000 are twice as likely to say they are not registered because they do not know how or where to register as those making \$75,000 or more. This program addresses the significant disparity in low-income registration and voting, and should continue its work until all states are in compliance, or until voter registration systems are comprehensively modernized. If every state fully implemented the National Voter Registration Act and voter rolls expanded, millions more low-income Americans would join the ranks of registered voters. Full implementation would significantly change the demographic of civically engaged Americans by empowering a historically underrepresented class of voters.

Demos' work in this area has demonstrated that a strong effort can yield significant dividends in low-income voter registration. In the last year, Demos' work helped add hundreds of thousands of low-income Americans across the country to the voter rolls. Some highlights follow:

- In New Mexico, Demos and its partners scored a major legal victory with a December 2010 ruling by a U.S. District Judge that New Mexico was violating the rights of low-income citizens by failing to provide the voter registration services required by the National Voter Registration Act.
- In Ohio, Demos' hard-fought litigation (*Harkless v. Brunner*) has resulted in over 250,000 low-income people submitting voter registration applications at state public assistance offices since January 2010 – more than 16,000 per month. This compares to only 1,775 per month in the period before Demos filed suit.
- In Missouri, since Demos' court victory against the Department of Social Services (DSS) in 2008 (*ACORN v. Levy*), registration applications at Missouri DSS offices reached over 317,000 as of February 2011. The monthly average of 10,400 applications compares to only 649 per month during the two years before the lawsuit.

The Election Assistance Commission's July 2011 National Voter Registration Act report confirms that stepped-up oversight and enforcement of voter registration mandates at state agencies can have a dramatic impact. The report states that the impact is evident in the increase in applications at agencies, and shows that most of the top 10 performing states in the 2009-2010 period are states where there has been enforcement activity or cooperative efforts to improve public agency registration.

*Ending Prison-Based Gerrymandering:* Because state and local governments rely on Census data that is produced every 10 years when redrawing legislative districts, the Census Bureau's practice of counting incarcerated people as residents of the towns in which they are imprisoned rather than their actual home neighborhoods undermines the goal of fair representation on which the "one-person, one vote" doctrine is founded. Today, more people live in U.S. prisons than in our three least populous states combined, and African-Americans are imprisoned at more than seven times the rate of whites, often resulting in the political disenfranchisement of largely poor, urban communities of color and the disproportionate representational power of largely white rural communities. Although the 2010 Census continued this counting practice, states are not without a possible remedy. While states must redistrict each decade, they are not required, as a matter of constitutional law, to rely on Census data when drawing legislative districts. The Ending Prison Based Gerrymandering project will continue to work to address this issue during the remainder of 2011-2012 redistricting period (and beyond for some local government redistricting),<sup>3</sup> while continuing to build the case for changing the Census Bureau's policy both in the public discourse and with Census Bureau officials. Over the past year, the Project's non-partisan research, public education, and national stakeholder engagement raised awareness of and informed the debate about prison-based gerrymandering and convinced the Census Bureau to change how it publishes 2010 Census data. As a result, redistricting bodies can more easily

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<sup>3</sup> Demos and its project partner will target states whose redistricting process will not conclude until early to mid-2012, or later, include Florida, Kentucky, Montana, Tennessee, and Washington for continued public education, advocacy, research, and technical assistance to ensure that the issue remains part of the public discussion around redistricting throughout the process.

identify prison populations and draw districts without the prison population effect. The Project's continued efforts will help to defend and implement legislation enacted in New York and Maryland that will revise the Census and count incarcerated at home.

Demos' Democracy Program, which oversees the Public Agency Voter Registration and Ending Prison Gerrymandering projects, is led by Brenda Wright, who previously served as Managing Attorney at the National Voting Rights Institute in Boston and Director of the Voting Rights Project at the Lawyers' Committee for Civil Rights Under Law.

*Public Works:* Demos' Public Works program, also recommended as part of this grant, addresses the weakening support for the public sector. This lack of support undermines several US Programs priorities that require government action to achieve their goals. In the last two years alone, the Public Works program has played a key role in major policy victories in a number of states by helping frame debates over government programs and services in ways that resonate with the public while countering the harsh anti-government rhetoric of the Tea Party and others. For instance, in North Carolina it was Public Works' approach to talking about the central role of government in maintaining the common good that helped save state safety net programs by raising taxes when many were calling for tax and spending cuts. In the last year, the anti-government movement has strengthened considerably at the state and federal level, making the need for a strong response (and people prepared to issue that response) more important than ever.

The Public Works team is led by Dianne Stewart who was previously the highly-respected Executive Director of the Center for Public Policy Priorities. Ms. Stewart helps develop and tailor the advocacy strategies of organizations working on a range of open society issues: civil rights, criminal justice reform, government transparency, and mortgage industry regulation.

For these reasons, the Transparency and Integrity Fund and the Criminal Justice Fund staffs jointly recommend a renewed project support grant of \$550,000 over one year to Demos to support its Public Agency Voter Registration, Ending Prison-Based Gerrymandering, and Public Works projects.

**Grant ID:** 20033865

**Legal Name of Organization:** The Pew Charitable Trusts

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

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

**Purpose of Grant:** to support its Upgrading Voter Registration and Voter Information Projects

**Grant Description:** This grant would provide renewed support to Pew Charitable Trusts' Elections Initiatives, for its Upgrading Voter Registration and Voter Information Projects. To upgrade voter registration systems, staff works with state officials to move from reliance on paper registration forms to digital data, and towards implementation of systems that allow voter rolls to be automatically updated when a voter moves, changes his or her name, or dies. The Voter Information Project provides voters with free, nonpartisan, and official answers from elections offices to most frequently asked questions about Election Day, through an accessible online platform. This grant would advance the Transparency & Integrity Fund's priority of broadening access to the ballot and achieving the comprehensive reforms necessary to repair the defects in election administration.

**Previous OSI Support:** \$900,000  
\$300,000 from Transparency & Integrity Fund (2009-10)  
\$600,000 JEHT Foundation Emergency Fund (2009-10)

**Organization Budget:** \$339,999,000

**Project Budget:** \$4,552,892  
\$2,470,563 *Upgrading Voter Registration*  
\$2,082,329 *Voter Information Project*

**Other Sources of Support:** The Pew Charitable Trusts \$3,052,892

**Amount Requested:** \$400,000 over one year

**Is this a Contingent Grant?** No

**Amount Recommended:** \$325,000 (T1: 21109)

**Term:** 1 year, beginning November 1, 2011

**Matching Requirements:** n/a

**Description of Organization**

The Pew Charitable Trusts conducts independent research on key issues affecting the American public and advocates for nonpartisan policy solutions. It operated for five decades as a private foundation until 2004, when it restructured as a public charity, allowing it to operate programs directly. Located within the Pew Charitable Trusts' Center on the States, Election Initiatives identifies and advances reforms that produce healthier and better performing election systems. Elections Initiatives contains many different programs, including the Upgrading Voter Registration and the *Voter Information Projects*.

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

This grant would renew project support for Elections Initiatives' *Upgrading Voter Registration Program* and provide new support for its *Voter Information Project*.

The *Upgrading Voter Registration Program* seeks to improve the way voter registration is conducted at the state level by shifting the onus for registration from the private to public sector, moving from a reliance on paper registration forms to digital data, and implementing systems that allow for voter rolls to be automatically updated when a voter moves, changes his or her name or dies.

The work began in 2009 when Pew convened a working group of 42 experts, including state and county election officials from 21 states, scholars and technology specialists, to identify the weaknesses of the current system, analyze the feasibility of practical, technology-based reforms and recommend implementation strategies for states. Based on the group's conclusions, Pew developed a three-part plan for state governments: 1) use proven data-matching techniques to ensure accuracy; 2) establish new means for voters to submit information online; and 3) compare voter registration lists with a wider array of data sources to broaden the base of information used to update and verify voter rolls.

To implement this plan, Pew, together with IBM engineers, developed a data matching engine that can aggregate and match data securely and privately. The system—an electronic registration information data center—will not be a registration list but rather a tool that will allow states to identify voters who have moved or died. It will also help states to identify eligible voters who are not registered and to contact those citizens in order to register them accurately.

In this next grant period, Pew's Upgrading Voter Registration Program will deploy the technology necessary to operate this data center, which is capable of receiving data from state voter files and other official data and of generating reports that identify voters whose information has changed, eligible citizens who are not registered and potential duplicate registrations. Pew will also establish a non-profit entity by which 8-12 participating states will govern the data center's activities and assist states in formally assuming control of the entity and leveraging its benefits. It will work with an additional three to six states to secure their participation in the data center. Pew will establish a framework whereby partner states can document the effectiveness of



the project, both qualitatively and quantitatively, in preparation for comprehensive assessment in 2013.

Pew would use OSI's renewal funds specifically to support two key components of the work: ensure the successful implementation of the data center and continue to deepen relationships with the states. Pew will work closely with the states that are governing the data center during the next year and facilitate board and member meetings as needed. It will also host forums at meetings of the National Association of Secretaries of State, National Association of State Election Directors as well as other national and state-based groups to engage additional states.

Election Initiative's *Voter Information Project* (VIP) is a partnership between innovative state election offices, Google, Microsoft, and the New Organizing Institute (a Democracy & Power grantee) to build and maintain a platform of free, official, nonpartisan information to answer voters' most frequently asked questions about Election Day. VIP gets data directly from states and builds software applications to help voters find polling places, candidate names, and ballot information on how to navigate the voting process. VIP provides voters and voter engagement groups tools free of charge and is open source, so it can be used by anyone. Most importantly, all information used by the project is non-personally identifiable and requires no lobbying or legislation in states to participate.

Working with its partners, VIP aims to expand from the 35 states that are currently participating to 40 to 50 states by the 2012 elections. Additionally, it aims to respond to at least 8 million individual queries and to partner with more than 500 web sites to provide nonpartisan information on Election Day (both 33 percent increases from the 2010 elections). Pew will evaluate and, where possible, implement expansion of automated feeds to include additional information.

### **Rationale for Recommendation**

This grant would advance the Transparency and Integrity Fund's priority of broadening access to the ballot and achieving the comprehensive reforms necessary to repair the defects in election administration.

The United States' voter registration system is one of the last governmental systems entirely dependent on paper, and it is built on outsourcing voter registration to political campaigns, nonpartisan drives and the collection of forms at motor vehicle and public assistance agencies. This fragmented system, which varies procedurally from county to county, also leaves one-third of the electorate unregistered, invisible to campaigns and candidates, and therefore largely ignored in the ensuing policy debates.

Elections Initiatives responds to challenges to our elections system by initiating unusual collaborations and employing technologically innovative approaches. The *Upgrading Voter Registration Program* was developed in conjunction with state and county election officials, scholars, and technology specialists. The *Voter Information Project* brings together engagement groups such as the New Organizing Institute and companies known for cutting-edge innovations such as Google and Microsoft. Both programs capitalize on Pew's existing network of

secretaries of state, state election directors and local election officials and engage a new network of technologically savvy groups to initiate practical, technology-based reforms. Pew's data-driven, nonpartisan approach allows it to position itself as the authoritative, go-to source on state election systems and makes it a vital partner in these efforts.

*Upgrading Voter Registration* complements other efforts supported by the Transparency and Integrity Fund (the Fund). Although federal registration reform seems unlikely at this time, any national effort would require significant state infrastructure, and state efforts to modernize their voter registration systems in advance of any federal action have prepared states for it. To date, 17 states have modernized some aspect of their registration systems, due to the efforts of Pew and the Brennan Center. The Fund's support for Demos' work to ensure state compliance with the National Voter Registration Act (also recommended on this docket) is helping to broaden access to the ballot for primarily low-income populations while these more comprehensive electoral reforms advance.

The *Voter Information Project* is a much needed tool. The 2008 Pew report *Being Online is not Enough* evaluated the tools provided by state election websites and found that many states did not provide voters with easily accessible information. To fill this void, a number of organizations were gathering their own data and charging fees to non-profits and voter engagement groups for access to it. These third-party sources often provided incorrect information to voters. VIP was therefore developed and, in the 2008 elections, directly engaged with state officials in 10 states and was able to successfully disseminate accurate voting information to both voters and voter engagement groups. In 2010, VIP expanded its work to 20 states. During the 2010 election cycle, potential voters viewed VIP data over 12 million times and looked up over 6 million addresses using the embeddable polling place tool, Facebook, and a text message application. VIP software tools were available to the public through: over 300 Web sites, including national media sites such as ABC News, NPR and the Los Angeles Times; voter engagement groups, including Voto Latino, Rock the Vote, the NAACP and the Virginia Organizing Project; and political campaigns.

After reducing its support of Elections Initiatives some years ago, the Pew Charitable Trusts has, on seeing its success, doubled its support from \$2.3 million in 2010 to \$5 million in 2011. There is still a gap to be met—the JEHT Foundation had committed \$4.15 million to Election Initiatives but was only able to contribute \$1 million before the Foundation's closure. The Election Initiatives activities are being led by an experienced team capable of managing the varied relationships and approaches the project requires. It includes Michael Caudell-Feagan, the Deputy Director of the Pew Center on the States, who has over 17 years of experience working to support reform in the elections community. David Becker, project director for Election Initiatives, is a veteran of the Department of Justice's Voting Section. John Lindback, senior officer for Election Initiatives, had previously been the State of Oregon's state election director for 13 years.

For the above reasons, Transparency and Integrity Fund staff recommends a renewal grant of \$325,000 over one year to support Pew's Elections Initiatives Program.

**Grant ID:** 20033833

**Legal Name of Organization:** Lawyers' Committee for Civil Rights Under Law

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

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

**Purpose of Grant** to support its Election Protection Program

**Grant Description:** This grant would provide renewal support to the Lawyers' Committee for Civil Rights under Law for its Election Protection Program. The Lawyers' Committee is a public interest legal provider that leverages the resources of the private bar to defend civil rights. The Election Protection Program coordinates the national Election Protection coalition, which it helped establish in 2001. The Program will also engage in the fight against the current assault on the right to vote, including new photo voter ID requirements, proof of citizenship, and repeal of policies enfranchising people with criminal records. The Program will use a mix of strategies, including litigation, voter education and outreach, and will establish local election protection committees. Support for this grant advances the Transparency & Integrity Fund's goal of broadening access to the ballot, particularly for historically disfranchised communities.

**Previous OSI Support** \$3,378,406  
\$1,025,000 from TIF (2010-2012)  
\$700,000 from Equality & Opportunity Fund (2010-12)  
\$274,406 from NSI: (2009-2010)  
\$150,000 from Progressive Infrastructure: (2007-2008)  
\$450,000 from Racial Justice: (2005-10)  
\$100,000 from USJ- Re-Entry: (2004)  
\$163,000 from Independence of Judiciary: (2002-5)  
\$106,000 from Law & Soc Legal Prof: (2000-01)  
\$80,000 from Law & Soc Access to Legal: (2000-1)  
\$330,000 from Law & Soc Judicial Indep: (1998-2001)

**Organization Budget** \$7,119,838

**Project Budget** \$2,724,047

**Major Sources of Support**

|                      |           |
|----------------------|-----------|
| Ford Foundation      | \$450,000 |
| Qualcomm Corporation | \$310,000 |
| Fannie Mae           | \$250,000 |

**Amount Requested** \$500,000

**Is this a Contingent Grant?** No

**Amount Recommended** \$450,000  
\$150,000 (T1:21109), \$300,000 (T1: 21105)

**Term** 1 year, beginning October 15, 2011

**Matching Requirements:** n/a

**Description of Organization**

The Lawyers' Committee for Civil Rights under Law (Lawyers' Committee) was formed in 1963 at the request of President John F. Kennedy to involve the private bar in providing legal services to address racial discrimination. Its principal mission is to secure equal justice, through the rule of law, for all Americans. Lawyers' Committee co-counsels with law firms and corporate legal departments on all its work, receiving an average of 30,000 pro bono hours, valued at \$14 million. The national office of Lawyers' Committee is based in Washington, DC. Eight independently funded and governed Lawyers' Committees operate in Boston, Chicago, Denver, the District of Columbia, Jackson, Mississippi, Los Angeles, Philadelphia, and San Francisco. The local Committees provide a unique range of resources and representation that help to advance the organization's mission and work closely with the national office to strengthen the largest network of private lawyers in America focused on civil rights issues.

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

Lawyers' Committee is seeking renewed project support for its Election Protection Program.

In 2001, in response to structural deficiencies in elections systems, shortcomings in election administration, and manipulation of the electoral system for partisan gain, Lawyers' Committee co-founded a year-round election protection coalition. The coalition now includes 160 national and grassroots legal, civic engagement, and civil rights organizations. It works to identify and combat barriers to the ballot, which include difficulty registering and obtaining information on and access to polling sites, ID requirements, and intimidation at the polls. Lawyers' Committee's Election Protection Program also: works to create and maintain local legal leadership; engages with election officials to ensure they are educated about and fairly administer elections; develops key litigation strategies; organizes trained legal volunteers; oversees a national legal field deployment; creates and disseminates state-specific elections materials; and administers the 1-866-OUR-VOTE hotline.

Lawyers' Committee will focus on both pre-emptive efforts to protect voters over the next 11 months and election period deployment to protect voters at the time they cast their ballots. In 2011-12, working closely with other national election administration groups, Lawyers' Committee's Election Protection Program will:

- Lead the election protection coalition: Convene meetings, grow the coalition, coordinate member-organizations' efforts, and address key new threats and opportunities.
- Counter repressive voter intimidation schemes: continue to lead the *Voter ID Strikeforce*, an ad hoc coalition of organizations that coordinates with, and provides resources to, state-based partners in the fight against voter ID legislation; and educate voters as to the changes in the law by creating Voter ID Toolkits.
- Provide comprehensive local support: establish local Election Protection Legal Committees to provide direct local legal support before and during elections.
- Develop voter education and election protection materials, including comprehensive state election law manuals, FAQs and voter "tip" cards.
- Educate election officials and poll workers: train both officials and poll workers to understand and properly implement existing and new rules, dispense accurate information to voters, and prevent deceptive practices and intimidation.
- Litigate (more likely than in years past, given the many new policies and procedures).
- Maximize online and mobile technology: employ, for the first time, a new smartphone application that uses mobile technology to empower voters by providing them with key information, including registration deadlines, polling locations and hours, required identification and methods to obtain it, and late breaking news affecting the voting place.
- Staff election protection hotlines: train volunteers to man the now integrated 1-800-OUR-Vote and 1-888-Ve-Y-Vota hotlines.
- Provide voter support during the election period: deploy legal volunteers to polling places in targeted jurisdictions to assist voters.
- Create a record and key to ongoing election reform advocacy: compile reports of voter calls into the *Our Vote Live* database, establishing a real-time record of the challenges voters face.

### **Rationale for Recommendation**

Support for Lawyers' Committee for Civil Rights under Law's Election Protection Program would advance the Transparency and Integrity Fund's (the Fund) goal of broadening access to the ballot for underrepresented and marginalized constituencies, including people of color, low-income communities, and youth.

In 2008, with OSF support, Lawyers' Committee implemented the largest Election Protection Program in the coalition's history, helping one half-million voters exercise the right to vote. Media interest in the program was strong and partnerships with NBC, MSNBC, and BET helped distribute election protection resources and important election information to over 219 million viewers. The organization collected over 88,000 voter reports in its *Our Vote Live* database. During the mid-term elections of 2010, again with OSF support, Lawyers' Committee organized Election Protection Legal Committees in 25 jurisdictions, recruited, trained, and deployed over 2,000 legal volunteers, assisted voters at polls through field programs in 20 states, and collected over 13,000 reports of voter questions and problems in its *Our Vote Live* database. In 2010, OSF also provided emergency funding, which allowed Lawyers' Committee to run English- and Spanish-language television Public Service Announcements in target markets most subject to voter disenfranchisement. This campaign generated over 6 million African American impressions and almost 2 million Hispanic impressions.

Since the 2010 mid-term elections, a mass of disenfranchising legislation has made its way through state legislatures across the country, including photo ID requirements, proof of citizenship requirements, and the repeal of policies enfranchising people with criminal records. A new report released in this month by the Brennan Center estimates that over 5 million voters could be affected by these new laws. According to the report, of that number, over 3 million could be affected by photo ID laws specifically. Combined with budget cutbacks, self-appointed “election integrity” squads, and a toxic political environment, this could mean large-scale disenfranchisement in 2012. For example, with assistance from the American Legislative Exchange Council, state legislatures passed disfranchising legislation in many states this year, with photo ID now the law in seven states (Alabama, Kansas, Rhode Island, South Carolina, Tennessee, Texas and Wisconsin). A few states may yet pass photo ID laws in 2012. In Ohio and Florida, omnibus bills that include multiple provisions limiting access to the ballot became law this year. In response to this surge in restrictive activity, Lawyers’ Committee plans to implement election protection nationally, focusing intensively on the 21 states and 35 jurisdictions with the most significant voting problems: Arizona, California, Colorado, Florida, Georgia, Illinois, Louisiana, Maryland, Massachusetts, Michigan, Minnesota, Missouri, Montana, Nevada, New Mexico, New York, North Carolina, Ohio, Pennsylvania, South Carolina, Texas, Virginia, and Wisconsin.

Pre- and post-election litigation originating from reports to the hotline have resulted in the preservation of voting rights and improvements in elections administration. For example, following the 2004 election, Lawyers’ Committee and the League of Women Voters successfully sued the State of Ohio for grossly inadequate and unequal election administration. The resulting settlement ensures uniformity and consistency in the state’s elections procedures, promotes pre-election planning, improves the recruitment and training of elections officials and poll workers, and provides mechanisms for accountability. As another example, Lawyers’ Committee was successful in having polling hours extended in Baltimore, after polling places failed to open on time.

Lawyers’ Committee is responding to the current war on voting through media, advocacy, grassroots organizing and, ultimately, litigation, making its program comprehensive, effective and innovative. Some elements of Lawyers’ Committee’s Program are centerpieces of election protection each election cycle – its leadership of the Election Protection coalition and its 1-800-OUR-VOTE hotline, for example. Further, the Program is constantly improving and upgrading its component parts. Lawyers’ Committee’s hotline is now fully integrated with the Spanish-language hotline administered by the National Association of Latino Elected and Appointed Officials Education Fund, ensuring that Spanish-speaking voters receive the same support English-speaking voters do. Additionally, Lawyers’ Committee is upgrading election protection with innovations like a smartphone application, targeted at young and minority voters who use smartphones and are particularly affected by new ID requirements. Lawyers’ Committee is critical to tackling new threats to elections. The organization has taken a leadership role in the fight against photo ID requirements, leading the *Voter ID Strikeforce*, which has already been successful in beating back efforts to institute ID requirements in Ohio and Maine. Lawyers’ Committee is a key player in the field, whose sustained contributions are changing the status

quo. Lawyers' Committee's work in the lead up to what is likely to be a very contentious general election will be critical to ensure minimal disruption of the election period itself.

For the above reasons, the Transparency and Integrity Fund staff recommends a renewal grant of \$450,000 over one year to Lawyers' Committee to support its Election Protection Program.

**Grant ID:** 20033836

**Legal Name of Organization:** Project Vote

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

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

**Purpose of Grant** to support its Election Administration Program

**Grant Description:** This grant would provide new project support to Project Vote for its Election Administration Program. Project Vote is a national organization dedicated to increasing voter registration and civic participation of historically underrepresented groups. Its Election Administration Program seeks to ensure that national, state, and local voting rights laws are properly enforced and that voting remains free, fair, and accessible to all eligible voters. The Program employs a mix of strategies, including research, advocacy, education, communications and litigation, coordinating closely with other national groups working in this area. In the leadup to the 2012 elections, the Program's key activities will include: litigation challenging voter ID policies; work with counties to optimize registration and voting systems; mitigation of partisan caging<sup>4</sup> and challenger schemes; and the provision of advice, advocacy tools, and customized research to agencies, nonprofits, and lawmakers seeking to improve election policies and procedures. Support for this grant advances the Transparency & Integrity Fund's goal of broadening access to the ballot, particularly for historically disfranchised communities.

**Previous OSI Support** \$1,000,000 from Progressive Infrastructure Grant (2006-2007)

**Organization Budget** \$4,213,487

**Project Budget** \$2,047,000

|                                        |                          |           |
|----------------------------------------|--------------------------|-----------|
| <b><u>Major Sources of Support</u></b> | Irving Harris Foundation | \$50,000  |
|                                        | Mott Philanthropic       | \$300,000 |
|                                        | Stoneman Family Fund     | \$300,000 |

**Amount Requested:** \$650,000 over two years

**Is this a Contingent Grant?** Yes

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<sup>4</sup> Voter caging is the practice of sending mail to addresses on the voter rolls, compiling a list of the mail that is returned undelivered, and using that list to purge or challenge voters registrations on the grounds that the voters on the list do not legally reside at their registered addresses



**Amount Recommended**      \$600,000 (\$270,000 in year one; \$330,000 in year two)  
\$50,000 (T1:21109), \$220,000 (T1: 21105)

**Term**                                      2 years, beginning October 15, 2011

**Matching Requirements:**      n/a

**Description of Organization**

Project Vote was founded in 1994 with a mission of increasing voter registration and civic participation among historically underrepresented citizens. Project Vote’s work is conducted through three programs: the Voter Participation Program, the Public Agency Voter Registration Project, and the Election Administration Program. These programs are staffed by 18 professional staff and consultants, whose expertise includes the management of grassroots field programs, voting rights law and litigation, social science research and program evaluation, and earned media.

Project Vote’s Election Administration Program was created in 2004, when it became clear that systemic barriers and poor practices had interfered with voters’ ability to register and cast valid ballots. The Program seeks to ensure that low-income Americans, young Americans and Americans of color, in particular, vote, and cast a vote that counts.

While Project Vote closely partnered with ACORN in its voter registration work, it has cleanly severed those ties and reestablished itself as a leader in the election administration field.

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

Project Vote is seeking project support for its Election Administration Program, which pursues voting rights litigation, advocates for voter-inclusive policies, and works to mitigate partisan voter suppression schemes. It does so using a mix of strategies including litigation and legal advocacy; research and analysis; communications and media relations, and education. Program staff work in close coordination with other key election administration organizations, including the Advancement Project, the Lawyers’ Committee on Civil Rights under Law, the Brennan Center for Justice, the Fair Elections Legal Network, and the Campaign Legal Center.

This year, the Program is prepared to address the wide range of election administration problems that could arise in the lead up to and during the 2012 elections. The Program has begun to build coalitions both at the national and state levels to ensure optimal coordination and readiness to act strategically and nimbly. Project Vote’s specific efforts will include:

- 1) Working with local organizations and 501(c)(3) tables to increase coordination and capacity to identify and resolve all state and local barriers to voting;
- 2) Working with national partners to identify voter ID litigation strategies;
- 3) Bringing litigation challenging state laws requiring citizens to document their identity to vote or creating other barriers to registration and voting;

- 4) Ensuring the public and poll workers are aware of all available and acceptable forms of ID;
- 5) Working with counties to optimize registration and voting systems and ensure they are ready for high volume activity and able to provide minority language support;
- 6) Mitigating partisan caging and challenger schemes; and
- 7) Providing advice, advocacy tools, and customized research to agencies, nonprofits, and lawmakers seeking to improve election policies and procedures.

In much of this work, Project Vote will collaborate with other key election administration groups. It will collaborate with the Lawyers' Committee on Civil Rights under Law to coordinate its pre-election work and on Election Day; and it will coordinate its efforts to organize the civic engagement sector with the Lawyers' Committee's work to organize local legal sectors. Project Vote will also collaborate with the Fair Elections Legal Network on student voting and minority language support issues and with the Brennan Center on voter registration-related litigation.

Project Vote will engage in two specific partnerships, one with the Advancement Project (a U.S. Programs Anchor Grantee) and one with the Campaign Legal Center (a Transparency and Integrity Fund grantee). As in the last general election cycle, Project Vote and the Advancement Project will each take responsibility for a set of states and also share responsibility for a few large states. This year, Project Vote will lead in Arizona, Colorado, Michigan, Montana, and New Mexico. The Advancement Project will lead in Missouri, Nevada, North Carolina, Virginia, and Wisconsin. The two groups will share responsibility for Florida, Ohio, Pennsylvania and Texas. In these 14 states, they will hire locally-based election administration staff to increase the capacity, coordination, and expertise of local organizations. The two groups will devise a single litigation strategy to address common problems and will export transferable lessons from one state to another. In states where there are unique election administration problems, they will tailor their litigation strategies to specific circumstances.

The second partnership is with the Campaign Legal Center (the Center). The two groups will work to develop and implement a comprehensive program to combat the rapidly proliferating voter suppression and intimidation schemes. When suppression groups challenge voter registrations, Project Vote and the Center will oppose inappropriate efforts to remove names of legitimate voters from the rolls. When these groups pressure voter registrars and election officials, Project Vote and the Center will respond with legal action. Project Vote and the Center will also prepare sample pleadings for use by local community groups also working to protect the right to vote, so these efforts do not have to be duplicated each time there is a voter suppression incident. Finally, they will recruit and train monitors to work at the polls during the election period to protect voters from intimidation.

### **Rationale for Recommendation**

This grant would advance the Transparency and Integrity Fund's goal of broadening access to the ballot for underrepresented and marginalized constituencies, including people of color, low-income communities, and youth.

Since the 2010 mid-term elections, there has been a surge in states' passage of disenfranchising policies, including but not limited to photo voter ID and proof of citizenship requirements. A new report released this month by the Brennan Center estimates that over 5 million voters could be affected by these new laws. (Making matters worse, budget cuts have led to closure of government agencies at which IDs may be procured.) This year, state legislatures have already passed disenfranchising voter ID legislation in seven states (Alabama, Kansas, Rhode Island, South Carolina, Tennessee, Texas and Wisconsin). In Ohio and Florida, omnibus bills that include multiple provisions limiting access to the ballot become law this year. Florida's law includes restrictions on early voting, which may adversely affect already underserved populations: of the 2.1 million early votes cast in 2008, 22% were cast by African-American voters. With budget cuts, growing vote suppression and voter intimidation efforts, conditions are ripe for mass disenfranchisement in 2012.

Over its 17-year history, Project Vote has become a unique, single-issue organization dedicated to facilitating the civic participation of underrepresented Americans. Each election cycle shows the group to be increasingly effective. In 2008, Project Vote's Election Administration Program succeeded in getting a directive issued by Ohio's Secretary of State that protected as many as 600,000 voters from disenfranchisement. The Program also repelled New Mexico's effort to suppress voting by new citizens and reinstated to the rolls voters in who had been illegally removed. In 2010, the Program played a leadership role in poll monitoring activities in high-density, urban precincts in Cleveland, Ohio, St. Louis, Missouri, and Richmond, Virginia, and helped coordinate local, state, and national responses to issues that arose.

Project Vote's collaborations are strategic and significantly enhance the efficacy of its work. Its partnership with the Campaign Legal Center is timely, innovative and critical. Suppression groups around the country are gearing up to review voter registration lists, challenge the registration of voters that the suppression groups' ad hoc calculus deems suspect, pressure the local registrar to remove those voters from the rolls, and recruit and train poll watchers to prevent voters they suspect of fraud from casting a ballot. Project Vote and the Center – to which Project Vote will subgrant a portion of this grant - have crucial and complementary expertise: the Center has gathered substantial research on suppression groups and has the tools and experience to take quick legal action if necessary, while Project Vote has experience working with local groups and voters on voter protection issues and has a legal staff with considerable experience in election administration litigation.

Project Vote's Executive Director, Michael Slater, joined the organization with more than a decade's experience in community, labor and faith-based organizing. As Deputy Director, he helped build the Election Administration Program and led successful efforts to overturn restrictive voter registration laws in seven states, including the landmark *Project Vote v. Blackwell* case. Since he became Executive Director in 2008, Slater has overseen the growth of all of Project Vote's programs, transforming the organization into one of the nation's leading voting rights and advocacy organizations.

Campaign Legal Center's work will be led by Gerald Hebert, Executive Director and Director of Litigation at the Center. From 1973 to 1994, Hebert served in the Department of Justice in many

capacities, including Acting Chief, Deputy Chief, and Special Litigation Counsel in the Voting Section of the Civil Rights Division.

For the above reasons, the Transparency & Integrity Fund recommends a contingent project support grant of \$600,000 over two years to support Project Vote's Election Administration Program.

**Grant ID:** 20033870

**Legal Name of Organization:** Public Interest Projects

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

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

**Purpose of Grant:** to support the State Infrastructure Fund

**Grant Description:** This grant would provide new project support to the Public Interest Project's State Infrastructure Fund or SIF, which will support state-based election administration and voter protection groups. SIF is a donor collaborative which, in 2010, distributed \$2 million to 41 organizations working in three areas: voter engagement; election administration; and strategic communications. For the 2012 election cycle, SIF will continue its grantmaking in those areas, focusing on groups in Colorado, Florida, Ohio, Pennsylvania, Massachusetts, Michigan, Minnesota, North Carolina, New Mexico, Nevada and Wisconsin. As SIF is a donor-advised fund, the Transparency & Integrity Fund (the Fund) will be able to direct OSF funds to key state-based groups that it identifies once an assessment of state groups' capacity in the field is completed later this month. As many election administration donors invest in SIF, it provides an efficient vehicle for election administration grantmaking. Further, it allows the Fund to move funds quickly and efficiently to key states, addressing critical needs as they arise, better filling gaps and taking advantage of opportunities. This grant would advance the Transparency & Integrity Fund's goal of broadening access to the ballot, particularly for historically disfranchised communities.

**Previous OSI Support:** n/a

**Organization Budget:** \$36,895,309

**Project Budget:** \$6,000,000

|                                         |                                  |             |
|-----------------------------------------|----------------------------------|-------------|
| <b><u>Major Sources of Support:</u></b> | Carnegie Corporation             | \$7,451,950 |
|                                         | Ford Foundation                  | \$6,342,500 |
|                                         | <i>State Infrastructure Fund</i> |             |
|                                         | Carnegie Corporation             | \$1,000,000 |
|                                         | HKH Foundation                   | \$ 250,000  |
|                                         | Bauman Foundation                | \$ 250,000  |

**Amount Requested:** \$400,000 over one year

**Is this a Contingent Grant?** No

**Amount Recommended:** \$325,000  
\$95,000 (T1:21109), \$230,000 (T1:21105)

**Term:** 18 months, beginning November 1, 2011

**Matching Requirements:** n/a

**Description of Organization:**

Public Interest Projects (PIP) operates grantmaking, technical assistance, and strategic planning programs for institutional and individual donors interested in social justice and human rights. PIP has incubated several nonprofit organizations, including the Environmental Support Center, Public Employees for Environmental Responsibility and Taxpayers for Common Sense. It also administers re-granting collaboratives supported by OSF, including the U.S. Human Rights Fund and the Four Freedoms Fund.

PIP's State Infrastructure Fund or SIF is a donor collaborative, established in 2010 to coordinate funding to promote voter engagement and education. In 2010, SIF raised and distributed \$2 million to 41 organizations working in ten states. SIF donors can work directly with state based funders to identify funding strategies that will address core needs and can leverage additional resources both in states and nationally.

SIF is governed by a Steering Committee comprised of representatives from the Carnegie Corporation of New York, McKay Foundation, Bauman Foundation, HKH Foundation, and Committee on States, among others. The Steering Committee, which may be expanded to include institutional or individual donors, approves all grant recommendations. A team of seasoned staff and consultants housed at Public Interest Projects conduct due diligence on proposed grantees and make funding recommendations based on SIF's strategic priorities.

While Public Interest Projects generally charges donors 15 percent to cover these administrative costs, the Carnegie Corporation is covering 12 percent of them. As a result, OSF will only be responsible for a processing fee of 3 percent.

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

This grant will provide new project support for State Infrastructure Fund's election administration work.

SIF's election administration work aims to strengthen the field of nonpartisan organizations working to reform the voting system and protect all voters before and during Election Day 2012. SIF will support complementary initiatives, including legal strategies to protect disenfranchised voters, efforts to combat proposals to limit voting, voter education programs, and poll work on or

leading to Election Day. The fund will target work in states with repressive policies, including Colorado, Florida, Ohio, Pennsylvania, Massachusetts, Michigan, Minnesota, North Carolina, New Mexico, Nevada, and Wisconsin.

### **Rationale for Recommendation**

Support for SIF's election administration work would advance the Transparency & Integrity Fund's goal of broadening access to the ballot for historically underrepresented and marginalized constituencies.

The 2010 Census demonstrated that Latinos and African Americans - populations with high rates of disenfranchisement - are the fastest growing cohorts in the U.S. population, having grown by 55 and 13 percent, respectively, since 2000. It is these same groups for whom casting a ballot is most difficult, by virtue of longer voting lines, greater numbers of procedural challenges, and problems at polling places. To the extent these groups cannot, and therefore do not, vote, politicians are less responsive to their opinions and exclude them from important public policy decisions.

Adding to these existing barriers to voting for minority communities, state legislatures across the country began last year to wage a major assault on the right to vote. In the most recent legislative cycle, 32 state legislatures explored legislation to compromise voting rights by requiring identification at the polls and in eight states, ID requirements became law (Alabama, Georgia, Indiana, Kansas, South Carolina, Tennessee, Texas, and Wisconsin). A few states may yet pass similar ID laws in 2012. African Americans have driver's licenses at half the rate of whites, and the disparity increases among younger voters; only 22% of black men aged 18-24 have a valid driver's license. Not only are minority voters less likely to possess a photo ID, they are also more likely than white voters to be selectively asked for an ID at the polls. In New York City - which has no ID requirement - a study showed that poll workers illegally asked one in six Asian Americans for an ID at the polls, while white voters were permitted to vote without showing an ID.

In addition to minority communities, youth are also especially impacted by voter identification policies, particularly those that disqualify student IDs from the list of acceptable photo identification for voting. Some new proposals go further and explicitly make voting more difficult for college students, such as a recent proposal in the New Hampshire State House to create a special voter residency standard for students and members of the military. In Ohio and Florida, omnibus bills that include multiple provisions limiting access to the ballot became law. Florida and three other states also chose to curtail early voting this year, regressive change that will have a significant negative effect on participation. (Florida and Ohio put an end to "Sunday voting;" black voters comprised nearly a third of the turnout on the Sunday before Election Day in 2008.) These attempts will suppress turnout among these classes of voters, and the implications could be significant.

SIF will respond to these assaults on voting by coordinating donor funding of state-based groups engaged in litigation, advocacy, voter education and voter protection. Having distributed over \$2 million to over 40 state-based groups in the last election cycle, SIF has the experience necessary

to make state-based grants in the coming election cycle. The Fund's election administration portfolio largely focuses on funding experienced national election administration groups. While these national grantees are doing important work, they do not have presence on the ground in the states. Given the unusually high volume of state-level activity, activity that is likely to continue into the next set of legislative sessions, the Fund believes it is strategic to place these funds at SIF.

OSF would sit on and work closely with the SIF Steering Committee to make funding decisions and ensure effective and efficient election administration grant making. Through this grant, OSF and other donors would equip state civic engagement tables and their local partners with the capacity and expertise to fight anti-voter policies and actions. Because SIF can quickly move funds to key regions and address critical needs as they arise, it can leverage its donors to fill important gaps and take advantage of strategic opportunities. For example, in early September, Wisconsin officials put a gag order on Department of Motor Vehicle workers who might tell voters about free voter IDs. (The state even fired one worker who told his colleagues how to get the free ID.) OSF, through SIF, would be able to rapidly respond to these increasingly frequent kinds of actions as they emerge and be able to connect national election administration resources and organizations to state and local groups. OSF would also be able to quickly respond to unanticipated efforts to intimidate voters.

In recommending to SIF where OSF funds should be invested, Fund staff will also be guided by an important assessment commissioned by Wellspring Advisors, one that is exploring the "work, effectiveness, and capacity of organizations focused on voting rights issues at both national and state-based levels." Since this report will be released after U.S. Programs' last docket of the year, the Fund will use SIF to direct OSF resources to where they are most needed in late 2011 and during 2012. SIF will also provide funders with ongoing state-based research and analysis needed to make sound investment decisions, providing an efficient mechanism for national foundations such as OSF to channel funding to local and state-based organizations doing critical election administration work. SIF will complete an in-depth evaluation comparing grantees' goals to their achievements to determine their efficacy. This evaluation will help OSF make future funding determinations.

For the above reasons, Transparency & Integrity Fund staff recommends a new project support grant to the State Infrastructure Fund of \$325,000 over two years to support its election administration work.



**Grant ID:** 20033910

**Legal Name of Organization:** Public Citizen

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

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

**Purpose of Grant:** to support the work of the Corporate Reform Coalition

**Grant Description:** Public Citizen, founded in 1971, is a national organization dedicated to ensuring that government and corporations are held accountable for their actions. Public Citizen seeks funding to support the Corporate Reform Coalition (the Coalition), an alliance of over 70 government watchdogs, socially responsible investment firms, academics, unions, state pension funds, and corporate governance experts. In 2011-12, the Coalition will: 1) Advance state-level policies that require disclosure of all political spending and mandate shareholder approval of such spending; 2) Persuade selected S&P 500 corporations to adopt internal policies that require disclosure of all political spending and mandate shareholder approval of such spending; 3) Win Securities and Exchange Commission adoption of a regulatory rule that requires all publicly-traded companies to disclose political spending as part of their larger SEC-mandated reporting processes, and; 4) Convince major institutional investors and mutual funds to vote in favor of shareholder resolutions calling for corporate disclosure of political spending and shareholder approval of such spending. This grant would advance the Transparency and Integrity Fund's goal of responding to the Supreme Court's decision in *Citizens United* by reducing corporate spending in political campaigns.

**Previous OSI Support:** \$427,151  
\$100,000 from Access to Medicines (2009-10)  
\$50,000 from LA Global Initiatives (2009-10)  
\$177,151 from Medicine as a Profession Grants (2000-01)  
\$100,000 from US Programs General Grants (2001)

**Organization Budget:** \$9,107,793

**Project Budget:** \$675,000

**Major Sources of Support:**

|                           |           |
|---------------------------|-----------|
| Ettinger Foundation       | \$337,500 |
| Deer Creek Foundation     | \$300,000 |
| Rockefeller Brothers Fund | \$200,000 |

|                                                     |           |
|-----------------------------------------------------|-----------|
| Ford Foundation                                     | \$150,000 |
| <i>Corporate Reform Coalition</i> (to be requested) |           |
| Democracy Fund                                      | \$100,000 |
| Wallace Global Fund                                 | \$75,000  |

**Amount Requested:** \$350,000

**Is this a contingent grant?** n/a

**Amount Recommended:** \$450,000 (T1:21109)

**Term:** 1 year, beginning October 1, 2011

**Matching Requirements:** Any renewal contingent upon funding the full amount of the 2011-2012 project budget.

**Description of Organization:**

Public Citizen, founded by Ralph Nader in 1971, is a national organization dedicated to ensuring that government and corporations are held accountable for their actions. Public Citizen works to advance health, safety, and democracy, and promote a just and equitable economy using a combination of research, organizing, public education, litigation, and legislative advocacy. Public Citizen, based in Washington, D.C., convenes and staffs the Corporate Reform Coalition.

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

Public Citizen seeks funding to support the Corporate Reform Coalition (the Coalition), an alliance of over 70 government watchdogs, socially responsible investment firms, academics, unions, state pension funds, and corporate governance experts. The alliance came together in the wake of the Supreme Court's decision in *Citizens United*, sparked by a common belief that changing corporate political spending practices was one of the most important (and one of the few) routes available for slowing the metastatic growth of corporate spending in American elections. After a year of organizing and initial activity, the Coalition is now entering campaign mode with separate taskforces leading discrete pieces of the campaign that all advance a shared goal: to increase transparency and accountability of corporate political spending.

The Coalition is pursuing the following goals in 2011-12:

- Execute state-level campaigns for policies that require disclosure of all political spending and mandate shareholder approval of such spending in California, Connecticut, Massachusetts, and Washington, while seeding work in Delaware;
- Organize campaigns that persuade selected S&P 500 corporations to adopt internal policies which require disclosure of all political spending and mandate shareholder approval of such spending. Likely targets are Goldman Sachs, AT&T, and Bank of America;
- Win Securities and Exchange Commission adoption of a regulatory rule that requires all publicly-traded companies to disclose political spending as part of their larger SEC-

mandated reporting process. A group of corporate law professors recently petitioned the SEC to adopt such a rule; the Coalition will work to build support for that petition from investors, economists, and others; and

- Convince major institutional investors and mutual funds to vote in favor of shareholder resolutions calling for corporate disclosure of political spending and shareholder approval of such spending, focusing resources on persuading Fidelity and Vanguard, two of the largest mutual fund firms in the nation.

Public Citizen manages the campaign, coordinating and mobilizing the varied capacities, expertise, and connections of its members. The Coalition has devised clear tasks in the areas of research, communications, messaging, outreach, and organizing with taskforces overseeing discreet parts of the overall effort.

While most of this grant would provide flexible support that could be used to fund any part of the Coalition's campaign, part would be earmarked to specifically support the Corporate Disclosure Resource Center, a one-year-old research organization (previously funded through a project grant from OSF) that is uncovering the donations and activities of the U.S. Chamber of Commerce. The resource center is a key member of the Coalition, providing investigative capacity that advances all of the Coalition's goals, particularly the SEC rulemaking.

### **Rationale for Recommendation:**

The Transparency and Integrity Fund (the Fund) recommends a project support grant of \$450,000 over one year. This grant would advance the Fund's goal of responding to the Supreme Court's decision in *Citizens United* by reducing corporate spending in political campaigns. While the Board will be thinking more about our specific strategies in this area going forward, this grant continues an area of work we've been pursuing and that has been discussed with the Board.

When the Supreme Court handed down its decision in *Citizens United*, it opened the floodgates to unlimited corporate political spending while leaving few avenues for reform of an increasingly corrupt electoral system. In his majority opinion, Justice Anthony Kennedy provided protection for one reform tool: "With the advent of the Internet, prompt disclosure of expenditures can provide shareholders and citizens with the information needed to hold corporations and elected officials accountable for their positions and supporters." But such disclosure is far from a reality given secret donations and weak corporate disclosure policies. After consultation with campaign finance experts (academics, lawyers, and advocates), we have concluded that funding efforts aimed at increasing corporate disclosure (by both improving and enforcing current policies) is one of the most important and possibly fruitful means of limiting the damage from *Citizens United*.

The Corporate Reform Coalition has developed a promising campaign to advance disclosure of political spending by pursuing a number of interwoven yet distinct goals. Recognizing that legislative victory (in the form of a federal Shareholder Protection Act) is unlikely in the next few years, the Coalition has developed a campaign that can advance this agenda in key states (California, Connecticut, etc.) and institutions (the SEC), building direct and indirect pressure on

corporations to abandon secretive political spending practices. The Coalition has laid out clear research and organizing goals and streamlined its work into discrete taskforces in pursuit of each goal. This structure also allows for the efficient sharing of resources and capacities, including communications and messaging efforts.

Of value to OSF is that by funding the Coalition we streamline our support for this part of our post-*Citizens United* strategy. Many current and former OSF grantees are participating in the Coalition, including Common Cause, U.S. PIRG, Young People For, the Center for Political Accountability, and the Coalition for Accountability in Political Spending. Rather than making individual grants to various members of this Coalition, a single grant administered by Public Citizen means funds can be allocated to the most promising approaches and opportunities as they arise. A combined grant also creates strong incentives for Coalition members to collaborate rather than pursuing uncoordinated individual agendas.

The Coalition is led by Lisa Gilbert who is in our estimation (and that of many others who have worked with her) one of the most impressive campaign organizers working in Washington. When Ms. Gilbert left U.S. PIRG to join Public Citizen in 2010, we were concerned that her energy and expertise on corporate accountability would be lost. Instead, she quickly built the Coalition out of her new institutional home, bringing together a diverse alliance that unites far more than the “good government” usual suspects. While all approaches to dealing with *Citizens United* present challenges, we believe that this Coalition represents one of the best hopes for short-term progress.

For the above reasons, Transparency and Integrity Fund staff recommends a grant of \$450,000 over one year to support Public Citizen’s Corporate Reform Coalition.

**Grant ID:** 20033847

**Legal Name of Organization:** Proteus Fund, Inc.

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

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

**Purpose of Grant:** to provide support to the Piper Fund for its judicial independence portfolio

**Grant Description:** The Proteus Fund is a foundation dedicated to supporting advocacy on issues of justice, democracy, human rights, and peace. Proteus houses the Piper Fund, a donor collaborative that combines research, evaluation, technical assistance, and grant making to support efforts that decrease the influence of money in our democracy. The proposed grant would provide support for two Piper initiatives: its new Judicial Independence initiative as well as the ongoing work of the (OSF co-chaired) Funders’ Committee for Civic Participation Working Group on Money & Politics. The Judicial Independence initiative will provide a vehicle through which donors may identify, support, and evaluate state-level reform efforts to reduce the corrupting influence of money in the judiciary. The Money & Politics Working Group advances funding on money and politics through information exchange, research, and planning among donors across the nation. This grant would support the Transparency and Integrity Fund’s goal of ensuring courts at the state and federal levels remain fair and impartial. It would also advance the Transparency and Integrity Fund’s goal of reducing the influence of money and politics through close collaboration with others engaged in related work, including funders.

**Previous OSI Support:** \$2,568,000  
\$23,000 from Transparency and Integrity (2011)  
\$75,000 from Jonathan Soros Fund (2011)  
\$425,000 from Equality and Opportunity Fund (2009-11)  
\$250,000 from Transparency and Integrity Fund (2010)  
\$750,000 from National Security & Human Rights (2010)  
\$450,000 from Strategic Opportunities Fund (2007)  
\$100,000 from Progressive Infrastructure (2007)  
\$495,000 from U.S. Justice Fund (2006)

**Organization Budget:** \$8,916,818

|                                           |                                                                  |
|-------------------------------------------|------------------------------------------------------------------|
| <b><u>Project Budget:</u></b>             | \$1,674,507                                                      |
| <b><u>Major Sources of Support:</u></b>   | Vanguard Charitable Endowment Program \$1,600,000                |
| <b><u>Amount Requested:</u></b>           | \$350,000 over one year                                          |
| <b><u>Is this a contingent grant?</u></b> | No                                                               |
| <b><u>Amount Recommended:</u></b>         | \$350,000 (\$315,000 from T1: 21110 and \$35,000 from T1: 21109) |
| <b><u>Term:</u></b>                       | 1 year, beginning November 1, 2011                               |
| <b><u>Matching Requirements:</u></b>      | n/a                                                              |

**Description of Organization:**

Based in Amherst, Massachusetts, Proteus Fund is a foundation to advance justice through democracy, human rights and peace. Proteus partners with individual and institutional donors to achieve its goals through strategy development, research, and fund management. Proteus focuses on tailored grant making initiatives that are responsive to new opportunities in fast-changing policy arenas and have high impact on debates and outcomes in those arenas, particularly by encouraging donor collaboration and efficient sharing of resources.

The Piper Fund is a donor-advised fund dedicated to reducing the influence of money in American politics. Created in 1997 as part of the Proteus Fund, Piper has partnered with individual donors and foundations to invest approximately \$1 million annually in innovative efforts to reduce corporate political influence and transform our campaign finance system. Piper has awarded a total of almost \$12 million over the course of the fund’s history. Piper combines research, evaluation, and technical assistance with direct grant making to support tested strategies.

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

The Piper Fund seeks support for its new Judicial Independence initiative and for the ongoing work of the Funders’ Committee for Civic Participation Working Group on Money & Politics.

Following many months of discussion and collaboration with OSF and the Vanguard Charitable Endowment Program (Wellspring Advisors), the Piper Fund has established a Judicial Independence initiative to provide a vehicle through which donors may identify, support, and evaluate state-level reform efforts to reduce the corrupting influence of money in judicial elections. Piper has identified four strategic areas for its work:

1. *Advance policies that can reduce or minimize the influence of money on the judiciary.*  
Piper will support coalitions of state and national organizations working to educate the

public, develop model policies (and practices), and work with issue experts on: improving judicial campaign financial disclosure laws (); defending and advancing judicial public financing systems; strengthening recusal rules; and advancing judicial merit selection systems.

2. *Broaden and diversify the judicial independence movement.* Piper will make grants to bring new constituencies and organizations into the Justice at Stake Campaign (a long-time OSF grantee that leads a 50+ member coalition advancing fair and impartial courts in the states). Specifically, Piper will identify and support groups that have been underrepresented in judicial reform efforts, but whose constituents have much to lose from current attacks on judicial independence. These constituencies include communities of color, environmental groups, small business, labor, and the LGBT community. Piper will also better integrate judicial independence groups with the broader money and politics community.
3. *Build the communications capacity of advocates of judicial reform.* Leveraging the communications infrastructure that Piper is developing for the broader money and politics movement, Piper will work with groups in the Justice at Stake coalition both nationally and at the state level to provide messaging research, build individual organizations' communications capacity, and support rapid response communications capacity for state and national coalitions.
4. *Make rapid response grants for state-level work.* Piper will provide state and national organizations with timely support to take advantage of windows of opportunity for advancing state reforms, counter attacks on the judiciary, and respond to other efforts to undermine judicial independence.

In all of these efforts, Piper will provide research, technical assistance, evaluation, and administrative support to OSF and its funding partners, working collaboratively to assess potential areas of work and assure greater coordination in state judicial reform efforts.

The recommended grant would also support the ongoing work of the FCCP Working Group on Money & Politics. Established earlier this year, the FCCP Working Group is co-chaired by Laleh Ispahani of the Transparency and Integrity Fund and Marc Caplan of the Piper Fund. The goal of the Working Group is to coordinate funding on money and politics through information exchange, research, and planning among donors across the nation, in order to ensure that the relatively small amount of funding on this issue has maximum impact. OSF support would defray costs of working group activities, in particular: hiring staff to coordinate working group efforts, organizing funder briefings, conducting research projects, and creating new communications systems to ease information sharing among funders (including a members-only website).

### **Rationale for Recommendation**

The Transparency and Integrity Fund (the Fund) recommends a grant of \$350,000 over one year. This grant would support the Fund's goal of ensuring courts at the state and federal levels remain fair and impartial. It would also advance the Fund's goal of reducing the influence of money in politics through close collaboration with others engaged in related work, including funders.

Over the past decade, corporate interests have flooded state judicial elections with campaign cash. Working through front groups such as the U.S. Chamber of Commerce (and its affiliates), the National Association of Manufacturers, and others, these special interests have also attacked and undermined laws and ethics rules (i.e. public financing, merit selection, recusal) aimed at maintaining judicial independence. These well-coordinated attacks have too often been successful, creating courts that are increasingly beholden to donors instead of accountable to law and the Constitution. Public confidence in the fairness and impartiality of the courts is reaching new lows as a result.

In response, Fund staff has spent the past 18 months working closely with Justice at Stake leadership and coalition members to develop and begin execution of a five-year strategic plan that lays out clear goals and shared efforts for advancing judicial independence, judicial diversity, and access to justice in the state and federal courts. The plan involves high levels of coordination and collaboration among groups to execute campaigns in states where the threats are greatest and opportunities for victory are highest. This evaluation and planning process identified the need for an entity like the Piper Fund Judicial Independence initiative. Over the past few years, we have had difficulty providing timely, strategic funding for state-level judicial reform campaigns. In our initial efforts on judicial independence, we provided annual, sustained support for groups in four states that were, a decade ago, seen as the most likely sites for reform. This funding strategy provided little flexibility, however, when conditions on the ground changed in those states or threats emerged in new locales. Working through the Piper Fund, we (along with Wellspring Advisors, a new and significant funding partner that we helped bring to this work) will be able to move money more quickly, nimbly, and strategically than through direct grants from OSF. Piper staff will provide valuable experience and capacity to assess state-level opportunities, work with state-level coalitions to develop campaigns, and move funds when and where they are needed most.

Support for the FCCP Working Group will allow for sharing of information and coordination of funding strategies to maximize the impact of work addressing the influence of money in politics. This is particularly important as the 2012 election cycle gets underway and new opportunities and crises emerge that require coordinated funder action.

We are particularly pleased to be able to work on both these efforts with Piper Fund Senior Program Officer Marc Caplan and his staff. Mr. Caplan is an accomplished veteran on the issue of money and politics, with a decade at the Piper Fund and many years organizing and leading government reform efforts in Connecticut and New England. Since *Citizens United*, he has taken a lead in identifying gaps in money and politics advocacy (such as communications capacity) and is working to fill those gaps. Having him as a dedicated partner in the judicial independence work means significantly increasing our capacity to move the Justice at Stake coalition forward in a more coordinated and strategic manner.

For the above reasons, Transparency and Integrity Fund staff recommends a grant of \$350,000 over one year to support Proteus Fund, Inc's Piper Fund.



**Grant ID:** 20033845

**Legal Name of Organization:** National Center for Access to Justice

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

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

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

**Grant Description:** The National Center for Access to Justice (the Center) is the only national organization exclusively dedicated to policy reforms that make courts fair and accessible to all. Created in 2010 with support from OSF, the Center engages in research, advocacy, and provision of technical assistance to state governments, reform advocates, and others on matters including court funding, indigent defense, and language access in the criminal and civil courts. The Center's primary project is a Justice Index that will assess the performance of state court systems on a number of measures. The Center is partnering with Transparency and Integrity Fund grantee the National Center for State Courts, as well as advocacy groups and select state court systems, to develop the index. Support for the Center would advance the Transparency and Integrity Fund's strategic goal of ensuring fair, impartial, and diverse courts.

**Previous OSI Support:** \$100,000  
\$50,000 from Transparency and Integrity Fund (2010)  
\$50,000 from Criminal Justice Fund (2010)

**Organization Budget:** \$494,600

**Project Budget:** n/a

**Major Sources of Support:**

|                           |           |
|---------------------------|-----------|
| Public Welfare Foundation | \$100,000 |
| New York Foundation       | \$50,000  |
| Anonymous                 | \$100,000 |

**Amount Requested:** \$150,000 over one year

**Is this a contingent grant?** Yes

**Amount Recommended:** \$200,000 (T1: 21112)

**Term:** 2 years, beginning September 1, 2011

**Matching Requirements:** n/a

## **Description of Organization**

The National Center for Access to Justice (the Center) is a non-partisan organization dedicated to ensuring American courts and legal institutions are fundamentally fair. The Center's prime objective is to strengthen the justice system and close the justice gap for individuals and families. The Center is the only national organization exclusively dedicated to advancing the interests of vulnerable people in the civil and criminal justice systems.

The Center, created in 2010, is led by David Udell who served from 1996 through 2010 as director of the Justice Program at the Brennan Center for Justice. He helped create the Brennan Center and led many of its reform initiatives, including the fight to reverse federal legal services funding restrictions. The Center's board of directors is chaired by Hon. George Bundy Smith, former Judge of the New York Court of Appeals. The Center resides at Cardozo Law School.

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

The National Center for Access to Justice works to ensure that people are able to secure access to the courts and achieve fair outcomes without regard to their financial means, racial background, language ability, or immigration status. It deploys a variety of tools – public education, organizing, research, public advocacy, and litigation – to achieve its goals. It partners with law professors and students, draws on the pro bono resources of the private bar, and works with a broad range of stakeholders (including court officials, prosecutors, defenders, government officials, allied organizations, and people across the political spectrum).

The Center's signature effort is to research and develop a Justice Index. Envisioned as a quantitative evaluation of access to justice in the states' court systems and a tool for reform, the Justice Index tracks a variety of indicators, including access to counsel in criminal and civil courts, access to translators for non-English proficient people, time to disposition of various types of cases, use of fees and fines to fund courts, and judicial diversity. It compares state and local courts on factors like cost, recidivism, and crime reduction in order to better evaluate whether courts are fulfilling their mandates to provide justice equally to all people.

Having spent the past year designing the Justice Index and evaluating its viability in consultation with a wide range of stakeholders and issue experts, the Center will now focus on gathering relevant data and launching the Index. As a first step, the Center will rely on data already available from courts, in third party reports, and through simple research. The Center will make this information available on a new Justice Index website ([www.justiceindex.org](http://www.justiceindex.org)) and will promote use of the site through presentations at conferences and to court leaders and advocacy groups.

Important information about access to justice is often not measured or gathered in the first place, so the Center will also begin an intensive pilot project to gather information about the number of people unrepresented in state court proceedings (both civil and criminal). Working cooperatively with the state court systems in New York and Utah, the Center will design and implement systems within those states' courts to gather such data. The Center will work closely on every

aspect of the Justice Index project with the National Center for State Courts (a Transparency and Integrity Fund grantee), benefitting from that organization's research capacity, storehouse of information, and strong relationships with state Supreme Court Chief Justices and court administrators.

The Center is hosted by the Benjamin N. Cardozo School of Law, founded at Yeshiva University in 1976. Located in Manhattan, the law school enrolls approximately 1,100 students in its J.D. and LL.M. programs. Cardozo has developed a reputation for its dedication to public interest law and lawyering. It is home to the Innocence Project (a grantee of the Criminal Justice Fund), the Immigration Justice Clinic, and the Kukin Program for Conflict Resolution. Having its home at Cardozo gives the Center access to faculty expertise, student researchers, and alumni relationships. Cardozo also provides the Center with free rent.

### **Rationale for Recommendation**

The Transparency and Integrity Fund (the Fund) recommends a contingent general support grant of \$200,000 over two years. This grant would advance the Fund's goals of ensuring fair and impartial courts at the state and federal levels.

At a time when states are struggling to fill massive budget gaps, court systems that have been under resourced for decades now face significant additional reductions that directly impact their ability to fulfill their constitutional role and meet their duty to provide equal justice for all those who enter their doors. To fill budget gaps, state legislatures and court systems are closing courthouses (or curtailing hours), cutting budgets of public defender offices, and eliminating court-funded translators. At the same time, the U.S. Supreme Court and the lower federal courts have issued many decisions in the last few years that undermine or eliminate Constitutional and procedural protections that helped protect vulnerable populations' access to courts and equal justice in criminal and civil contexts. In such an atmosphere, the need for focused advocacy on access to justice issues is greater than ever.

The Center is the only organization in the nation dedicated exclusively to research and advocacy on access to justice concerns. Founder and Executive Director David Udell is a well-known and highly-respected advocate and thinker on the issue of access to justice in the civil and criminal contexts. As the founding Director of the Brennan Center's Justice Program, Mr. Udell has experience developing strategies, obtaining funding, guiding research, and collaborating with state officials and advocates alike to push for reform on access to justice issues. Burt Neuborne, the Brennan Center's legal director, serves on the Center's board.

The Justice Index is the Center's signature advocacy tool for advocating to protect critical state court services. Last year, Laurence Tribe (until recently the Senior Counsel for Access to Justice at the Department of Justice) urged state Chief Justices to embrace a method of grading a state's legal system "in terms of how well or poorly it is delivering justice to the state's people." State court leaders see the Index as a means to push state legislators and governors to provide the funding that courts need to fulfill their constitutional role as an independent third branch of government. Community advocates understand the value of an Index in providing hard numbers that help make the case for basic court services essential to providing equal justice for the poor

or less powerful. Researchers describe the nation's courts as the "most understudied" in terms of performance, making it challenging to assess and improve state courts.

In its first year, the Center has quickly established a reputation as a go-to source for information, research, and advocacy on access to justice issues; working with court officials (including state Chief Justices) and advocacy groups alike. It has also well exceeded the fundraising goals it set for itself at its founding. All of this bodes well for the group as it plans to expand its staff and pursue its projects in the coming year.

For the above reasons, Transparency and Integrity Fund staff recommends a renewal grant of \$200,000 over two years to support the National Center for Access to Justice.

**Grant ID:** 20033839

**Legal Name of Organization:** American Constitution Society for Law & Policy

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

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

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

**Grant Description:** The American Constitution Society for Law & Policy (ACS) is a national membership organization, comprised of law students, law professors, judges, practicing lawyers, and others, that seeks to transform and revitalize legal debate in the United States. Founded in 2001 on the model of the Federalist Society, ACS seeks to promote an alternative vision of law that emphasizes protection of individual rights and liberties, respect for human dignity, equality under the law, and equal access to justice. ACS currently has over 100 active chapters in law schools and cities around the country. In 2011 and 2012, ACS will launch two major new initiatives to engage and mobilize its membership on key open society priorities. The first will involve an alliance with the National Legal Aid and Defender Association (a Criminal Justice Fund grantee) to monitor state and local civil and criminal courts, gathering data on access to justice issues (access to counsel, translators, etc.) that will be used to make the case for court reform and increased court funding. The second will ally ACS with the Justice at Stake coalition to involve members in state-level debates over judicial selection reform and judicial diversity in state and federal courts. ACS is a U.S. Programs Multi-Issue Anchor Grantee because it advances multiple priorities. The grant would advance the Transparency and Integrity Fund's goal of ensuring courts at the state and federal levels remain fair and impartial. The grant would advance the National Security and Human Rights Campaign's goal of ending a range of abusive counterterrorism policies and implementing more progressive national security policies that respect civil liberties, human rights, and the rule of law. The grant would advance the Criminal Justice Fund's (CJF) interest in eliminating racial disparities and securing a fair and equitable justice system by improving indigent defense services and systems. Finally, the grant advances the Equality and Opportunity Fund's goal of supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and lift barriers that prevent people from participating fully in economic, social, and political life.

**Previous OSI Support:** \$7,310,224  
\$400,000 from Transparency and Integrity Fund (2008-10)  
\$175,000 from Progressive Infrastructure (2007)  
\$2,218,536 from USJF (1998, 2000-2007)  
\$90,000 from Chairman's Fund (2007)  
\$15,000 from CEP (2005)  
\$21,000 from Legal Inst. Justice (2005)  
\$3,240,000 from L&S (1997-2004)  
\$75,000 from U.S. Programs General (2002)  
\$850,000 from ELF (1997-1999)  
\$25,688 from President's Fund (1996-97, 1999)

**Organization Budget:** \$4,142,930

**Project Budget:** n/a

**Major Sources of Support:**

|                         |             |
|-------------------------|-------------|
| Atlantic Philanthropies | \$1,200,000 |
| The Sandler Foundation  | \$500,000   |
| HJW Foundation          | \$300,000   |

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

**Is this a contingent grant?** No

**Amount Recommended:** \$1,500,000 (T1: 21104)

**Term:** 2 years, beginning January 1, 2012

**Matching Requirements:** \$250,000 per year from new donors or increased contributions from existing donors

### **Description of Organization**

The American Constitution Society for Law & Policy (ACS) is a national membership organization, comprised of law students, law professors, judges, practicing lawyers, and others, that seeks to transform and revitalize legal debate in the United States. Founded in 2001 on the model of the Federalist Society, ACS seeks to promote an alternative vision of law that emphasizes protection of individual rights and liberties, respect for human dignity, equality under the law, and equal access to justice. ACS currently has over 100 chapters in law schools and cities around the country. These chapters provide members an opportunity to learn about and debate key legal issues, connect with other others dedicated to advancing progressive legal and constitutional values, and advance much-needed legal change.

In the five years since OSF's last grant, ACS has grown and evolved as an organization and become a key partner in advancing multiple U.S. Programs goals. Its membership has increased both in numbers and levels of activity, building a network of influential lawyers, judges,

government officials, and law professors who have the ability to sway policy discussions and outcomes. For example, over the past few years ACS has worked collaboratively with the Constitutional Accountability Center and the Center for American Progress (both U.S. Programs grantees) to speed up the pace of judicial nominations and confirmations. ACS has used its national network to help identify promising candidates for judgeships, capitalized on its relationships with high-level members of the administration to put those names into consideration, connected its influential members with key Senators to speak about the centrality of courts in protecting legal and Constitutional gains made over the past century, and communicated with journalists to shape the dialogue about judicial nominations in the national media.

ACS has established itself as a major player in debates over the meaning and role of the law and the Constitution in the United States. In 2009 it released two widely-discussed books on Constitutional interpretation and the future of the Constitution. *Keeping Faith with the Constitution* and *The Constitution in 2020* both received major media attention and have led to ongoing debates and discussions in law schools around the country and within the progressive legal community. ACS is presenting a series of webinars to its members on Constitutional interpretation and meaning in order to better arm them for debates in their schools, courts, and communities. Finally, this fall ACS launched an initiative to send its members into primary and secondary schools around the country to teach about the meaning of the Constitution.

In 2011 and 2012, ACS will launch two major new initiatives to engage and mobilize its membership. First, ACS will ally with the National Legal Aid and Defender Association (a Criminal Justice Fund grantee) to monitor state and local civil and criminal courts, gathering data on access to justice issues that will be used to make the case for court reform and increased court funding. Second, ACS will collaborate with the Justice at Stake Campaign (a long-time OSF grantee that leads a 50+ member coalition advancing fair and impartial courts in the states) to involve members in state-level debates on judicial selection and ethics reform and judicial diversity in state and federal courts. Already, this alliance has led to publications and events aimed at diversifying the pool of candidates for state and federal court judgeships.

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

The proposal requests general support funding.

### **Rationale for Recommendation**

On behalf of U.S. Programs, the Transparency and Integrity Fund (the Fund) recommends a grant of \$1,500,000 over two years. ACS is one of nine Multi-Issue Anchor Grantees in U.S. Programs. These grantees are key partners that advance multiple priorities. The grant would advance the Fund's goal of ensuring courts at the state and federal levels remain fair and impartial. The grant would advance the National Security and Human Rights Campaign's goal of ending a range of abusive counterterrorism policies and implementing more progressive national security policies that respect civil liberties, human rights, and the rule of law. The grant would advance the Criminal Justice Fund's interest in eliminating racial disparities and securing a fair and equitable justice system by improving indigent defense services and systems. Finally,

it advances the Equality and Opportunity Fund's goal of supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and to lift barriers that prevent people from participating fully in economic, social, and political life.

When a group of lawyers and judges founded the American Constitution Society 10 years ago, their goal was to create a progressive analog to the conservative Federalist Society. In the decade since, ACS has succeeded in establishing a national membership network that is developing, debating, disseminating, and advancing a progressive vision of the Constitution and the role of the government and courts in our nation. While legal conservatives and conservatism remain dominant (particularly in the U.S. Supreme Court), ACS and its members are now closing the gap and challenging conservative legal ideology in courts, classrooms, and the media. ACS is part of an increasingly well-coordinated legal community, as evidenced by its close working relationships with such groups as the Center for American Progress, the Constitutional Accountability Center, the National Legal Aid and Defenders Association, and Justice at Stake (all OSF grantees).

Much of this progress is attributable to the efforts of Caroline Fredrickson, who took the helm at ACS in 2009 when former Executive Director Lisa Brown left ACS to take a high-level position in the White House. Previously Legislative Director of the ACLU's Washington Office, Ms. Fredrickson has brought greater focus to the organization's work, moving ACS increasingly in the direction of direct engagement in policy debates and discussions (and away from the "law school debating society" model of its early years). ACS observers credit her leadership (and ACS's role more generally) in successfully pushing the White House and Senate to speed up the pace of judicial nominations and confirmations this year. Under her leadership, ACS has also successfully challenged the dominant narrative that the Affordable Care Act's individual mandate is unconstitutional. Working closely with Simon Lazarus of the National Senior Citizens Law Center (another Fund grantee) ACS has forced the media to recognize another perspective on the law's constitutionality, reshaping debates over the law in the process.

While ACS has grown in terms of membership and influence since our last grant, we commissioned a top-to-bottom evaluation of the group as part of this renewal process with the goal of identifying areas where ACS can better define its goals to improve its work and increase its impact. That evaluation has helped us identify four key benchmarks for ACS to meet over the next year (benchmarks ACS must meet if we are to release the second year of funding). Those benchmarks are:

1. *Develop a clear and shared organizational understanding of how ACS fulfills its mission of "influencing national policy debates."* While Ms. Fredrickson has done a great deal to clarify the organization's mission, the evaluation showed that ACS leadership, membership, and stakeholders continue to have differing ideas about how best to exercise its influence in policy debates. While uniform thinking on this front is impossible in an organization as large, dispersed, and diverse as ACS, we expect Ms. Fredrickson to further clarify and mobilize staff and membership around the more active and directed approach that ACS has taken in debates over judicial nominations.
2. *Better engage and mobilize membership to advance ACS' policy goals.* One recurring critique of ACS by its members is that the organization does not offer sufficient



opportunities to get involved in law and policy campaigns. Too often, membership involves, at most, attending panels, receiving email updates, or making donations. As evidenced in ACS' judicial nominations work and as planned in the access to justice and judicial selection reform campaigns, ACS is beginning to correct this situation. It is already in the process of restructuring its membership department but we have made clear that evidence of continued improvement in meaningfully engaging its members is essential to our renewed support.

3. *Develop more creative, varied, and effective models for ACS work.* Like many organizations, ACS had fallen into a rut in terms of its tactics. Discussion panels, whether at its national convention or chapter events, have become the default mode of operation. Similarly, ACS has continued to issue policy briefs, but with little attention to seeing that the ideas contained in those papers actually influence policy debates and decisions. Again, we see evidence that this is changing, but expect ACS to focus on outcomes rather than outputs in 2012, developing new models for events, for chapters, for issue work, and for idea development.
4. *Improve evaluation methods of all ACS efforts.* OSF's external evaluation of ACS revealed too little internal evaluation of the group's work. What evaluation does exist tends to be numerical (i.e. how many events, attendees, web views, etc.). Instead, evaluation should focus on the impact ACS is having on key debates and legal outcomes. We expect ACS to develop stronger evaluation capacity, either through hiring consultants or a director of evaluation, to assure that the organization is constantly assessing whether its work is achieving the organization's strategic goals and mission.

Though these benchmarks are significant, we are confident that ACS can meet them. Monitoring the organization's progress will involve significant work from staff over the next year, but given ACS' important and growing role in supporting and advancing so many of U.S. Programs' goals, we see this grant and its monitoring as a wise allocation of OSF resources.

For the above reasons, Transparency and Integrity Fund staff recommends a grant of \$1,500,000 over two years to support the American Constitution Society

**Grant ID:** 20033904

**Legal Name of Organization:** Foundation for National Progress (*Mother Jones*)

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

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

**Purpose of Grant:** to support *Mother Jones*' Dark Money reporting project

**Grant Description:** *Mother Jones* is a nonprofit news organization that specializes in investigative and political reporting. *Mother Jones* currently has two main platforms: an award-winning bimonthly national magazine with a paid readership of 200,000 and a website featuring new, original reporting that attracts two million online monthly readers. This project grant would support *Mother Jones*' Dark Money reporting project, which will produce journalism that investigates the impact of special interest money on American political life, with a particular focus on state and local elections, including judicial elections. Dark Money will combine database-driven reporting with strong narrative journalism, and will make extensive use of data visualizations to help make complex stories accessible and compelling. Support for *Mother Jones* advances the Transparency and Integrity Fund's goal of strengthening accountability journalism on critical open society issues at the state and local level, and would also advance the Fund's interest in addressing the undue influence of money on the American political process and tracking the impact of the Supreme Court's decision in *Citizens United v. Federal Election Commission*.

**Previous OSI Support:** n/a

**Organization Budget:** \$9,300,000

**Project Budget:** \$833,300

|                                         |                                                         |           |
|-----------------------------------------|---------------------------------------------------------|-----------|
| <b><u>Major Sources of Support:</u></b> | Lannan Foundation                                       | \$200,000 |
|                                         | Park Foundation                                         | \$140,000 |
|                                         | <i>Dark Money Reporting Project</i><br>McKay Foundation | \$100,000 |

**Amount Requested:** \$320,000 over two years

**Is this a Contingent Grant?** No

**Amount Recommended:** \$320,000 (T1: 21108)

**Term:** 2 years, beginning November 1, 2011

**Matching Requirements:** n/a

**Description of Organization:**

Established in 1976, the Foundation for National Progress exists to publish and support *Mother Jones* magazine. *Mother Jones* is an independent news organization that specializes in investigative and breaking news reporting on politics, the environment, human rights, and culture. *Mother Jones* currently has two main platforms: an award winning bimonthly national magazine and a website featuring new, original reporting. *Mother Jones* has been nominated for 23 National Magazine Awards – the industry’s highest honor – and has won six times, including for General Excellence in 2001, 2008, and 2010. *Mother Jones* also won the Online News Association Award for Online Topical Reporting in 2010.

*Mother Jones* magazine has 200,000 subscribers; overall readership of the magazine, based on independent marketing analyses, is approximately 740,000. The online audience has grown steadily over the past several years; during the first half of 2011, MotherJones.com averaged over two million unique visitors per month, and upwards of 6 million page views.

Mother Jones engages in partnerships with a range of media organizations, including the Pulitzer Center for Crisis Reporting, MSNBC, *the Atlantic*, the Center for Investigative Reporting, *Slate*, *Wired*, and Yahoo News.

*Mother Jones* is home to an ambitious internship and fellowship program. Over the past 30 years, more than 700 interns and fellows have worked closely with the magazine’s editors and writers, fact-checking, researching, and writing original reported stories for print and online.

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

This project grant would support *Mother Jones*’ Dark Money reporting project, which will produce journalism that investigates the impact of special interest money on American political life. Dark Money will combine database-driven reporting with strong narrative journalism, and will make extensive use of data visualizations—both static and animated—to help make complex stories accessible and compelling.

Dark Money will focus attention on the influence of special interest money on state level executive, legislative, and judicial elections, and will place these stories in a national context, showing the systemic nature of the problems of money in politics. *Mother Jones* aims to build a dynamic hub of reportorial and multimedia storytelling. In addition to deep investigative reporting, Dark Money will generate a steady drumbeat of daily news coverage of special interest money in politics – how it has changed after the *Citizens United* decision, who benefits, how it shapes American politics, and how it affects families, workplaces, and communities. This

work will be made available in formats designed to engage average readers, not just those with an intense focus on politics.

The objective of the Dark Money reporting project is not only to produce high quality journalism, but also to ensure that this reporting receives the widest possible distribution and has the greatest impact. To this end, the Dark Money reporting, design, and outreach team will develop partnerships with print and broadcast news organizations, and make extensive use of social media to reach, inform, and help engage audiences.

*Mother Jones* plans to collaborate closely with Transparency and Integrity Fund (the Fund) grantee the Center for Investigative Reporting (CIR), which also plans increased reporting on money and politics in 2012. *Mother Jones* and CIR will jointly create a database of major donors and other campaign finance players in the 2012 election, including bundlers, Super PAC executives, committees, and individual donors. They will work with the key transparency organizations including Fund grantees MapLight, the Sunlight Foundation, the National Institute on Money in State Politics and the Center for Responsive Politics to compile a publically available database of unique information including deep biographies, statistical analyses, and unique and compelling data visualizations.

By jointly developing this database, *Mother Jones* and CIR will build an infrastructure for everything from investigative deep dives to daily coverage of breaking news. With this collaboration, *Mother Jones* and CIR will avoid duplication and ensure that they each focus on the stories that are best suited to the strengths of the respective organizations. *Mother Jones* and CIR also plan to partner with the online newsmagazine *Salon*. Bill Moyers is planning to feature reporting by both *Mother Jones* and CIR on his new weekly public television program.

### **Rationale for Recommendation**

The Transparency and Integrity Fund recommends a grant of \$320,000 over two years to support *Mother Jones*' Dark Money reporting project. Support for *Mother Jones* advances the Transparency and Integrity Fund's goal of strengthening accountability journalism on critical open society issues at the state and local level, and would also advance the Fund's interest in addressing the undue influence of money on the American political process and the impact of *Citizens United v. Federal Election Commission*.

*Citizens United* eliminated barriers to corporate involvement in the American political system, allowing companies to anonymously spend millions to influence electoral outcomes. This poorly regulated world of private financing of the political sphere – what *Mother Jones* calls the “Dark Money” regime – threatens American democracy, distorts the public discourse, and increases the level of distrust and skepticism many Americans hold about the public sphere. At a time when special interest groups are preparing to spend unprecedented amounts of money to influence the most basic and far-reaching political decisions about the future of the country, it is particularly important to have skilled reporters working to uncover the biggest campaign financiers and what they expect to get in return for their investments.

*Mother Jones* is a vibrant and growing news organization with a reputation for high-quality independent reporting, compelling storytelling and striking visuals. *Mother Jones* aims to impact the news cycle by breaking stories that help shift the national conversation towards critical facts and ideas. Recognizing that the best reporting is of limited value if it doesn't reach a broad and influential audience, *Mother Jones* has been a leader in developing partnerships with a diverse range of media organizations. *Mother Jones* is also a pioneer in the use of social media to distribute its reporting, and as a way to build a community of interest around a topic.

The 2012 elections will be the first national elections held in the wake of *Citizens United*. With nearly 14 million Americans out of work, the U.S. engaged in multiple wars, and a fierce political debate in Washington over the place of government in our society, the stakes are that much higher in understanding who is trying to game the system and why. The public has a right to know about the workings of government, including spending by individuals and special interests to influence the political process. Effective, informed civic participation requires journalism that helps the public navigate a purposefully obscure process. *Mother Jones* aims to create journalism that is compelling, shareable, and motivating, and that can help inform the public debate.

For the above reasons, Transparency and Integrity Fund staff recommends a grant of \$320,000 over two years to support *Mother Jones*' Dark Money reporting project.

**Grant ID:** 20033903

**Legal Name of Organization:** Trustees of Columbia University in the City of New York

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

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

**Purpose of Grant:** to support the *Columbia Journalism Review's* Campaign Desk States Project

**Grant Description:** The *Columbia Journalism Review's* (CJR) mission is to encourage and stimulate excellence in journalism in the service of a free society. This grant would support CJR's Campaign Desk States Project, which will build a network of CJR correspondents in a dozen states deemed key to policy and political debates related to the 2012 elections. Correspondents will monitor local and regional election coverage and will call attention to instances where the press enables ideological fear mongering, rhetorical distortion and manipulation of public opinion, factual errors, and intellectual dishonesty. Correspondents will also monitor the quality of news coverage related to the increasing influence of money on state and local elections. CJR will develop partnerships with a range of organizations, including WNYC's *On the Media* and the Poynter Institute. Support for the Columbia Journalism Review advances the Transparency and Integrity Fund's (the Fund) goal of strengthening accountability journalism on critical open society issues at the state and local level. This grant would also address the Fund's interest in countering extreme polarization, misinformation, and the decline of fact-based discourse, and the Fund's interest in addressing the increasing influence of money on the American political process in the wake of the Supreme Court's *Citizens United* decision.

**Previous OSI Support:** \$7,750,491  
\$800,000 from Transparency and Integrity Fund (2008, 2010)  
\$3,659,697 from U.S. Programs (1997-2008)  
\$3,290,794 from various OSI sources (1997-2008)

**Organization Budget:** \$2,767,000 (*Columbia Journalism Review*)

**Project Budget:** \$850,000

**Major Sources of Support:** Atlantic Philanthropies \$150,000  
The Schumann Foundation \$ 25,000

*Support for the Campaign Desk States Project*  
The Omidyar Network \$550,000

**Amount Requested:** \$425,000 over two years

**Is this a Contingent Grant?** No

**Amount Recommended:** \$300,000 (T1: 21108)

**Term:** 2 years beginning October 1, 2011

**Matching Requirements:** n/a

**Description of Organization**

The Columbia Graduate School of Journalism (the Journalism School) is one of the leading academic institutions dedicated to educating new generations of journalists and upholding the standards of excellence of the profession as a whole. It was founded in 1912 and is located in New York City. The Columbia Journalism Review (CJR) was founded in 1961 and is housed at the Journalism School. CJR's mission is to encourage and stimulate excellence in journalism in the service of a free society. CJR is published six times a year, and offers a deliberative mix of reporting, analysis, criticism, and commentary. The CJR.org website is updated daily, delivering real-time criticism and reporting. CJR is a watchdog of the press in all of its forms, including newspapers, magazines, radio, television, and the Internet. CJR examines day-to-day press performance and the many forces – political, economic, technological, social, and legal – that affect how events are reported, giving CJR a vital presence in the ongoing conversation about the future of high quality reporting in the U.S., with a focus on ethics and standards.

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

This grant would support CJR's Campaign Desk States Project, which will build a network of CJR correspondents in up to a dozen states deemed key to the 2012 elections and to policy and political debates beyond the elections. (This project builds on CJR's existing Campaign Desk, a pioneering effort at real-time press criticism and record-correction, which OSF helped create in 2004.) Correspondents will monitor local and regional press coverage and call attention to instances where the press enables ideological fear mongering, rhetorical distortion and manipulation, missing context, factual errors, and intellectual dishonesty. Correspondents will also monitor the quality of news coverage related to the increasing influence of money on state and local elections. CJR will develop partnerships with a range of organizations, including WNYC's *On the Media*, and the Poynter Institute.

CJR will recruit correspondents who will work in the following states: Iowa, New Hampshire, South Carolina, Ohio, Florida, Pennsylvania, and Nevada. Other states that will be considered are Colorado, Michigan, Wisconsin, Arizona, Missouri, North Carolina, and Virginia. Because of the shifting nature of a political campaign, CJR might launch this in certain states for the primary elections, and move it to others for the general election.

The correspondents' work will be a combination of real-time record-correction and press criticism of specific stories and more considered analysis and critique of storylines and trends. The project will be part of CJR's broader Campaign Desk effort, which is led by CJR deputy editor Clint Hendler. Mr. Hendler covers politics and government transparency issues for CJR. A former staffer at *The NewsHour with Jim Lehrer*, his writing has been published by *Mother Jones*, *The Nation*, *The Independent*, and *The New York Times*.

The Campaign Desk States Project will remain active after the 2012 elections are over. CJR's Campaign Desk evolved into a permanent feature to monitor how the press handles the year-round efforts of politicians and interest groups to frame issues and use language to manipulate public opinion around policy debates such as Social Security, health care, and the national debt. If the Campaign Desk States Project is successful, CJR is prepared to make it a permanent part of the CJR newsroom.

### **Rationale for Recommendation**

The Transparency and Integrity Fund (the Fund) recommends a project support grant of \$300,000 over two years to support the *Columbia Journalism Review's* Campaign Desk States Project. Support for CJR advances the Fund's goal of strengthening accountability journalism on critical open society issues at the state and local level. This grant would also address the Fund's interest in countering extreme polarization, misinformation, and the decline of fact-based discourse, and the Fund's interest in addressing the increasing influence of money on the American political process.

Since the January 2010 Supreme Court opinion in *Citizens United v. Federal Election Commission*, an unprecedented wave of money has flooded the political system, and is impacting state legislative and judicial elections. This influx of money comes at a time when the traditional watchdog functions of news organizations have been heavily eroded. An enormous amount of power is concentrated in state government, and it is critical that the public has ongoing access to a variety of sources of credible information about the effects of state and local legislative action – and about the moneyed interests that have increasing opportunities to influence those actions and conceal their identities. The CJR Campaign Desk States Project will monitor press coverage of the role of money in the 2012 elections and help us understand the practical impact of *Citizens United* on public understanding of the increasingly hidden forces that influence elections.

An open society requires a diverse, independent, and highly-functioning press that can provide factually accurate reporting, sort fact from fiction, and help hold both the public and private sector accountable. Fast-paced and dramatic changes in technology, advertising, and consumer habits have upended the field of journalism, and fear-mongering and unsupported opinions increasingly supplant facts. Rather than combat these trends, many of today's reporters, producers, and editors facilitate confusion and misinformation. Under economic pressure and unable to produce sufficient reporting and fact-checking to bring context and accuracy to complex public policy debates, many news organizations simply quote both sides without exploring the facts and context of a debate.



A fractured media creates echo effects in American public discourse, by which lies and manipulations spread through multiple channels, often deliberately amplified by private interests. The situation has worsened in recent years as politicians, media personalities, corporate executives, and public relations firms have become more sophisticated in the tactics of public persuasion and manipulation. The political press has been slow to push back and decidedly uncreative and timid when it does, more concerned about being accused of being too partisan than about rigorous and accurate reporting. Campaigns and their operatives, official and otherwise, know that they can say almost anything about their opponents and trust that the partisan press will simply shout back and forth to a stalemate, while the serious, nonpartisan press will report the claims and counterclaims straight, never making a full-throated effort to adjudicate the dispute. Thus do the untruths, half-truths, and distortions get lodged and perpetuated in the public consciousness.

CJR's Campaign Desk States Project will attempt to address these conditions by holding news organizations to high ethical standards and by ensuring that they are accountable to the public. CJR's mission has always been to improve the performance of journalism. Since the Campaign Desk launched in 2004 with OSF support, CJR has taken aim at the corruption of the public discourse around politics. The States Project is a logical extension of the mission of Campaign Desk. CJR's ideology holds that the press must play a vital role in securing a democratic conversation, and its agenda is to sustain and improve the quality of that conversation by encouraging valuable reporting and turning a critical eye on work that falls short.

In developing this grant, the Transparency and Integrity Fund is working closely with the Omidyar Network, which is developing a new funding area designed to improve fact-based civic discourse and reduce the impact of fear mongering on the political process. Omidyar will develop a set of metrics to evaluate the impact of the Campaign Desk States Project, and will share its findings with OSF.

For the above reasons, Transparency and Integrity Fund staff recommends a grant of \$300,000 over two years to support the *Columbia Journalism Review's* Campaign Desk States Project.

**Grant ID:** 20033902

**Legal Name of Organization:** The Community Renewal Society

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

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

**Purpose of Grant:** to support the *Chicago Reporter*, an independent investigative news organization that identifies, analyzes, and reports on the social, economic, and political issues of metropolitan Chicago with a focus on race and poverty

**Grant Description:** The Community Renewal Society is a faith-based organization that supports research and reporting on education, government, housing, criminal and social justice, and economic conditions. This project grant will support the *Chicago Reporter*, an independent investigative news organization that identifies, analyzes, and reports on the social, economic, and political issues of metropolitan Chicago with a focus on race and poverty. Support for the *Chicago Reporter* advances the Transparency and Integrity Fund's goal of strengthening accountability journalism on critical open society issues at the state and local level.

**Previous OSI Support:** n/a

**Organization Budget:** \$3,406,331

**Project Budget:** \$641,000

**Major Sources of Support:** For the *Chicago Reporter*

|                      |           |
|----------------------|-----------|
| McCormick Foundation | \$100,000 |
| MacArthur Foundation | \$ 75,000 |
| Ford Foundation:     | \$ 87,500 |

**Amount Requested:** \$75,000 over six months

**Is this a Contingent Grant?** No

**Amount Recommended:** \$75,000 (T1: 21108)

**Term:** 6 months beginning November 1, 2011

**Matching Requirements:** No. OSF support will release matching funds from the Challenge Fund for Journalism

### **Description of Organization:**

Founded in 1882, the Community Renewal Society is a faith-based organization that informs, organizes and trains communities and individuals to advocate for social and economic justice. Community Renewal's organizing and training arm includes 60 different faith congregations throughout the Chicago metropolitan area advancing racial and economic justice. Civic Action organizers work with congregational leaders to build relationships within their churches, identify new leaders in the congregation, and engage the church in local, city-wide, and state-wide campaigns for justice.

Community Renewal supports research and reporting on education, government, housing, criminal and social justice, and economic conditions through its independent, award-winning publications: the *Chicago Reporter*, described below, and *Catalyst Chicago*, which serves as a watchdog and resource, fueling efforts to improve the Chicago public school system.

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

This project grant would support the *Chicago Reporter*. Since 1972, the *Chicago Reporter* has specialized in in-depth reporting on issues related to race and poverty in metropolitan Chicago. Through data, analysis, and the compelling stories of those most affected by inequality, the bimonthly print and online news magazine serves as an important watchdog of government and other institutions. The *Chicago Reporter* has also launched a weekly radio show in partnership with WBEZ Chicago Public Radio.

The *Chicago Reporter's* core areas of coverage are criminal justice, affordable housing, public health, government and politics, labor and employment, and immigration. The *Chicago Reporter*, which is editorially independent of Community Renewal Society, has a long history of shaping dialogue and effecting policy change through its reporting.

### **Rationale for Recommendation**

The Transparency and Integrity Fund (the Fund) recommends a grant of \$75,000 over six months to support the *Chicago Reporter*. Support for the *Chicago Reporter* advances the Fund's goal of strengthening accountability journalism on critical open society issues at the state and local level. OSF support will trigger the release of matching funds from the Challenge Fund for Journalism.

The *Chicago Reporter* was founded at the Community Renewal Society in 1972 to serve as a barometer of Chicago's progress in addressing racial disparities. As one of America's most segregated cities, and the home of what was the nation's largest public housing development, Chicago continues to experience racial and economic inequalities like those seen in the 1960s and 1970s. The *Chicago Reporter* serves a critical role by focusing the power of investigative reporting on difficult social, economic and political issues that rarely receive thorough examination. The results are compelling examinations, thoughtful analyses, and open dialogue on the source of these issues and potential remedies to curb them.

The *Chicago Reporter's* signature investigative focus, and its commitment to presenting issues in a dispassionate and unbiased way, allowed it to gain tremendous credibility over time. A decade after its inception, the *Chicago Reporter* was used by Mayor Harold Washington to redress longstanding racial inequalities in the distribution of city services. Almost 25 years later, its investigation of racially disparate home mortgage lending sparked a lawsuit filed by Illinois Attorney General Lisa Madigan that resulted in an \$8.7 billion settlement with Countrywide Financial to modify more than 400,000 home loans nationwide. Today, the *Chicago Reporter* serves a wide, diverse and influential audience of policymakers and government officials, members of traditional and new media, social service providers, public policy experts, and members of the general public interested in racial and economic equality.

The *Chicago Reporter* is a watchdog for both the private and public sectors. Its 2009 investigation uncovered substantial racial disparities between majority black nursing homes and majority white nursing homes in Illinois, even when factoring for the income of nursing home residents. In May 2010, both houses of the Illinois General Assembly passed sweeping nursing home reform legislation aimed at improving the quality of care in Illinois nursing homes. Lawmakers and advocates credited the *Chicago Reporter* and the *Chicago Tribune* with providing the spark for reform.

The *Chicago Reporter* has developed lasting partnerships with a range of community organizations, public policy groups, lawmakers, corporations, and other media outlets. Reporter staff members are often invited to moderate panel discussions and provide analysis or commentary. The *Chicago Reporter's* data analyses are often sought by media, public policy officials, lawyers, and academics throughout Illinois and across the nation. The *Chicago Reporter* is currently working with a class of graduate students at Northwestern University to identify new opportunities for the news organization to reach and engage people across a range of digital platforms.

The *Chicago Reporter* also serves as an important training ground for young journalists, especially people of color. The *Chicago Reporter* has partnered with One Economy to teach high school students about investigative journalism.

For the above reasons, Transparency and Integrity Fund staff recommends a grant of \$75,000 over six months to support the *Chicago Reporter*.

**Grant ID:** 20033901

**Legal Name of Organization:** Center for Public Integrity

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

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

**Purpose of Grant:** to support the creation of a new reporting initiative to investigate waste, fraud, and abuse in defense and national security spending

**Grant Description:** The Center for Public Integrity is one of the oldest and largest nonprofit news organizations in the United States. Its mission is to produce original investigative journalism about significant public issues to make institutional power more transparent and accountable. This project support grant would enable the Center for Public Integrity to create a new high-level reporting initiative that will investigate waste, fraud, and abuse in defense and national security spending. Support for the Center for Public Integrity advances the Transparency and Integrity Fund's goal of strengthening accountability journalism on critical open society issues. This grant will be made in partnership with the OSI-DC office.

**Previous OSI Support:** \$3,661,754  
\$400,000 Transparency and Integrity Fund (2008-2009)  
\$1,959,630 Chairman's Grants (1999-2003)  
\$633,124 Presidential Grants (1998-2011)  
\$375,000 Gov. and Public Policy (1998-2002)  
\$294,000 Law and Society (2000-2001)

**Organization Budget:** \$8,321,000

**Project Budget:** \$950,000

**Major Sources of Support:**

|                                                  |           |
|--------------------------------------------------|-----------|
| Ford Foundation                                  | \$830,000 |
| MacArthur Foundation                             | \$250,000 |
| Park Foundation                                  | \$250,000 |
| <i>Project Support for Defense Spending Desk</i> |           |
| Ploughshares Fund                                | \$50,000  |

**Amount Requested:** \$300,000 over three years

**Is this a Contingent Grant?** Yes

**Amount Recommended:** \$300,000<sup>5</sup>  
\$150,000 (T1: 21108), \$150,000 (T1: 51011)

**Term:** 3 years beginning September 1, 2011

**Matching Requirements:** n/a

**Description of Organization**

Founded in 1989, the Center for Public Integrity (the Center) is one of the oldest and largest nonprofit news organizations in the United States. The Center's mission is to produce original investigative journalism about significant public issues to make institutional power more transparent and accountable. To pursue its mission, the Center generates high-quality, accessible investigative reports, databases, and contextual analysis on issues of public importance. The Center disseminates its work to journalists, policymakers, academics, and the public using a combination of digital and print media. At present, the Center works in five strategic content areas: energy and the environment; money and politics; business and finance; health; and international cross-border investigations.

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

This project grant will enable to Center to establish a high-level reporting desk to investigate waste, fraud, and abuse in defense and national security spending.

Award-winning journalist R. Jeffrey Smith will lead this new initiative. Most recently, Smith was National Investigative Correspondent of *The Washington Post*, covering public corruption, campaign finance, and national security. Previously, he was the *Post*'s National Investigative Editor, and before that an investigative correspondent covering topics ranging from intelligence matters to political candidates, judicial nominees, and counter-terrorism. From 1998 until 2001, Smith was the newspaper's Bureau Chief in Rome. In that post, he covered the armed conflicts in Kosovo and Macedonia, and other regional affairs. In 2006, Smith won the Pulitzer Prize for Investigative Reporting, along with two colleagues at the *Washington Post*, for articles on House Majority Leader Tom DeLay and lobbyist Jack Abramoff. Smith joined the *Post* in 1986 as National Security Correspondent, and for the next ten years wrote about defense, intelligence and foreign policy matters, including policymaking at the State Department, Pentagon, and White House; conflict and terrorism in the Middle East; politics and military affairs in Asia; and arms proliferation.

In addition to R. Jeffrey Smith, the Center will assemble a team of reporters, legal experts, computer-assisted reporters, and web engineers. Through its mature collaborations with a variety of high-profile news outlets, the Center will ensure that the national security reporting reaches key audiences in the U.S. and around the world.

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<sup>5</sup> Note: The accrual schedule is as follows: in 2011: \$150,000 from TIF and \$50,000 from OSI-DC will be accrued. \$50,000 from OSI-DC will be accrued in each of 2012 and 2013.

This new reporting initiative will cover the following kinds of defense spending and national security issues: nuclear weaponry; defense lobbying; corruption in defense contracting; fraud and abuse in military spending; and misplaced foreign aid priorities and spending. The Center will investigate the connections between campaign contributions by defense contractors and lawmakers who support specific defense expenditures.

### **Rationale for Recommendation**

The Transparency and Integrity Fund (the Fund) and OSI-DC recommend a project support grant of \$300,000 over three years to support the creation of a new reporting initiative to investigate waste, fraud, and abuse in defense and national security spending.

Support for the Center for Public Integrity advances the Fund's goal of strengthening accountability journalism.

National security and defense spending is a critical area of journalistic inquiry. However, most major newspapers and broadcast outlets define the "defense beat" as covering what defense officials say and describing how wars are being fought, not the wisdom of underlying spending for armaments and services, or the connections between the political contributions of defense contractors and elected officials. As a result, the topic of waste, fraud, and abuse in defense spending remains one of the biggest unexplored targets for deep investigative reporting in Washington. This reporting initiative is particularly timely because defense spending is in political "play" due to sharper focus on the nation's enormous budget deficits.

Two trillion dollars were added to the military's budget over the past decade, which now accounts for nearly half of U.S. discretionary spending and 45 percent of the world's total defense spending. The U.S. spends six times more than China and 12 times more than Russia. There are currently plans to spend \$700 billion over the next decade on nuclear weapons, despite the recent completion of a deal with Russia that calls for nuclear arms reductions.

Every day, the Pentagon buys more than a billion dollars of goods and services, yet the military is the only part of the government whose operations are not subject to regular audits that track the flow of its expenditures. How such expenditures are approved—including which lawmakers support them and which companies or other beneficiaries fund their election campaigns—and precisely how those funds are being spent should be an editorial priority at the nation's news outlets. However, investigations into defense spending are expensive and time consuming, and commercial news organizations are increasingly unwilling to dedicate sufficient resources to this critical area of inquiry. As newsrooms across the nation have been hollowed out, a robust investigative effort is needed more than ever to hold accountable the national security machine. The Center for Public Integrity is eager to offer the best national security reporting in the nation and is uniquely prepared to do so.

The Center will use its dynamic distribution strategy to ensure that the reporting reaches a wide audience. The Center disseminates its reports on its own website and social media platforms as well as through such influential media outlets as *The New York Times*, *Washington Post*, The Huffington Post, The BBC World Service, *Atlantic*, NPR, ABC, CBS, and Politico. More than 4,000 websites and other news organizations have cited the Center's work over the last year.

Bill Buzenberg serves as the Center's Executive Director. Mr. Buzenberg was vice president of news for National Public Radio, as well as an NPR foreign affairs correspondent and London bureau chief from 1978-1997. He was responsible for launching *Talk of the Nation*, as well as the expansion of *All Things Considered* and the extension of NPR's newscast services to 24 hours a day. The Center's Board of Directors includes Christiane Amanpour, Sheila Coronel, Bill Kovach, and Sree Sreenivasan.

For the above reasons, the Transparency and Integrity Fund and OSI-DC recommend a grant of \$300,000 over three years to support the Center for Public Integrity's Defense Spending Desk.



**Grant ID:** 20033908

**Legal Name of Organization:** Radio Bilingue

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

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

**Purpose of Grant:** to provide both core support and project support for *Hacia el voto 2012*, Radio Bilingue's nonpartisan news coverage of the 2012 elections

**Grant Description:** Radio Bilingue is a national Latino-led non-commercial radio network and the most prominent producer of Latino-oriented programming in public broadcasting. Radio Bilingue owns and operates six full-power FM stations in California and is currently developing six new stations that will serve the U.S.-Mexico border in Arizona, New Mexico, and Texas. Radio Bilingue operates a satellite programming service that supplies national news, information, and cultural programming to over 100 affiliates in 24 U.S. states, Puerto Rico, and Mexico. Radio Bilingue's programs reach an estimated 500,000 unique listeners a week, broadcasting in Spanish, English, Mixteco, and Triqui. This project grant will support Radio Bilingue's comprehensive, nonpartisan news coverage of the 2012 elections, with an editorial focus on issues, ballot initiatives, candidates, and other election activities that are of most interest to Latino communities. Special programs will address nonpartisan voter registration, access, and protection issues. Support for Radio Bilingue advances the Transparency and Integrity Fund's goal of revitalizing, expanding, and bringing greater diversity to the public media sector.

**Previous OSI Support:** \$102,025 (Project on Death in America, 2002)

**Organization Budget:** \$4,488,000

**Project Budget:** \$685,000

**Major Sources of Support:**

|                         |                       |
|-------------------------|-----------------------|
| James Irvine Foundation | \$600,000 (3 years)   |
| California Endowment    | \$400,000 (3 years)   |
| Ford Foundation         | \$325,000 (18 months) |

**Amount Requested:** \$600,000 over 18 months

**Is this a Contingent Grant?** No

**Amount Recommended:** \$500,000 (T1: 21108), (\$200,000 in core support for Radio Bilingue, \$300,000 in project support for *Hacia el voto 2012*)

**Term:** 2 years, beginning November 1, 2011

**Matching Requirements:** n/a

**Description of Organization:**

Radio Bilingue is a national Latino-led non-commercial radio network and the most prominent producer of Latino-oriented programming in public broadcasting. Founded in 1976 by farm workers in California's Central Valley, Radio Bilingue now owns and operates six full-power FM stations in California. Radio Bilingue is currently developing six new stations that will serve the U.S.-Mexico border in Arizona, New Mexico, and Texas. Radio Bilingue operates a satellite programming service that supplies national news, information, and cultural programming to over 100 affiliates in 24 U.S. states, Puerto Rico, and Mexico. Radio Bilingue has developed programming exchanges and co-production agreements with Radio Educación and other Mexican broadcasters, a partnership that has provided many U.S. stations access to a unique view of Mexico.

Radio Bilingue's programs reach an estimated 500,000 unique listeners a week. In contrast to the audience of National Public Radio, Radio Bilingue's audience is primarily made up of low-income, Spanish-speaking rural farmworkers, urban workers, and recent immigrants, as well as second- and third-generation bi-lingual Latinos.

Radio Bilingue's daily news broadcast, *Noticiero Latino*, is the first and only national news service in public radio reaching out to Spanish-speaking audiences throughout the U.S., Puerto Rico, and Mexico. *Linia Abierta* is the first and only national, live public radio talk show in Spanish, and the first to interconnect Spanish speaking call-in audiences throughout the U.S., Puerto Rico, and Mexico. Radio Bilingue regularly broadcasts in Spanish, English, Mixteco, and Triqui, and occasionally in Hmong and Tagalog. Radio Bilingue has developed programming exchanges and co-production agreements with *Radio Educación* and other Mexican broadcasters, a partnership that has provided many U.S. stations access to a unique view of Mexico.

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

This project grant will enable to Radio Bilingue to produce special comprehensive national news coverage of the 2012 elections, including the presidential campaign as well as other crucial state and local campaigns through the primaries, summer conventions, and general election. Radio Bilingue will also provide essential follow-up coverage through early 2013.

During the 2008 presidential election, Radio Bilingue provided the only comprehensive national news coverage of the election cycle for Spanish-speaking audiences. Building on that experience, Radio Bilingue will create a signature campaign, *Hacia el voto 2012* comprised of a blend of news and information programming that will feature interactive talk shows, remote live broadcasts, news feature reports, and news spots, as well as a focused presence on Radio

Bilingue's website. *Hacia el voto 2012* will be broadcast across Radio Bilingue's national Spanish language satellite public radio network, which includes Radio Bilingue's six owned stations and over 100 affiliates in the U.S. and Puerto Rico. The content will also be available via podcast and archived on Radio Bilingue's website.

Radio Bilingue's respected national news department will draw from sources developed over more than 25 years to gather news and perspectives on issues, debates, candidates, and campaigns during the lead up to and including the 2012 elections. Radio Bilingue will focus its coverage on a variety of critical issues, including job-creation plans, economic recovery, health care reform, Medicare, national security and immigration reform and immigration law enforcement, the environment, public education, and international relations and policy. Special production events will include live broadcasts of town hall dialogues and roundtable debates from cities around the country.

Radio Bilingue's audience for *Hacia el voto 2012* will include newly registered voters. For this audience, special programs will address nonpartisan voter registration, access, rights, and protection issues. Radio Bilingue will report on recently enacted and proposed state voter I.D. laws and will investigate any reported obstacles faced by low-income voters and voters of color. Coverage will also address audience fears and skepticism of the political process.

Radio Bilingue will seek partnerships with other public radio and media organizations to co-produce special-event coverage, such as extended coverage of primary elections, candidate debates, and the national presidential conventions. Potential partner stations include affiliates in Illinois, Washington, Florida, Pennsylvania, and other stations in Arizona, Colorado, and Texas.

Radio Bilingue will produce special editions of its live call-in show *Línea Abierta*, to expose audiences to a diverse range of voices, from policy experts to community organizers to new voters. *Línea Abierta on the Road* will travel the country, conducting town-hall-style meetings that will be broadcast live from the sites of partner public radio stations in Chicago, El Paso, Los Angeles, and Immokalee, Florida. *Radio Bilingue's* daily news broadcast *Noticiero Latino* will develop regular news features highlighting breaking and ongoing election news stories. *Edición Semanaria*, the weekend magazine-style edition of Radio Bilingue's national news service, will include in-depth analysis of numerous campaign issues.

### **Rationale for Recommendation**

The Transparency and Integrity Fund (the Fund) recommends a grant of \$500,000 over two years; \$200,000 in core support for Radio Bilingue and \$300,000 in project support for *Hacia el voto 2012*. Support for Radio Bilingue advances the Fund's goal of revitalizing, expanding, and bringing greater diversity to the public media sector.

According to the Census Bureau, 50.5 million Hispanics were counted by the 2010 Census, up from 35.3 million in 2000. Over the same decade, the number of Latino eligible voters – adults who are U.S. citizens – also increased, from 13.2 million in 2000 to 21.3 million in 2010. According to a recent report by the Pew Hispanic Center, Latinos accounted for more than 50 percent of the total 9 percent U.S. population growth over the last decade. The 2008 elections

established Latinos as a major force in national and regional elections and they are likely to play an even greater role in 2012. Although demographic trends indicate that Latino electoral strength will continue to grow in the coming years, cultural and linguistic barriers impede the full integration and civic engagement of the Latino immigrant population. Access to high-quality Spanish language reporting and public affairs programming would facilitate increased civic engagement, yet it is in short supply.

Over the past 15 years, the number of commercial Spanish language radio stations has tripled. Dominated by entertainment programming and “shock jock” talk formats, these stations do not offer serious journalism or public affairs programming. In contrast, Radio Bilingue has a long and successful history of providing high-quality, nonpartisan reporting and rigorous coverage of Latino public affairs. Radio Bilingue continues to be the primary source of in-depth Spanish-language news and information programming in the country, supplying crucial information help underserved communities become engaged and informed participants in public life. For many Spanish-speaking immigrants, Radio Bilingue is *the* primary non-commercial source for culturally appropriate news and information programming.

This grant recommendation includes core support in addition to project support for *Hacia el voto 2012*. Radio Bilingue relies on the Corporation for Public Broadcasting (CPB) for a substantial portion of its operating budget. When CPB’s Congressional appropriation was reduced in 2011, Radio Bilingue’s budget – already quite lean – was also reduced. This trend is likely to continue in the future, threatening the health of a unique public media organization and the communities it serves. In this docket, the Transparency and Integrity Fund is also recommending a grant to Public Radio Capital, which will provide business planning services to help Radio Bilingue develop new revenue sources to offset the loss of CPB funding.

Hugo Morales is the founder and Executive Director of Radio Bilingue. Mr. Morales is a Mixtec Indian from Oaxaca, Mexico. He was nine years old when he immigrated with his family to Sonoma County, California, where they lived in a labor camp for farm workers. A graduate of Harvard College and Harvard Law School, Mr. Morales received a MacArthur Foundation “genius” award in 1994.

For the above reasons, Transparency and Integrity Fund staff recommends a grant of \$500,000 over two years to support Radio Bilingue.

**Grant ID:** 20033907

**Legal Name of Organization:** Public Radio Capital

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

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

**Purpose of Grant:** to support Public Radio Capital's work to strengthen the sustainability and impact of Radio Bilingue and Native Public Media, two national public media organizations

**Grant Description:** Public Radio Capital provides comprehensive consulting services to help strengthen, expand, and finance public media in communities nationwide. Its mission is to strengthen public media so that it can provide local communities with more in-depth information, unbiased news, diverse music, and cultural programming. Public Radio Capital is the only nonprofit in the U.S. that focuses on expanding the capacity and asset base of public radio. Since its founding in 2001, Public Radio Capital has led more than 200 public media organizations through \$270 million in financial transactions, securing public radio access for 59 million people. This project support grant will enable Public Radio Capital (PRC) to provide services to current OSF grantee Native Public Media and prospective OSF grantee Radio Bilingue. PRC will evaluate and update their business and strategic plans, develop fundraising case statements, and identify industry best practices and public media models that fit the cultural imperatives for each organization and its constituents. Support for Public Radio Capital advances the Transparency and Integrity Fund's goal of revitalizing, expanding, and bringing greater diversity to the public media sector.

**Previous OSI Support:** n/a

**Organization Budget:** \$1,590,088

**Project Budget:** \$165,000

|                                         |                    |           |
|-----------------------------------------|--------------------|-----------|
| <b><u>Major Sources of Support:</u></b> | Wyncote Foundation | \$200,000 |
|                                         | Ford Foundation    | \$250,000 |
|                                         | Earned revenue     | \$730,000 |

**Amount Requested:** \$165,000 over one year

**Is this a Contingent Grant?** No

**Amount Recommended:** \$150,000 (T1: 21108)

**Term:** 1 year, beginning November 1, 2011

**Matching Requirements:** n/a

**Description of Organization**

Public Radio Capital (PRC) provides comprehensive consulting services to help strengthen, expand, and finance public media in communities nationwide. PRC's mission is to strengthen public media so that it can provide local communities with more in-depth information, unbiased news, diverse music, and cultural programming. PRC is the only nonprofit in the nation that focuses on expanding the capacity and asset base of public radio. Since its founding in 2001, PRC has led its clients through more than \$270 million in financial transactions, securing public radio access for 59 million people. PRC has worked with more than 200 public media organizations, ranging from first-time station owners to the largest, multi-channel public radio station owners in the country.

PRC helps public media organizations buy and finance new channels, preserve existing public radio outlets, and strengthen their organizations and services. When necessary, PRC helps sellers find a public radio or locally-based buyer who will continue to serve community interests. For example, when Xavier University considered selling WVUX, Cincinnati's only NPR news and information station, they received several offers from national religious broadcasters. PRC helped Cincinnati Public Radio negotiate and finance the purchase of WVXU from Xavier University with \$15 million in tax-exempt bonds. As a result, Cincinnati residents did not lose access to the only source of programming from National Public Radio, American Public Media, Public Radio International, and the BBC.

In 2007, Public Radio Capital established the Public Radio Fund, which is the only source of short-term financing specifically targeted to assist public broadcasters in building their assets through signal expansion, facilities upgrades, and debt refinancing.

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

This project grant would enable Public Radio Capital to partner with Transparency and Integrity Fund (the Fund) grantee Native Public Media and prospective Transparency and Integrity Fund grantee Radio Bilingue (also in this docket) to create two separate work plans tailored to the needs of each organization. PRC will evaluate and update their business and strategic plans, develop fundraising case statements, and identify industry best practices and public media models that fit the cultural imperatives for each organization and its constituents.

Radio Bilingue is a national Latino-led non-commercial radio network and the most prominent producer of Latino-oriented programming in public broadcasting. Radio Bilingue owns and operates six full-power FM stations in California. Radio Bilingue also operates a satellite programming service that supplies national news, information, and cultural programming to over

100 affiliates in 24 U.S. states, Puerto Rico, and Mexico. Radio Bilingue is currently developing six new stations that will serve the U.S.-Mexico border in Arizona, New Mexico, and Texas. PRC will help Radio Bilingue identify the most efficient ways of launching these stations and develop a business plan for doing so.

Native Public Media (NPM) was founded in 2004 by leaders in Native public radio who saw the need for leadership and coordinated representation of the 45 radio stations serving Native communities from Alaska to New York. NPM's mission is to promote healthy, engaged, independent Native communities by strengthening and expanding their access to, ownership of, and participation in media. NPM is focused on using media as a tool for advancing economic development, preserving language and culture, improving public health, increasing educational opportunities, facilitating tribal community engagement, and encouraging broad public participation. With recent OSF support, NPM plans to launch a new Media Excellence Program to help bridge the digital and media divides in Indian Country and build the capacity of Native American media outlets to produce high quality journalism. PRC will help guide NPM through this process.

Both Radio Bilingue and Native Public Media have relied on ongoing support from the Corporation for Public Broadcasting (CPB) and both organizations were impacted by the reduction of CPB's Congressional appropriation in 2011. This trend is likely to continue in the future, threatening the health of two unique public media organizations and the communities they serve. PRC will help both organizations develop new revenue models that will decrease their dependence on CPB funding.

PRC will also help Radio Bilingue and Native Public Media develop more robust impact measurement and identify new ways to raise the profiles of both organizations within the broader public media landscape. PRC will evaluate the extent to which both organizations are prepared to develop high-quality content across a range of digital platforms, particularly for mobile devices, in order to meet the needs of younger Latinos and Native Americans.

### **Rationale for Recommendation**

The Transparency and Integrity Fund (the Fund) recommends a grant of \$150,000 over one year to support Public Radio Capital's work to strengthen the sustainability and impact of Radio Bilingue and Native Public Media. Support for Public Radio Capital advances the Fund's goal of revitalizing, expanding, and bringing greater diversity to the public media sector.

Native Public Media and Radio Bilingue are unique public media organizations with strong leadership and commitment to the communities they serve. Native Public Media has deep roots in Indian Country, rich policy expertise and advocacy experience, a commitment to high-quality, local journalism, and a national scope. For many Spanish-speaking immigrants, Radio Bilingue is *the* primary non-commercial source for culturally appropriate news and information programming. Both organizations will be well served by PRC's strong financial and business planning skills, as well as its broad understanding of the overall public media sector.

PRC's work has made a difference in the media landscape of more than 200 communities in nearly every state of the union and Puerto Rico where public radio stations have been saved, signals expanded, and in depth consultations have improved operating efficiencies. More than 56 million people have access to new public radio channels through brokerage, consulting, and financing help from PRC and the Public Radio Fund.

PRC has a track record of working to bring more diversity to public media. For example: in early 2007, the Federal Communications Commission announced an application filing window for new noncommercial radio licenses. PRC led a coordinated national effort to help more than 300 public radio, arts, and community radio organizations file license requests for FM noncommercial radio channels. PRC worked with a core group of organizations including the Future of Music Coalition, National Public Radio, Native Public Media, Radio Bilingue, the Prometheus Radio Project, and the National Federation of Community Broadcasters. As a result, more than 100 construction permits were granted to public media organizations, including 30 to Native American groups and Radio Bilingue.

We anticipate that the value of this project will extend beyond the work that PRC does with Native Public Media and Radio Bilingue. Transparency and Integrity Fund staff will receive regular briefings from PRC throughout the year and will gain a much better understanding of the overall challenges and opportunities facing the broader public media landscape that will inform future grantmaking.

PRC's Director of Consulting, Dennis Hamilton, will lead the project. Mr. Hamilton has over 30 years of experience in public radio and serves on various public radio national boards and policy review panels. He spent 25 years in executive positions at Minnesota Public Radio focusing on station management, radio technology, business innovation and modeling, as well as program production and distribution. Mr. Hamilton works with public radio station managers and boards to strengthen operations, design growth strategies, and develop station acquisition business models. Most recently, he has served as Interim General Manager for newly launched 90.5 FM in Pittsburgh, the former Duquesne University station.

PRC has good working relationships with both Native Public Media and Radio Bilingue, and both organizations (including board members) are prepared to devote the staff time necessary for this work.

For the above reasons, Transparency and Integrity Fund staff recommends a grant of \$150,000 over one year to support Public Radio Capital's work with Radio Bilingue and Native Public Media.



**Grant ID:** 20034070

**Legal Name of Organization:** Public Radio Exchange, Inc.

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

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

**Purpose of Grant:** to support Public Radio Exchange's new initiative to curate and distribute important international stories for U.S. audiences, as well as efforts to bring new and diverse voices into public media

**Grant Description:** The Public Radio Exchange (PRX), launched in 2003, is the largest aggregator and distributor of independent and station-produced audio content in public media. PRX's mission is to build a fair and robust market for diverse public radio programming of exceptional quality, interest, and importance to reach more listeners. PRX has distributed over 65,000 programs to hundreds of local public radio stations. Over 2,400 independent producers and organizations distribute work through PRX, generating over \$2 million in royalties and payments to date. PRX built and launched a series of mobile applications, including the Public Radio Player, which aggregates live streams from over 500 public radio stations and over 1,000 individual public radio programs. This project grant would enable PRX to develop a new initiative to curate and distribute important international stories for U.S. audiences, as well as efforts to bring new and diverse voices into public media. Support for PRX advances the Transparency and Integrity Fund's goals of: revitalizing, expanding, and bringing greater diversity to the public media sector; and increasing or improving the production, distribution, and reach of international reporting for U.S. audiences.

**Previous OSI Support:** \$225,000 from Youth Development Grants (2004-2005)

**Organization Budget:** \$3,000,000

**Project Budget:** \$154,488

|                                         |                                     |             |
|-----------------------------------------|-------------------------------------|-------------|
| <b><u>Major Sources of Support:</u></b> | Corporation for Public Broadcasting | \$750,000   |
|                                         | MacArthur Foundation                | \$350,000   |
|                                         | Ford Foundation                     | \$350,000   |
|                                         | Earned Revenue                      | \$1,322,000 |

**Amount Requested:** \$154,488 over one year

**Is this a Contingent Grant?** No

**Amount Recommended:** \$150,000 (T1: 21108)

**Term:** 1 year, beginning November 1, 2011

**Matching Requirements:** n/a

**Description of Organization**

The Public Radio Exchange (PRX), launched in 2003, is the largest aggregator and distributor of independent and station-produced audio content in public media. PRX's mission is to build a fair and robust market for diverse public radio programming of exceptional quality, interest, and importance to reach more listeners.

PRX has created an extensive, searchable online catalog of independently produced content that was previously inaccessible to listeners and stations —and a new revenue stream for radio producers. The PRX website features an online community for public radio listeners, producers, and stations, where users can discover, rate, and review audio programs. In addition to providing feedback, the rating system brings work to the attention of stations around the country. When content is licensed by a station, PRX provides the producer with a royalty. PRX provides stations and producers with tools to manage and monitor transactions, rights, usage statistics, and payments. It has distributed over 65,000 programs to hundreds of local public radio stations. Over 2,400 independent producers and organizations distribute work through PRX, generating over \$2 million in royalties and payments to date.

PRX is shaping new distribution channels for use by radio stations and producers. PRX built and launched a series of mobile applications including the Public Radio Player, which aggregates live streams from over 500 public radio stations and over 1,000 on-demand public radio programs. The Public Radio Player has been downloaded by three million unique users. PRX also created mobile applications for the public radio program *This American Life*, and for public radio station WBUR Boston. The latter is the first in a forthcoming series of local station mobile phone applications built by PRX, demonstrating mobile approaches to localism, public participation, and revenue development.

PRX also develops and distributes original award-winning programming, including *The Moth Radio Hour* and *State of the ReUnion*. Airing on 250 public radio stations nationwide, the *Moth Radio Hour* features true stories told live on stage without scripts, notes, props, or accompaniment. *State of the ReUnion* is a new radio show that explores the distinct personalities of American towns and cities, and how their residents create community and address divisive issues. An episode exploring the changing demographics of Minneapolis and St. Paul, Minnesota, featured engaging and unexpected stories about Ethiopian Lutherans, Hmong rappers, and a Somali community struggling with unusually high rates of autism.

PRX received the 2011 Peabody Award for Excellence in Electronic Media for *The Moth Radio Hour*, the 2011 Webby Award for the *This American Life* mobile application, the 2010 Knight News Challenge, and the 2008 MacArthur Award for Creative and Effective Institutions.

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

This project grant would support PRX's new initiative to curate and distribute important international stories for U.S. audiences, as well as efforts to bring new and diverse voices into public media.

PRX will survey a select group of advisors from its community of producers and stations to identify leading talent, compelling content that is still in development, and opportunities for the creation of new content. This phase will also serve as an initial form of outreach to leading stations and partners that are most likely to serve as distribution partners for PRX programming. PRX will also approach select national public radio shows including *The World* and *All Things Considered* for possible content acquisition and distribution. PRX will also host a special podcast for international programming, syndicated through iTunes and included in the Public Radio Player mobile application.

In addition, PRX will curate and showcase a range of existing programs about international issues for U.S. audiences. The growing PRX catalog of 40,000 programs currently contains hundreds of stories, features, and interviews that investigate and explain the world beyond the U.S. borders.

OSF support will also enable PRX to begin developing a new, original radio series as well as several short-form works, all focused on global issues. PRX will develop partnerships with independent producers and organizations including: *Feet in Two Worlds*, which brings the work of immigrant and ethnic media journalists from communities across the U.S. to public radio and the web; *Radio Ambulante*, a new, bilingual radio project that aspires to be the Latino version of *This American Life*; and *Global Voices*, co-founded by U.S. Programs Board member Ethan Zuckerman.

### **Rationale for Recommendation**

The Transparency and Integrity Fund (the Fund) recommends a grant of \$150,000 over one year to support Public Radio Exchange's work to curate and distribute important international stories for U.S. audiences, as well as efforts to bring new and diverse voices into public media. Support for PRX advances the Fund's goal of revitalizing, expanding, and bringing greater diversity to the public media sector. It would also support the Fund's goal of increasing or improving the production, distribution, and reach of international reporting for U.S. audiences.

In the United States, traditional public broadcasting is in danger of losing pace with changing technology, demographics, and audience habits. Its role is in doubt as online digital media increasingly delivers niche content, reaches underserved audiences, and empowers new voices – all part of public broadcasting's historic purpose.

The current federated system of national networks and locally managed radio stations has been thrown off balance by disruptive shifts in digital distribution and audience expectations. Although public radio content is generally of high quality, it tends to resonate with a limited and elite audience, with less programming aimed at younger, lower-income, and minority audiences. At a time when the industry needs to engage new listeners and recruit new talent, public radio still tends to fall into a narrow range in terms of tone and format.

PRX is committed to maintaining the public service values and high editorial standards of the public media system, while serving as a technological and programmatic innovator, pioneering new distribution models, developing mobile applications, and investing in significant stories and programs from new voices. With the emergence of the Internet as a distribution channel for established public radio programming, PRX has developed a public radio resource that can cater to listeners – lower-income, racial minorities, or younger audiences – that major public broadcasting networks such as NPR do not yet reach.

PRX is working to add new voices to public radio. PRX's Public Radio Talent Quest aims to recognize, support, and train new talent – especially those with no public media background. PRX's program *State of the Re:Union* was created by Al Letson, one of 1,400 people who entered the Public Radio Talent Quest. Prior to entering the Public Radio Talent Quest, Mr. Letson was a community organizer and performance poet in Florida, with no radio background.

Generation PRX is a PRX project to support, connect, and distribute youth-produced radio. Over 60 youth media organizations across the country participate in Generation PRX, including Arizona's Hopi High Radio, Chinatown Youth Radio Philadelphia, Kentucky's Appalshop, and Listen Up New Orleans!

Jake Shapiro is the founding CEO of PRX. He was previously Associate Director of the [Berkman Center for Internet and Society at Harvard University](#), where he remains on the Fellows Advisory Board. In 2010, Mr. Shapiro was elected to the Ashoka Fellowship, supporting his social entrepreneurship work in new media.

For the above reasons, Transparency and Integrity Fund staff recommends a grant of \$150,000 over one year to support the Public Radio Exchange.