# U.S. PROGRAMS | WRITE-UP EXAMPLES

## **GOOD WRITE-UPS**



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- √ The Center for Community Change | OR2013-04066
- ✓ Sikh Coalition | OR2013-03488
- ✓ Alcoholism and Substance Abuse Providers of New York (ASAP) | OR2013-03885

## WRITE-UP SECTIONS

#### **EXECUTIVE SUMMARY**

This grant will provide project support to the **Sikh Coalition** as it conducts public education, policy advocacy, grassroots mobilization, and litigation related to national security and human rights. The Coalition will focus on combating racial, religious, and national origin profiling by law enforcement and national security agencies; combating xenophobia through anti-bullying work in schools; urging the Federal Bureau of Investigation to recognize and track hate crimes against Sikhs in the United States; training Sikh community members to be effective advocates on these issues; using technology and new media to spur grassroots engagement; and developing enhanced organizational communications capacity and strategies.

To provide renewed general support to U.S. Programs' anchor grantee **Center for Community Change** (CCC), a Washington, DC-based national organization that develops the power and capacity of low-income people, especially people of color, to have a significant impact on improving their communities and the policies and institutions that affect their lives. CCC operates under the theory that the people most affected by policies should have a voice in creating them – and this can only happen if grassroots organizations have the capacity to engage community residents in civic life. This grant would advance multiple priorities for US Programs: expanding immigrant rights; building the power of marginalized populations, especially low-income people of color; increasing democratic participation; and advancing economic security and confronting poverty.

This grant will provide general support to the **Project on Government Oversight**. Founded in 1981, the Project on Government Oversight (POGO) is a nonpartisan, independent watchdog that champions good government reforms. POGO's investigations into corruption, misconduct, and conflicts of interest aim to achieve a more effective, accountable, open, and ethical government. Based in Washington, D.C., POGO is widely known for its robust and effective investigative programs in the areas of contractor oversight, financial regulation, energy and natural resources, defense, and national security. POGO is frequently contacted by whistleblowers, anonymous sources and high level government officials with information on instances of systemic corruption or other federal government misconduct. POGO investigations include exhaustive research, detailed reports and recommendations, media and public education campaigns, and collaborations with Congressional oversight bodies and other allies to explore corrective measures and bring about systemic reforms.

#### PROPROSAL DESCRIPTION

The Proposal Description is used verbatim in grant letters, so please exclude the grantee's name here to avoid repetition.

To support the **League of Young Voters**' work to mobilize low-income youth of color in civic engagement, including advocacy on youth violence, criminal justice reform, jobs, and access to education.

To support Alcoholism and Substance Abuse Providers of New York's work to combine national health care reform and amendment of the Rockefeller drug laws to increase access to quality substance use disorder services dramatically and reduce the use of the criminal justice system as a "treatment" for drug use and addiction.

To support the **Juvenile Justice Project of Louisiana**'s efforts to coordinate meaningful implementation of the 2012 U.S. Supreme Court Decisions in Miller vs. Alabama and Jackson vs. Hobbs.

To provide renewed project support to the **Center for Urban Families** (CFUF) for two programs: 1) the Practitioners Leadership Institute, which trains executive directors and senior leaders on the best practices of CFUF's strategy to combine direct service, policy advocacy and research to strengthen low-income black fathers its model program; and 2) the Baltimore Responsible Fatherhood Program, a direct services initiative that support primarily low-income non-custodial fathers with parenting skills, meeting child support orders, increasing job readiness and employability, and strengthening healthy relationship and co-parenting skills.

## **ORGANIZATIONAL INFORMATION**

An analysis of organizational capacity examines:

- Financial Health
- Governance
- Leadership
- Communications Capacity
- Programmatic Capacity
- Reputation in the Field

#### I. FINANCIAL HEALTH

#### Building Educated Leaders for Life (BELL) | OR2013-03555

BELL's unrestricted net assets currently stand at \$4.7 million according to its financial records. The project budget for which BELL is seeking support is less than I percent of their overall organizational budget of \$22,584,066. A majority of BELL's income is secured through a combination of individual donations, foundation grants, private corporate grants and public/private partnerships often with local school districts. Due to these diverse revenue streams staff calculates that BELL has slightly over two months of liquidity, meaning the organization has enough cash on hand to cover all of its expenses without receiving additional sources of income for the aforementioned amount of time. Over the past few years, BELL has increasingly diversified its funding by absorbing more Title I funding from local school districts that have seen an added value in expanding BELL's model into their K-8 grade out-of-school programming. For example in Baltimore, BELL leveraged its initial investment of \$150,000 from OSF, and was able to secure a three-year \$1.5 million commitment from the Baltimore school district of to expand its model into more schools.

BELL also has a strong board that plays a critical fiduciary role and has helped ensure consistent support from individual and private donors. Given the organization's otherwise strong health, there appears to be no significant indications present to cause concern, but staff has begun discussions with BELL leadership on whether the rapid expansion and scaling of BELL communities over the last three to four years has implications for long-term sustainability and the financial health of the organization.

#### Community Legal Services | OR2013-03598

A review of CLS operating budget and audited financial statements for the year ending June 30, 2012 reveals a relatively healthy organization. The organization has a diversified funding stream, adequate cash reserves, and over \$9.2 million dollars in unrestricted funds. The audits revealed a slight decrease in cash and cash equivalents, which is not currently a concern for Justice Fund staff, but something to track over time to gauge whether there is a trend of decreasing assets and the impact this may have on programming.

#### Muslim Advocates | OR2013-04135

It is our assessment that Muslim Advocates is in a healthy financial position. We recognize, however, that there are some serious financial challenges approaching near the end of the grant period, including the fact that Atlantic Philanthropies will exit the field. Atlantic's last grant to Muslim Advocates, \$900,000 over two years, ends in December 2014. The organization has made good progress on a 1:1 required match for half of the grant, having already raised \$200,000. A planned expansion that involves hiring a D.C. policy director and opening a small office there will also pose a financial challenge. While this expansion could increase the impact of Muslim Advocates' work in D.C., it is also a major cost.

There are several historical financial trends and some recent developments which make us confident that Muslim Advocates can meet its financial challenge. The organization has demonstrated its ability to increase individual donations, registering \$300,974 in donations at the end of 2011, and \$495,025 at the end of 2012. It has dramatically increased its ability to raise funds from special events, showing an increase from \$17,000 in 2011 to \$110,280 in 2012. The Ford Foundation recently decided to increase its two-year grant to Muslim Advocates from \$200,000 to \$350,000. Moreover, in August 2012 Muslim Advocates expanded its fundraising capability with the hire of its first development director, and it is planning to hire a part-time foundation relations consultant to help identify prospective foundation funding sources. The organization is also in the process of creating a formal, restricted reserve fund. (To date it has maintained an informal 4-6 month reserve based on its board's direction.)

## Coalition of Schools Educating Boys of Color (COSEBO) | OR2013-03494

COSEBOC has limited net assets but the organization has experienced growth over the past two years. This growth has been driven in large part by its success in securing contracts with school districts to provide mentoring and support services, and by its receipt of new multi-year grants. The bulk of COSEBOC's funding comes from OSF and the W.K. Kellogg Foundation. COSEBOC is conscious of its heavy reliance on these two funders and the precarious situation in which this places the organization. COSEBOC's ability to secure multi-year contracts outside of traditional philanthropy has allowed it to begin working to develop a long-term fundraising strategy. It is promising to see COSEBOC building relationships with local school districts such as in Philadelphia where they are able to secure multi-year contracts as a way to diversify its funding beyond foundation support.

COSEBOC currently has a low amount of financial liquidity and will have to make a concerted effort to pursue additional funding sources in order to increase the amount of available unrestricted funds for the organization.

CBMA staff has been in regular consultation with COSEBOC regarding its fundraising strategy, and has recommended that it utilize the resources of the Leadership and Sustainability Institute for Black Male Achievement (LSI). The LSI provides technical assistance and other services that will help COSEBOC to diversify funding streams and strengthen board development. With support through LSI and its growing membership and interest from school districts, staff is confident that COSEBOC will diversify its unrestricted funds.

#### Defender Association of Philadelphia | OR2013-03494

The Defender Association's 2012 audited financial statement demonstrates the organization is in good financial health with positive, unrestricted net assets well over \$2 million. Although the Federal Division's net assets were in arrears by \$200,000, according to the financial statements, the negative balance is due to grant income received in advance, which has been categorized as a liability. There appears to be no reason for concern for the financial health of the Federal Division. PCRP is funded primarily by foundation grants (over 80 percent), with additional support from individual donors and staff contributions. The large reliance on foundation support does pose some risk for the project.

#### **II. GOVERNANCE**

#### Community Legal Services | OR2013-03598

CLS' board of directors is comprised of 30 members reflecting the merger with the board of its sister organization, Philadelphia Legal Assistance, several years ago. Additionally, CLS' bylaws require that the board reflects the community. Thus, the board consists of representatives from the Philadelphia legal community, including area minority Bar associations, community members and client representatives. The board appears to be deeply engaged in fundraising efforts. For example, a recent \$9.5 million capital campaign to build a new facility in North Philadelphia, (which opened its doors in January 2013), was primarily board driven with its members doing the majority of the fundraising in addition to contributing to the project. Moreover, the Leadership Council committee exists to raise \$385,000 annually from private Philadelphia law firms. The board is also engaged with the executive team in setting new goals and driving the mission of the organization. Catherine Carr, Esq., executive director, served as a staff attorney at CLS for eleven years before becoming director, specializing in public benefits case litigation, including access to welfare, Social Security, and Medicaid benefits. In 2010, Ms. Carr was appointed to the board of the National Legal Aid & Defenders Association, a Justice Fund grantee. She chairs the Members Services Committee and sits on the Strategies Committee, in addition to serving a second term as Regional Representative to the Civil Policy Group.

## Muslim Advocates | OR2013-04135

According to information provided by the grantee, the 12 member board plays an active role in the organization by engaging in strategic planning, approving annual budgets, and fundraising. The board is undergoing a transition with some long-serving board members departing and new members joining the board. In a healthy move to retain experience, Muslim Advocates is creating an advisory council on which some former board members will be able to serve, along with other prominent individuals who are unable to devote the time to the governing board. The leadership of Muslim Advocates is actively engaged in reaching out to fill the advisory council. The board has demonstrated its commitment to the organization by almost doubling its contributions from \$16,500 in 2011 to \$32,100 in 2012.

#### III. LEADERSHIP

## Juvenile Justice Project of Louisiana | OR2013-03723

JJPL is one of the leading justice reform organizations in Louisiana with a strong eight-member board of directors guiding the organization. Marsha Levick, co-founder and legal director of the Juvenile Law Center in Philadelphia, a Justice Fund grantee, is the board president. Levick is joined by Vanita Gupta, deputy legal director at the ACLU, a USP anchor grantee; Stephen Hanlon, civil rights attorney and former partner at Holland and Knight; and Wilbert Rideau, author and Soros Justice Media Fellow. Board members are actively involved in all aspects of program work, providing technical assistance and advisory support as needed and serving as a resource not only to the executive director but to all members of senior staff. Board recruitment processes includes 3-year term limits with provisions for serving consecutive terms in an effort to ensure diversity in race, class, gender and geographic representation. JJPL's board also annually assesses the organization's success in meeting outlined program objectives alongside its review of the executive director. The organization is also in the process of establishing a community advisory board in order to engage its constituency and community partners more systematically in the evaluation of its goals.

Dana Kaplan, executive director, has led the organization since 2007. Prior to joining JJPL, Kaplan was a Soros Justice Fellow at the Center

for Constitutional Rights in New York City, focused on detention reform. Kaplan has also been on staff at the Brooklyn-based Prison Moratorium Project, where her efforts helped stop the construction of a youth prison in upstate New York and two youth jail expansions in New York City. She has consulted with national organizations including the National Resource Center on Prisons and Communities and the National Education Association, developing a curriculum for teachers on "Education not Incarceration." Kaplan holds an MA degree from the City University of New York and a BA degree from the University of California at Berkeley, where she graduated Phi Beta Kappa and was a recipient of the John Gardner Fellowship for Public Service.

In 2012, Kaplan ran for public office in New Orleans. Her bid for a City Council seat was unsuccessful, but it raised her profile, and that of JJPL's, as a champion of justice reform. This move also raised questions for staff regarding Kaplan's future commitment to JJPL and succession plans at JJPL. Kaplan has assured Justice Fund staff that she remains committed to JJPL and does not have plans to leave the organization in the near future, although she does plan to leave JJPL eventually. She further noted that her run for office provided an opportunity to engage with the board on developing a succession plan to ensure leadership stability. As a result, JJPL created a new managing director position and strengthened the leadership team through management and professional development assistance.

#### Alcoholism and Substance Abuse Providers of New York (ASAP) | OR2013-03885

Like many other small organizations, ASAP's effectiveness is due to the exceptional talents of its staff. Executive Director John Coppola is smart, strategic and very politically savvy. While he is always clear that his first responsibility is to his treatment provider members, he leads them with the broad vision of a long time social service provider and an individual deeply committed to the wellbeing of his members' clients. Ashley Behrle, Project Director, was first hired for the Closing the Addiction Treatment Project and since then has become a driving force for the need of treatment providers to adopt a new drug policy paradigm. She has helped the Executive Director to lead the organization, but also provides back up and support as needed. The organization runs on a small budget of \$463,000 and outside of revenue from a conference, it operates predominantly with grant funding. OSF funding makes up a large portion of their grant portfolio and revenue, but we feel based on our experience and the confirmation of DPA and others, that the impact of ASAP's work more than justifies continued OSF support.

#### Tides Foundation | OR2013-03601

In 2012, Tides initiated a three-year business development plan with a goal to focus on a core business strategy of fiscal sponsorship and philanthropic services. The plan includes a client acquisition strategy, refinement of IT systems to improve internal efficiencies, and achieve a balanced budget for 2013. The client acquisition strategy includes attracting more individual donors, high net worth individuals of color and Millennials. To support this strategy, Tides is also increasing its presence in New York City to attract new donors and clients. As a result of these organizational shifts, Tides has had to attract employees with a different skill set focused not only on programmatic areas of emphasis but also client management skills. Tides' senior management is also working to improve leadership and governance by attracting new board members with a diverse skill set. One of the new board recruits is OSF's Mimi Corcoran, Special Adviser to the Director of US Programs. The organization is still in the process of refining its organizational restructure and making shifts along the way.

We anticipate the recent leadership transition at Tides will create additional changes in in the Network but it is too soon to determine how the transition will impact the organization. Gary Schwartz has spoken with Justice Fund staff and reported that the Network will continue business as usual during the search for a permanent CEO. Justice Fund staff will consult further with leadership at Tides, including board member Mimi Corcoran, to assess the impact and implications of the leadership transition on organization.

#### Children's Defense Fund | OR2013-03495

Marian Wright Edelman is the founding executive director of CDF and has a national reputation as a highly respected leader of one of the country's top child advocacy organizations. Over the course of its 40-year history, CDF has incubated many leaders that have gone on to lead their own organizations. Marian is looking to step away from the day-to-day operations of CDF. While this may indeed be a conversation on the board level, no set time-frame has been announced. One likely downside of the entrenched leadership of Marian is that during the past five years there has been noticeable turnover among senior management leaders.

## IV. COMMUNICATIONS CAPACITY

#### National Association of Latino Elected Officials (NALEO) | OR2013-03738

NALEO is strong with traditional media capacity, including relationships in the press, ability to produce timely press releases, and email announcements. Traditional e-mail communication continues to be a strong resource to promote awareness and drive action. In 2012, NALEO sent more than a quarter of a million emails, including e-blasts and action alerts on voter registration, voter education, voter protection, and other election-related topics.

It has been expanding its new media capacity and has strengthened its digital engagement in 2012 through active and creative use of social media, strategic online advertisements, and up-to-date website content management. The use of social media helped to heighten awareness

of the election, in addition to voter registration and voter protection among community members, stakeholders, and partners. NALEO's Twitter handle experienced over a 300% increase in its follower base in 2012, contributing to deepened engagement across multiple platforms. Facebook, website, and advertisement analytics reveal that these efforts also experienced similar trends in growth and engagement.

- NALEO staff has also developed a micro-targeted paid/in-kind web advertising campaign using a combination of Google Ad-Words, YouTube video advertisements, and Pandora advertisements. Using more than 30 different "panels" for both Spanish and English-language advertisements, and a myriad of key-word permutations, the data for the campaign is still under analysis to inform future targeting of Latino online engagement efforts by NALEO and others;
- A Twitter Town Hall on September 25, 2012, which coincided with National Voter Registration Day, paired offline campaign activity and contributed to an dramatic increase in engagement on Facebook and in visitors to the website and reached over 2.2 million users on Twitter; and
- The campaign's text messaging campaign asked users to text VOTE or VOTA to 62571 to receive local election-related information via text. Throughout 2012, the campaign's subscriber list grew dramatically to more than 8,000 subscribers, still a modest number for a national organization, opting to receive ongoing communications around elections.

## Building Educated Leaders for Life (BELL) | OR2013-03555

BELL has a strong online presence and its website serves as a central hub for both its national and localized work. BELL disseminates an annual report in addition to reports on best practices for evaluating OST. Its reports can be found on its website. As an outspoken proponent of extended school time and out-of-school time programming, BELL's CEO, Tiffany Cooper Gueye, is often quoted and interviewed in national publications on education-related issues including the New York Times, Huffington Post and Education Weekly. Gueye also has a regular blog on the Huffington Post and writes regularly on the BELL website.

On its website, BELL has created links to Twitter, LinkedIn, YouTube, Tumbler and Facebook but when visiting each link there are limited followers which suggests it could do more to grow its social media presence. If BELL were to strengthen its online presence, it would help others learn about its pedagogy and evaluation methodology. But, in my opinion, the strength of the organization is not predicated on its social media and online capacity.

#### Community Legal Services | OR2013-03598

CLS maintains an active and frequently updated website. The organization is soon to move to a web platform that will allow clients to access the site on mobile devices since internal assessments revealed that a significant percentage of its low-income clients access the internet through their phones rather than on computers. CLS frequently communicates with its 700 Twitter followers and posts frequently to its blog on issues of interest to its constituents. More substantive communications are delivered through listservs of issue advocates and email blasts both in Philadelphia and to advocates across the country.

## Witness to Innocence | OR2013-03602

In 2012, the organization had coverage in nearly 300 media outlets. WTI is steadily increasing its media profile but the organization must increase its social media presence to fully maximize its ability to reach targeted audiences. Until recently, the organization has maintained a nominal presence on Facebook and Twitter. WTI's goal is to reach 5,000 Friends and Followers on the social media sites by the end of 2013. WTI is forming a new partnership with Riptide Communications to help reach new audiences through social media. Riptide will also help WTI develop more content to broadcast WTI's messages to thousands of new audience members through social media outlets like YouTube.

## V. PROGRAMMATIC CAPACITY

### Building Educated Leaders for Life (BELL) | OR2013-03555

Since 1998 BELL has successfully scaled its model and has reached over 100,000 students in the past 15 years while providing metrics to demonstrate clear impacts. Reaching 15,000 scholars a year in eight states, BELL works in close partnership with local school districts and identifies strong program directors in each region to launch and sustain the BELL model.

BELL successfully achieved all its set goals and objectives demonstrated by the prior grant from OSF and raised additional funding dollars from both private and public sources. During their last grant term BELL exceeded their goal of providing summer learning to youth by 36%. Additionally, they found that participation in the program not only prevented summer learning loss but actually led to educational gains for the students in that cohort. Given its ability to manage grant dollars from effectively to carry out the program and to build out its capacity by leveraging additional public dollars, staff is confident in the program's capacity to deliver through continued support of future work.

To date, COSEBOC has demonstrated a strong ability to attract a diverse national membership that has the ability to mobilize teachers, principals, superintendents and other local school leaders and community members to advocate on behalf of black boys' educational outcomes. It is staff's belief that COSEBOC's focus on developing a set of standards by which schools can assess their effectiveness in serving boys of color has been an effective tool in both attracting new members and creating a culture of accountability among the member schools. The development of the COSEBOC standards and educational guidelines for schools had significant impact in helping the organization become a leading voice on advancing best practices for the field of black male academic achievement.

Today, the COSEBOC network has grown to over 430 schools with representation from both all-male and co-ed institutions. COSEBOC's standards have been adapted and used by several school districts including Philadelphia and New York. COSEBOC has also effectively used past support from OSF to strengthen its staff capacity and to leverage additional funding support for its work. Staff has identified COSEBOC as a core grantee because of the critical role it now plays in helping advance CBMA's educational equity goals and because of its proven record of attracting a diverse membership pool with growing school district influence in CBMA's target cities.

#### Proteus Fund – Security and Rights Collaborative | OR2013-03394

Initial capacity building grants by the Collaborative allowed key organizations to hire dedicated staff to develop in-house advocacy, civic engagement, and grassroots organizing programs. Subsequent capacity building grants have allowed these organizations to sustain and grow these programs, as well as engage in collaborative campaigns and efforts. For example, the Collaborative's support has enabled the Asian Law Caucus to expand its NSHR-related work to include an impactful local coalition-building and community organizing component. The Security and Rights Collaborative has demonstrated its ability to engage in very quick turnaround for rapid response grant making on several occasions, including a grant to the Brennan Center to respond to the abusive NYPD intelligence operations revealed by the Associated Press.

#### VI. REPUTATION IN THE FIELD

#### Harm Reduction Coalition | OR2013-03892

HRC is the leading advocate for comprehensive, life preserving health services for drug users and their communities. Its work challenges a fatal flaw in orthodox drug policy thinking: that coerced abstinence by threat of punishment or infection is an appropriate (or effective) public health policy. With existing drug policy determined almost exclusively by law enforcement officials and political actors, it is essential to press the public health, medical and social services communities to take an active role in policymaking. As Campaign staff member Dr. Kima Taylor notes, HRC's work offers an ongoing opportunity to engage public health and medical experts in establishing a new drug policy that, unlike current policy, sets a primary goal of minimizing damaging impacts of drug use and preventing drug related harm and death. HRC also plays a critically important bridging function between harm reduction practitioners and drug policy reformers engaged primarily from a civil liberties perspective. HRC's very strong ties to major drug policy reform groups, such as the Drug Policy Alliance, and local advocates, such as Seattle's LEAD program, are essential. Their work is mutually dependent. The social stigma and denial of health programs suffered by drug users will be very difficult to correct while they are still categorized as criminals. By the same token, so long as implementation of a full and effective range of health focused responses to drug use are officially suppressed, advocating for a new drug policy will be an uphill battle. Effective, durable and humane reforms of existing drug policy will be difficult – maybe impossible – to achieve unless reformers offer alternatives that address the public's values and its fears.

At the federal level, HRC is the only harm reduction advocacy organization with a substantial presence in the District of Columbia. With the support of the IHRD and the Campaign, HRC was able to hire one full-time staffer who reports to its New York based policy director, which has greatly increased its profile in the capital. For example, the organization has developed a positive working relationship with the White House Office of National Drug Control Policy, which is largely responsible for the presentation of a recorded address at HRC's 2012 conference from Drug Czar Gil Kerlikowske, in which he expresses White House support for naloxone distribution and syringe exchange programs – a seemingly small gesture, but one representing a world of progress in terms of dialogue and positions taken by earlier administrations.

The communications program at HRC is much more developed than any other drug policy reform organization, with the possible exception of the Drug Policy Alliance – and, even then, HRC is more sophisticated in advanced in some areas. HRC makes excellent use of its web presence, with multimedia website content that includes extensive pod casts, streaming video, self-help material and blog content, as well as links to other social media tools and fundraising pages. Moreover, its website is clear and very easy to navigate.

Finally, HRC's ability to stage its biennial National Harm Reduction Conference should be viewed as one of its core capacities. The 9th National Harm Reduction Conference was held in Portland, Oregon on November 15-18, 2012. This event provides the only opportunity for service providers, researchers and academics, medical professional and drug policy reform advocates to convene for four days of meetings, workshops and plenary presentations. The HRC conference focuses on key public health issues, targeted geographic regions, cross-disciplinary approaches, and the needs of specific populations. This event is a critical factor in the cohesiveness of the harm reduction movement and its role within the broader drug policy reform movement. No other harm reduction organization would have capacity to organize this event and, by design, it alternates years with the Drug Policy Alliance's biennial International Drug Policy conference. Providing an opportunity for the broader drug policy reform movement to gather was particularly important in 2012, following the November 6 passage of marijuana reform in Washington and Colorado and the culmination of the first full year of implementation of the Law Enforcement Assisted Diversion program in Seattle.

#### Center for American Progress - Campus Progress | OR2013-04733

Campus Progress has a solid reputation among its peer youth advocacy organizations as well as funders and those in the broader progressive advocacy sector. This is largely for its communications capacity and ability to generate policy analysis by and for youth. It is not, however, seen as an organization that has significant capacity to reach, listen to, or engage young people in communities who are outside of more elite, insider policy circles. Staff recommending this grant share this view. Campus Progress is actively trying to build such an identity via its selection of the ten field partners who have deep roots with young people in their communities. Its pursuit of a more grassroots identity has created some tension in the youth organizing sector. Other youth advocacy organizations based in Washington, DC who do have substantial field organizing capacity would prefer that Campus Progress stick to its high impact communications and policy analysis work. U.S. Programs staff is aware of messy relationships with several coalition partners, particularly those that represent young people of color or low-income young people, and we've taken steps in the process of creating this grant recommendation to mitigate against potential challenges to Campus Progress' ability to collaborate with its peer organizations.

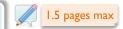
## PROJECT DESCRIPTION

## PROJECT GOALS, OBJECTIVES, ACTIVITIES AND OUTCOMES



- Background or origins of the project
- Goals, objectives and expected outcomes of the project
- Strategies the organization will use to achieve these goals (i.e. research, litigation, etc.)
- Target audience(s) that the project is trying to influence and how the audience will be reached
- Monitoring plans to track the project's progress and evaluate its effectiveness. If no formal plans exist, determine how the grant's success will be assessed with questions similar to the following:
  - ✓ What is it that we are hoping to see happen by the end of the grant period?
  - ✓ What will be different as a result of our funding?
  - ✓ What are we expecting to see that will tell us that the project we are funding is on the right track?

## **RATIONALE FOR FUNDING / RECOMMENDATION**



- Provide a brief summary of recommendation, describing why it is strategically important for your program to invest in this
  project. Please mention if this is a first-time, renewal or tie-off grant to the organization—the greater the context that is
  provided for the recommended grant, the better
- If grant has a specific geographic or regional focus, provide context for why this is the case. (Staff should anticipate questions
  on the context for our funding. But this will be less so as Ken's involvement in programmatic strategy and budget
  discussions and understanding of our grant making develops over time.)
- Historical/political context how did the issue arise? What is the power landscape and given this, why are you confident in this investment will yield a result?
- OSF's involvement in the issue and the context of this involvement.
- Has the grant applicant performed a good job on the issue being addressed by the project? Why have we decided to recommend this organization, either as a first-time or repeat grantee?
- What are the external factors that may influence this project's ability to affect change? Factors to consider may include political dynamics, and legislative and regulatory enactments.
- What are the potential risks and challenges to the project's proposed work, and how does the organization plan to mitigate
  or address them?