

DEMOCRACY ALLIANCE
2020 INVESTMENT PORTFOLIO
PROGRESS & UPDATES



F A L L 2 0 1 6

A LETTER FROM JULIE KOHLER

The 2016 Election was one of the most shocking and disturbing in recent history.

With a Republican President-elect spewing unprecedented levels of racism, xenophobia, and misogyny and declaring contempt for our democracy itself, many of us are asking not just whether our progressive values will ever again prevail, but whether our American values will endure.

We must – and will – take stock after this devastating loss, ask hard questions about our assumptions and strategies, and develop new plans. Yet we must also remember that there is progressive infrastructure on which to build, that our game is – and has always been – a long one, and that the pillars of our **2020 Vision Portfolio** remain as relevant today as they were last week.

Progressive organizations, including those the DA's 2020 Vision portfolio, will be re-examining their own work in the context of this dramatically changed landscape. While a critical eye is needed, we must also give organizations the credit they deserve for the tremendous work they did this cycle, targeting, registering, and mobilizing voters and organizing citizens to get involved in our democracy – not just by voting but by taking action on issues that matter to their lives (some of which provided the few bright spots on an overwhelmingly bleak Election Night). Although winning elections is critical, the ultimate measure of our success is our ability to help create a more just and equitable nation, one in which all workers earn a livable wage; all families can secure affordable, high-quality child care and access higher education for their children; all communities can live without fear of police violence, mass incarceration, and state-sanctioned discrimination; and all people

have a healthy environment in which to live, learn, and work. Accomplishing these and many other aligned goals requires us to not only win elections, but to advance policy and build power in a way that realigns complex economic and democratic systems that currently serve the interests of a privileged few.

Certainly, these goals seem more elusive now. But we must not lose sight of what has been accomplished, the base we have to build upon as we ask tough questions and double down to fight for the nation that we believe in.

The DA's 2020 Vision Framework articulates a set of ambitious goals that we seek to achieve over the next four years through aligned and leveraged funding. And our 2020 Vision Investment Portfolio is the DA's recommendation of the organizations and efforts that are best poised to help us achieve that vision.

Since the DA's founding, staff have provided Partners with regular updates on organizations included in our investment portfolios – summarizing the organizations' work and their performance towards mutually agreed upon goals and benchmarks. The intent of this work has been to give Partners the information they need to make sound investment decisions.



With the adoption of the 2020 Vision Investment Portfolio and the feedback we heard from Partners, we decided that the time had come to adapt our approach to progress monitoring. Rather than describing and assessing each organization's individual work, we now seek to tell a larger story, explaining the ways that recommended organizations are collectively moving the needle towards ambitious, movement-wide goals.

The dashboard on page 8 provides a topline synopsis of the portfolio's progress over the last year towards the DA's 2020 Vision goals. In the sections that follow, we provide some additional examples of how the DA's recommended organizations have worked together to build an inclusive economy, a fair democracy, a safe and sustainable planet and, ultimately, a more just and equitable nation. Achieving these goals requires sustained investment in progressive infrastructure at the national and state levels, as well as in the new and innovative ideas and efforts that our movement to fill gaps, address emerging needs, and outpace the Right.

What follows is not an analysis of our progressive movement's capacities, where we are strong and weak, or how we may need to adapt those

capacities to an environment in which everything that we believe in will be under assault. Rather, this document provides a synopsis of our APOs' accomplishments, an important first step in leading us to the strategy conversations that we will soon be having. As we take stock, it is imperative that we ground our analysis in an accurate understanding of the work that organizations are already doing - and are poised to undertake, going forward.

As always, members of the DA's Strategy and Planning Team and the DA 2020 State Fund Directors (Scott Anderson, Austin Belali, Shehn Datta, Cietta Kiandoli, Roger Kim, Dave Montez, Jahmila Roberts, Frank Smith, Katherine Storch, and I) are available to answer more detailed questions that DA Partners may have about APOs and the DA's 2020 State Funds, for which we have prepared a separate set of summaries, beginning on page 10.

Sincerely,

Julie Kohler
Senior Vice President, Strategy and Planning

Progress in a Whirlwind Year



A FAIR DEMOCRACY IN WHICH EVERYONE CAN PARTICIPATE

We will soon know more about the role that the Right's multi-cycle attack on voting rights played in last Tuesday's election outcome. But thanks to the efforts of many DA Aligned Partner Organizations (APOs), 2016 was the year that the tide began to turn. **The Advancement Project** and **Brennan Center for Justice**, aided by **Catalist** voter registration data, played important roles in litigation efforts that struck down voter suppression laws in North Carolina, Texas, and Wisconsin, and **Advancement** provided communications support to the Moral Mondays movement in North Carolina, which educated the public about the law's harmful effects and built grassroots momentum for change. **Demos** successfully litigated Ohio's illegal purge of hundreds of thousands of eligible voters from the rolls and helped millions of Americans register to vote by ensuring state compliance with the National Voter Registration Act (NVRA). **American Constitution Society (ACS)** made voting rights a prominent priority for their progressive legal network, training more than 700 lawyers, expert witnesses, judges, and law school students over the past three years on litigating voting rights cases and co-creating (with Campaign Legal Center) the first voting rights law school clinic at Georgetown University. And **Media Matters** continued to call out prominent media outlets and personalities for their failure to highlight the discriminatory impact of voter ID laws or to debunk falsehoods about so-called voter fraud.

Equally importantly, APOs helped to advance proactive legislation that made voting easier. Thanks to **Advancement**, **Brennan**, the **Center for Popular Democracy (CPD)**, and the **State Information Exchange (SiX)**, important strides were made to restore voting rights to previously incarcerated citizens in Maryland and Virginia. **Brennan**, the **Center for American Progress (CAP)**, **CPD**, **SiX**, and **State Voices (SV)** played key roles in the enactment of automatic voter registration (AVR) in six states over the last two years and in analyzing the impact of AVR in

Oregon, the first state to enact AVR. **SiX** was instrumental in passing online voter registration in four states, while **America Votes (AV)** played an important role in guiding the implementation of online voter registration in Florida. The DA's **Democracy Fund** (see page 14) provided aligned support for in-state organizations that are leading on the ground, preparing for future AVR and rights restoration legislative and ballot campaigns in Arizona, Florida, New Mexico, and Virginia.

The Victory 2021 Plan followed-up their support for 2015's public financing ballot victories in Maine and Seattle, WA with financial and programmatic support for new statewide initiatives in Washington and South Dakota, the latter of which passed on election day, while the **Piper Fund** supported a communications hub for the money in politics field and municipal small donor public financing ballot measures in Howard County, MD and Berkeley, CA, both of which prevailed. **Issue One** successfully recruited a politically diverse coalition of more than 150 former senators, governors, and representatives to join their ReFormers Caucus, which works to build consensus around a common sense legislative agenda, and executed a high-profile media campaign to build awareness of their work.

Victory 2021 supported other money in politics reforms, including attempts to call on President Obama to issue an executive order requiring federal contractors to disclose their political spending, securing numerous editorials and opinion pieces on the topic, including an editorial from The New York Times. **Brennan** and **Demos**, in conjunction with Campaign Legal Center and Open Society Foundations, further documented the negative impacts of Citizens United and related cases and proposed transformational jurisprudential approaches the courts could adopt to reduce the role of money and restore public confidence in our electoral system. And through their Inclusive Democracy Project, **Demos** worked to shift the narrative

around money in politics from corruption towards inequality, highlighting the way big money impedes racial justice and providing technical assistance and support so that grassroots racial justice organizations around the country (including **CPD**, **People's Action**, **PICO National Network**, and **Working Families'** affiliates) are equipped to join and lead money in politics campaigns in communities of color.

With a Supreme Court vacancy, 2016 was also the year that efforts to build a progressive judiciary took on heightened levels of significance. Despite unprecedented Republican obstructionism, DA APOs (**ACS**, **Constitutional Accountability Center (CAC)**, and **Organizing for Action (OFA)**) were at the forefront of the campaign to get President Obama's nominee, Judge Merrick Garland, a fair hearing in the Senate, leading #DoYourJob advocacy efforts and grassroots organizing campaigns, particularly in states where Republican Senators faced highly competitive re-election campaigns. And **Media Matters** was the first to expose – and debunk – smears on Judge Garland's record on important progressive issues like gun safety. In a closely divided Supreme Court, **CAC** was extraordinarily successful convincing swing Justices from the Right

to reach progressive results rooted in the Constitution's text and history, earning the highest cumulative success rate this term. And **ACS** and **CAC** continued to shine a spotlight on the lower court vacancies that cause justice to be delayed or denied and to spur action to address the judicial vacancy crisis. This community must quickly decide how to pivot from offense to defense and develop new strategies for ensuring that our courts remain a force for protecting the principles of our Constitution and improving the lives of all people.

ACS and **Brennan** produced high-quality scholarship on state courts, highlighting how money in state court elections is negatively affecting judicial decision making and bringing new attention to – and proposing new solutions to – the lack of women and people of color on state supreme court benches. **The Piper Fund's** Judicial Independence Project supported statewide coalitions designed to protect merit selection for judges in Alaska and Kansas, and through convenings, training, and consulting with state-based coalitions, **Wellstone Action** built the organizing and strategic capacity of the fair courts field.



AN INCLUSIVE ECONOMY THAT WORKS FOR ALL

As a result of the work of many DA APOs, 2016 was the year that “Middle Out” economics hit the mainstream, earning a mention from Secretary Clinton in a presidential debate. After years of fending off Republican assaults on working people, 2016 was also a year in which progressives were able to win some concrete victories for low-wage workers, as a result of increasingly well aligned policy development work and state and local organizing.

The **Economic Policy Institute (EPI)**, **National Employment Law Center (NELP)**, **CAP**, and **Center for Budget and Policy Priorities (CBPP)** helped influence the Department of Labor's (DOL) decision to update the federal

overtime regulations, increasing the salary threshold and extending overtime protections to up to 12.5 million American workers. **NELP** also helped to win other important worker protections, defending and guiding implementation of another DOL rule extending minimum wage/overtime pay rights to 2 million home care workers and providing technical support for passage of new fair chance hiring procedures in 12 states, benefiting approximately 50 million people with criminal records. And the **Roosevelt Institute** began outlining a roadmap of a 21st century social contract that will increase workers' economic security, with a particular eye towards emerging economic trends and the changing nature of work.

Building on minimum wage victories in cities like Los Angeles, CA, New York, NY, San Francisco, CA, and Seattle, WA, **CPD**, **People's Action**, and **PICO** took the fight for higher wages statewide, leading ambitious minimum wage campaigns in Arizona, Colorado, Maine, and Washington (all of which prevailed on November 8th), with the Ballot Initiative Strategy Center (BISC) providing critical guidance and technical assistance to state organizations. Organizing networks like CPD and Working America won paid sick leave and fair scheduling victories in cities like Minneapolis, MN, while Working Families helped secure municipal and state-wide paid sick leave victories in Maryland, New Jersey, Oregon, and Vermont.

CAP and EPI helped make early care and education a prominent presidential campaign issue, with the **Clinton campaign adopting EPI's recommendation to cap child care expenses at 10 percent of family income, and generated significant media coverage** over new research that highlighted the extraordinary cost of child care compared to other family expenses. **Demos** issued a new early care and education report that is serving as an important tool for advocates working to advance affordable, high quality solutions. And Center for Community Change (CCC), CPD, PICO, and People's Action launched new local campaigns designed to unite the interests of low-wage child care workers and families and find innovative ways to secure new public investment in high-quality early care and education and convened/coordinated those efforts through a new Child Care and Early Learning Action Hub. Although President-Elect Trump's child care proposal was problematic on many levels, including its focus only on biological mothers and disproportionate benefit to middle- and upper-income families, the fact that a Republican candidate felt compelled to address the issue is a testament to the degree that organizations have been able to affect the policy dialogue.

Roosevelt Institute's economic policy work had significant influence on the national economic debate, particularly around financialization. The Clinton campaign adopted **Roosevelt's** framing on the need to "rewrite the rules" of capitalism, and a recent **Roosevelt** report puts the first-ever price tag on the financial services industry's costs to the economy (a staggering \$13 to \$23 trillion), over and above what it provides. Thorough the FedUp campaign, **CPD**, **EPI**, **MMFA**, and others helped convince the Federal Reserve Bank to take cautious approach to raising interest rates. And **Americans for Financial Reform (AFR)** and allies, including **Color of Change**, **People's Action**, **PICO**, and **OFA** won a new Consumer Financial Protection Bureau rule protecting struggling families from payday lenders.

Demos continued to lead the way on debt-free higher education, with Secretary Clinton's proposal closely mirroring their recommendation for a state-federal partnership, while **CBPP** secured major anti-poverty and anti-austerity victories. Thanks to their successful EITC and Child Tax Credit advocacy, low- and modest-income working families will receive an additional \$15 billion annually in new income. And over the last three years, **CBPP's** State Priorities Partnership, a network of 42 progressive state-level advocacy organizations, helped to generate \$8 billion in new state revenues in 13 states and preserved an additional \$5 billion in an additional eight by winning campaigns against tax cuts.

The **DA's Inclusive Economy Fund** (see page 16) is aligning investment closely with much of this work, driving more resources to the grassroots organizations in the states that are leading these "breakthrough" campaigns on minimum wage/paid leave, early care and education, and financial reform. The campaigns in which we invested had a very good "win" rate, showing that our inclusive economics framing and policies resonate with the majority of Americans.



A SAFE AND SUSTAINABLE PLANET

There is no sugarcoating what the looming Trump presidency and Congress under the control of the fossil fuel industry means for climate change and the environment. Trump will be the only world leader to deny the science of climate change and he intends to undo important

progress made during the Obama Administration. We face a difficult path forward, but the work we've done to build the political power and capacity of the climate and environmental movement will be vital to stopping any attempts to roll back our progress. The introduction of

Clean Power Plan (CPP) in August 2015 is the Administration's most sweeping climate policy and it is being vigorously defended. In October, thanks to leadership of **National Resources Defense Council (NRDC)** and others, 170 countries agreed to a landmark deal to phase down the use of hydrofluorocarbons (HFCs), a powerful climate-warming chemical. And less than a year after the Paris Climate Conference, the international climate agreement has been ratified and entered into force on November 4. The global momentum to address climate change is accelerating with the growing support of global leaders, major businesses, and cities and nations around the world.

Many DA APOs are involved in these successes and are actively working to protect the CPP against a legal challenge and accelerate climate momentum in the United States. **CAC** filed a brief in the case, and **ACS** has helped to advance expert analysis on litigation over CPP. **CAP Action** continues to coordinate op-eds and statements from their experts and extensive work around CPP litigation with the Climate Action Coalition to elevate their work within climate discussions. And through trainings, direct actions, and testimonies, national organizing networks like **People's Action** are amplifying the voices of low income communities, people of color, and displaced workers within the state implementation plans.

The **League of Conservation Voters (LCV)** and its affiliates invested over \$40 million in the 2016 elections, more than any cycle in its history. **GiveGreen**, a joint effort between the **LCV Action Fund** and **NRDC Action Fund PAC**, raised over \$8 million for pro-climate candidates in key races up and down the ballot, including at

least \$400,000 each for three top priority candidates, to ensure that their largest pocket of support came from environmental donors. Key U.S. Senate victories include Colorado, Illinois, and Nevada. **AV**, **Catalist**, and others supported climate champions at every level of the ballot, while **Media Matters** pushed back vigorously on the fossil fuel industry and exposed the ways that they obstruct and impede meaningful action on the issue. Over the past year, **Media Matters** has shined a light on a deceptive Koch-backed Americans for Prosperity op-ed campaign against the CPP and aggressively pushed media markets to cover Exxon's climate deception.

Several DA APOs are developing the policy ideas that can guide future policy work in the states. **CCC**, **Demos**, and **Roosevelt** are all doing work to deepen policies at intersection of climate and jobs/the economy, and racial justice, while organizing networks like **CCC**, **CPD**, and **PICO** are fighting to eliminate racial disparities in access to clean air and water, create good clean energy jobs in low-income communities, and stop fossil fuel companies from using their dirty energy profits to undermine democracy. **CAP** is developing the next generation of policies that can slow the causes and impacts of climate change, including "proxy" carbon pricing and rules around methane emissions. And in advance of the 2017 legislative session, **SIX** is providing a range of policy and communication materials for state legislators on distributed clean energy. DA APOs are successfully advancing and defending critical policies and supporting climate champions in the face of fierce and well-funded rightwing opposition. Together with the **DA's Climate Fund**, (see page 12), our progressive community is strategically expanding work on climate change and growing the power of the climate movement to accelerate climate action.



TOOLS AND INNOVATION

A core principle of the DA's investment strategy since its founding is that progressive "tools and utilities" are the root of what's needed in order to support progressive change. Many of the organizations in the 2020 Vision portfolio play such roles, providing core capacities around data, messaging and communications, convening organizations around shared strategies, training operatives and organizers, and leading innovation that the entire progressive movement relies

upon to make political and policy gains – on our three priority issues and many more.

AV, for example, led and coordinated their largest-ever voter mobilization program in 2016, targeting nearly 16 million voters across nine battleground states, with specific goals for reaching New American Majority (NAM) voters. They also led and coordinated an innovative testing program to determine the best practices

for reducing “roll off” voters in down ballot races – a particularly important strategy for making progressive gains in state legislatures, since many state legislative races are won by the slimmest of margins. **SV** organized an unprecedented planning process for 2016 voter registration, aligning more than 60 organizations around a common methodology and standards. **Catalist**, through their Voter Choice History (VCH) models, was able to retroactively model named-candidate choice for individual voters for elections from 2008 to 2015, providing organizations with a host of new insights about ticket splitting, roll-off, and other behaviors that have been impossible to pinpoint in the past. Their other innovations, including new race and ethnicity models and voter registration integrations, give subscribing organizations new tools for targeting voters more effectively and tracking their program results more accurately. All of this work made the funding provided through **DA’s New American Majority Funds** (see page 18) and the **State Engagement Initiative (SEI)**, our partnership with Committee on States (see page 26) more strategic and aligned.

Wellstone Action continued to play an important capacity building role for the field, training over 2,000 people from over 100 organizations in 25 states on all aspects of campaign work, with a focus on the New American Majority. For example, through a partnership with **Color of Change**, Black PAC, and SEIU, **Wellstone** conducted trainings focused on campaign management and data for Black organizers and operatives who are building political power in black communities in 2016 and beyond. **SiX**, **Public Leadership Institute (PLI)**, and **CPD’s** Local Progress provided critical training to state and local elected officials, educating them on policy, messaging, and model legislation. **ProgressNow** continued to serve as a PR shop for the progressive movement by crafting earned media campaigns, creating collateral for digital outreach campaigns, and providing training to fellow progressive activists. And in collaboration with 30 state and national allies, **BISC** developed a multi-cycle plan for proactive ballot measures in 11 states, equipping progressives to maximize opportunities to use ballot initiatives strategically to advance our agenda.

Several DA APOs played an important role in developing new innovations that fill gaps, particularly finding new ways to use media and technology to advance our goals

and empower key progressive constituencies, particularly the New American Majority. **Wellstone Action** folded in the programs of the New Organizing Institute to their operations and began developing the next generation of progressive data and digital practitioners. **New Media Ventures (NMV)** catalyzed \$2.5M to 11 start-up media and political technology companies and organizations this year, helping seed and support new innovation for helping Asian/Pacific Islander voters gain access to ballots and voting information (VoterVox), support worker organizing (OUR Walmart), provide migrant workers with information about potential employers (Contratados), and organize corporate and political advocacy strategies around paid family leave (PL+US). Similarly, **Citizen Engagement Lab (CEL)** continued to incubate and provide tools, analysis, and strategy to a number of new and innovative organizations and efforts, including MPower Change, the first U.S. Muslim organizing and storytelling platform, 18Millionrising, the leading digital campaign hub for Asian American Pacific Islanders (and creators of VoterVox), and Presente, the largest online Latino advocacy group. **CEL’s** alumni organizations – efforts that **CEL** incubated in their start-up phase and helped spin out to separate organizations – is an impressive list, including **Color of Change** and UltraViolet, an online community of 1 million members mobilized to fight sexism and expand women’s rights, which began operating as a separate organization at the beginning of the year.

Color of Change launched OrganizeFor, an online distributive organizing platform that provides ordinary people who are witnessing injustice with an easy and effective way to get involved, build awareness, and create momentum for grassroots campaigns, as well as to leverage deeper support for national campaigns, such as Black Lives Matter, that already have traction. **Color of Change** also made tremendous strides into Hollywood, increasing awareness and influencing content. In a short time, they saw some high-profile early successes, shaping a much-credited episode of Black-ish that addressed police brutality and embedding criminal justice issues into the storyline of BET’s Being Mary Jane. **CEL’s** Culture Lab is similarly focused on innovations to affect broader cultural change, providing tools, analysis, and strategy to dozens of advocacy organizations that want to better leverage popular culture in their work.



LOOKING AHEAD—CHALLENGES AND OPPORTUNITIES

The scope of work that the DA's investment portfolio achieved in 2016 was impressive, as were the concrete accomplishments, victories, and numerous examples of how organizations aligned their work for greater impact. But there were also setbacks. Progressive state and local initiatives on campaign finance reform and minimum wage failed to qualify for the ballot in Albuquerque, NM, Arizona, and Miami-Dade, FL, and the public financing ballot initiative failed in Washington State. Despite the best efforts of many APOs and their allies, Republican obstructionists in the Senate remained resolute, refusing to give Judge Garland the fair hearing that he is due, setting us up for an epic battle over President-Elect Trump's nominee. Given conservative dominance in the states, progressives spent much of 2016 fending off – sometimes unsuccessfully – an array of bad legislation. There was a steep increase in anti-LGBT legislation in 2016 (particularly so-called “religious freedom” and anti-transgender bills), with more than 100 bills being introduced in state legislatures in the first half of the year. Fourteen states enacted 30 new laws making it harder for women to access abortion services. Lethal police violence against Black Americans continued unabated, with little accountability for those responsible. And the standoff at the Standing Rock Reservation in North Dakota has shone a spotlight not only on the serious environmental issues posed by the Dakota Pipeline but on our nation's longstanding mistreatment of Native Americans.

At the conference, we will begin the process of examining what more or different we should have done – and need to do – if we are to be successful in helping elect progressive candidates, up and down the ballot, and positioning us for a fairer redistricting process post-2020. And we will, of course, begin to strategize about the defensive work that we must do to protect the policy gains that were made over the course of the Obama Administration. Although the challenges are

daunting, we must also not shy away from doubling down on strategies that worked, including strategically pursuing ambitious proactive policy reforms on topics from minimum wage to marijuana policy to automatic voter registration, legislatively and through the ballot.

There is much more we must do, if we are ever to achieve the ambitious goals that the 2020 Vision envisions. Although we are battered and bruised from this election, we must quickly gear up for 2017 and 2018. Conventional wisdom is that progressives face a challenging map in 2018, when 25 Democratic Senators, 8 Republican Senators, and 36 governors are up for election, and progressives have typically needed to work hard to rally their base, particularly many New American Majority voters that have historically dropped off in mid-year elections. It is impossible to know at this point how two years of a Trump presidency may alter this calculation, but we must do all that we can to reverse the conservative tide, and our strategy of investing in the people and places that can drive a progressive agenda – the New American Majority and the states – remains as relevant as ever.

Although the 2020 Vision Investment Portfolio is comprised of many strong organizations, much of the progressive infrastructure remains underfunded, and many recommended organizations continue to struggle to grow and diversify their funding sources. The vast majority of organizations in the DA's portfolio have stable budgets and sound financial practices, but many remain highly reliant on one type of income (e.g., foundation grants, labor). As we look ahead to legislative and policy fights in 2017, 2018 and 2020 elections, and redistricting that follows, the DA must work harder than ever to take our unique collaborative funding model to the next level and inspire and leverage even greater levels of investment. It has never been more true to say that future of our nation depends on it.



DASHBOARD

2020 INVESTMENT PORTFOLIO
FALL 2016



MEMBERSHIP

113 Partners

73 Governing 9 Institutions
8 General 23 Foundation
Subscribers

APO HEALTH**

97% 
HAVE GOOD FINANCIAL HEALTH

100% 
HAVE GOOD GOVERNANCE

56% 
LED BY WOMEN

35% 
LED BY PEOPLE OF COLOR

INCREASED POWER OF THE
NEW AMERICAN MAJORITY

INVESTMENT*

\$146 million

DA PARTNERS TO PROGRESSIVE
INFRASTRUCTURE MAP ORGANIZATIONS

\$57 million

DA PARTNERS TO 2020 VISION-RECOMMENDED
ORGANIZATIONS AND EFFORTS

\$14 million

DA PARTNERS TO 2020 STATE FUNDS

\$800 thousand

IN LEVERAGED INVESTMENT FROM ALLIED DONORS



IMPROVED PROGRESSIVE TOOLS AND PROMISING INNOVATIONS:

- Through new tools and platforms, **Catalist** was able to provide new data about ticket splitting and roll-off and equip organizations to adjust their targets as voters are verified and registered.
- **NMV** and **CEL** supported 31 progressive tech and media startups, including the first U.S. Muslim organizing platform and a new tool for supporting API voters by addressing language barriers.

- **Color of Change** and other **BCEF** grantees helped defeat high-profile targets, like Cook County State's Attorney Anita Alvarez, and elect prosecutors committed to fixing a broken criminal justice system
- **YEF** helped develop new tools pinpointing where young people are disproportionately likely to affect election outcomes and close racial disparities in civic participation.
- **LEF** commissioned research providing new insights on effective messaging to Latino voters.

*As of October 31, 2016

** See Appendix A for DA's Rubrics for APOs



DEMOCRACY

Advancing Voting Rights: **Advancement**, **AV**, **Brennan**, **CAP**, **CPD**, **SiX**, and **SV** helped advance voter registration modernization in 10+ states. With **Catalist** data, **Advancement** and **Brennan** litigation helped strike down voter suppression laws struck in NC, TX, and WI.

Money in politics: **Victory 2021** helps public financing ballot measures advance in MO, SD, and WA; **Demos's** Inclusive Democracy Project engaged racial justice organizations in state-based campaigns.

Judiciary: **CAC**, **ACS**, **OFA**, and **MMFA** pressured Senate Republicans to fill vacant Supreme Court seat; **ACS** and **Brennan** research highlighted how money in state court elections affects judicial decision making and lack of diversity on the bench.



ECONOMY

Wages and Worker Protections: **EPI**, **NELP**, **CAP**, **CBPP** influenced the Department of Labor's overtime rule; **CPD**, **People's Action**, and **PICO** led minimum wage ballot campaigns in four states; **CAP**, **EPI**, and **Demos** made early care and education a prominent presidential campaign issue, with **CCC**, **CPD**, **PICO**, and **People's Action** leading local campaigns for greater public investment.

Financial, Regulatory, and Structural reform: Clinton campaign adopted **Roosevelt's** framing on "rewriting the rules" of capitalism; **CPD**, **EPI**, **MMFA**, and others helped convince the Fed to be cautious on interest rates; **AFR**, **Color of Change**, **People's Action**, **PICO**, and **OFA** won new CFPB rule protecting struggling families from payday lenders.



CLIMATE

Elect Climate Champions: **GiveGreen** raised \$8M to elect climate champions and build political power for the climate movement. **America Votes**, **Catalist** and others supported climate champions at every level of the ballot.

Build Power and Support: Organizing networks, like **CPD** and **PICO**, organized and amplified voices of the New America Majority on climate, **CEL** and **Media Matters** held climate deniers and the media accountable, and **Demos** and **Roosevelt Institute** identified new policy and research gaps.

Advance Climate Policies: **CAP** developed policies to drive deeper cuts to pollution and carbon. **People's Action** and **OFA** trained leaders, organized actions, and galvanized public support for the implementation of the Clean Power Plan.

2020 State Funds

WINNING ELECTIONS, ADVANCING POLICY, AND BUILDING LONG-TERM POWER

Control of state and local governance has proven to be a successful strategy for conservatives in winning elections and policy that has shifted the playing field. The 2020 Vision framework elevates states and the New American Majority as central to progressive long-term success. These are the places where, and the people with whom, we must build power in order to see progress on our interconnected goals: creating a fair democracy, building an inclusive economy, ensuring a safe and sustainable planet, and fostering a just and equitable nation. States are increasingly the sites of our most important political and policy battles. We need a broad coalition with strong community roots to engage successfully and win.

The DA established the 2020 State Funds, an aligned set of collaborative funds that are making significant investments in 12 strategic states in Spring 2015. Each fund has its own strategy that helps achieve collective goals, and its own Advisory Board that provides resources, expertise, and governance. DA staff carry out the funds' work and, along with a Coordinating Council comprised of Advisory Board and DA Board representatives, help forge connections and collaborate across issue areas and among and between constituencies. The funds include:

- **State Engagement Initiative** to support state-based electoral strategies;
- **Climate Fund** to invest in state and local level advocacy efforts that will build the base of support to address the climate crisis;
- **Democracy Fund** to invest in proactive voting rights reform campaigns that increase participation and access to voter rolls;
- **Inclusive Economy Fund** to invest in promising state and local campaigns that set new standards for working people and their families and build toward federal reform; and
- **A set of New American Majority Funds (Black Civic Engagement Fund, Latino Engagement Fund, and the Youth Engagement Fund)** to build Black, Latino and Millennial political power, organizational capacity, and infrastructure, while centering these communities in the progressive movement. The overall New American Majority Fund seeks to align efforts between and among the funds, where appropriate, and over time, to build out new strategies for other key New American Majority communities – women, LGBT, Asian/Pacific Islanders, and the white working class.

If we're successful in aligning and meeting goals, the 2020 State Funds will help:

- Change the electoral map by working to make targeted gains in state and federal elections with an eye on setting progressives up for more favorable redistricting maps post-2020;
- Build the progressive base by investing in the New American Majority and building permanent capacity and infrastructure in NAM communities;
- Win significant policy gains through strong issue organizing work on climate, economic inequality, and voting rights;
- Build and sustain state infrastructure by engaging new donors and allies, strengthening donor tables, supporting convening and communication hubs, and building field, leadership, and policy capacity.

The 2020 State Funds are focusing their initial investments on the following 12 states:

- **Challenge states** that are essential to restoring progressive power both at the state and federal level (FL, NC, NM, OH, PA, VA, WI);
- **Growth states** that are **trending in a more progressive direction** but are currently out of reach (AZ, GA); and
- **Governing states** with **progressive majorities that can pass exemplary policies** that make systemic change in favor of progressives and create momentum for federal reforms (CO, MN, OR).

Each fund is focusing on various subsets of the 12 states, but by having a common set of states in which to focus, we can maximize resources and explore opportunities for alignment. This alignment of funds and strategy only further enhances the goal of building and sustaining permanent state infrastructure and capacity. In a few instances, when there has been a compelling strategic rationale to do so, the funds have funded outside of the 12 priority states, but the bulk of the investment focuses on the 12, so that we can deepen our impact.

The 2020 State Funds build on DA's investment and experience in administering pooled funds, and the lessons learned on the benefits to utilizing pooled funds including:

- Agile and targeted funding, with the ability to respond quickly and at various support levels.
- Shared intelligence, and vetting of effective organizations for investment.
- Ability to share tools, training, and capacity building assistance with groups.
- Opportunity to collaborate as donors, and leverage resources from multiple sources.
- Increasingly coordinated funding strategies and plans.
- Shared administrative resources such as staffing, technology, and finance.
- Multiple donors can tackle big issues collectively, having greater impact than on their own.
- Groups have less fundraising work, allowing them to focus on programmatic work.

The memos that follow describe each fund's goals and approach, target states, initial investments, and early/anticipated impact. Since their inception, the 2020 State Funds have approved more than \$15.8 million (\$7.3 million 501c(3) and \$8.6 million in 501c(4)) in support to state-based organizations that are leading efforts to advance a progressive policy agenda, and build a permanent base of progressive power that reflects the New American Majority.

Climate Fund / Climate Action Fund

OPPORTUNITY STATEMENT

Moving a climate policy agenda is fundamentally a political – not a policy – problem. The climate movement lacks sufficient political power, especially at the grassroots, to overcome the fierce opposition of the fossil fuel industry and its ideological allies. Poll after poll shows that communities of the New America Majority are the strongest climate champions, and with a boost in investment of resources, they can be a powerful force to help advance a bold climate agenda in critical states.

FUND GOALS AND APPROACH

The DA's Climate Fund and Climate Action Fund (referred to jointly as “the funds”) invest in organizations building a powerful base with New American Majority communities and leading bold campaigns that address the climate crisis in critical states.

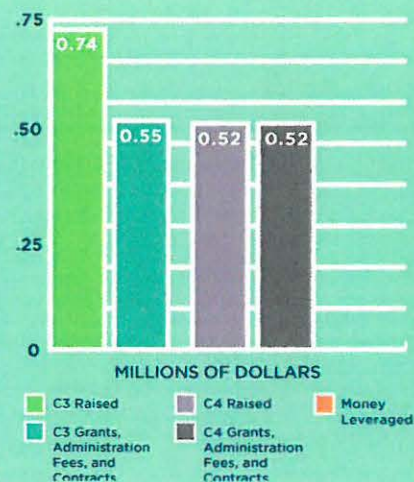
There is enormous support for climate action among Latinos, African Americans, Asian and Pacific Islanders, and Millennials, yet not enough resources go to policy advocacy and organizing efforts in these communities. The funds are playing an important role by filling this gap and catalyzing greater investment into these communities.

By driving investment into organizations to conduct grassroots organizing, community education, legislative advocacy and outreach, and civic engagement in a select number of states, the funds seek to:

- **Build and mobilize grassroots support** that can advance policy solutions at the local, state, and federal levels that solve the climate crisis and create a sustainable economy;
- **Raise the visibility of climate as an election issue** and drive a narrative around climate change and economic justice as a mandate for policy change; and
- **Build the capacity of place-based organizations working in communities of color** that are impacted by the effects of climate change or see climate justice as an essential issue.

A surge in the engagement and leadership of the New American Majority, in coalition with other bases of support, can drive successful advocacy campaigns that overcome the opposition of entrenched interests in critical states.

2016 FINANCIAL OVERVIEW



ADVISORY BOARD

The New Venture Fund (NVF) and the 1630 Fund serve as the fiscal sponsor for the c3 and c4 funds respectively, with legal and fiscal oversight for all grant making.

Advisory Board

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To provide a more complete picture, this memo reports on the work of both the 501(c)(3) Inclusive Economy Fund and the 501(c)(4) Inclusive Economy Action Fund. The operations of the two organizations are kept separate to the degree required by law.

TARGET STATES AND INITIAL INVESTMENTS

The funds are investing in target states that have:

- The potential to address climate change due to their role in fossil fuel extraction, the Clean Power Plan, and/or are significantly impacted by climate change.
- Established and growing New American Majority communities who will support bold campaigns that address the climate crisis.
- Overlapping priorities with other DA Funds and funders, especially the New American Majority Funds.

Based on these criteria, the funds are investing in **Florida, Ohio, Pennsylvania, and Virginia**. Other states will be explored as funding allows. Our first round of investments are in well-respected, multi-issue organizations that are building their base and power,



developing bold climate and clean renewable energy campaigns, and impacting this important election.

ANTICIPATED IMPACT

- In Florida, **Florida Institute for Reform and Empowerment**, the **Florida Immigrant Coalition**, and **New Florida Majority (NFM)** are building a mass base of climate activists and voters, and connecting climate change to issues of economic justice. **NFM** and **Organize Now** are knocking on thousands of doors and making climate change and clean energy an issue in the elections.
- In Virginia, **Virginia Organizing** is growing its organizing in the south-western coalfields and working with a coalition to rally the governor to support bolder climate action.

New Virginia Majority is connecting climate policies to racial justice in African-American communities, especially in the Hampton Roads area, which has experienced worsening flooding due to sea level rise.

- In Ohio, the **Ohio Organizing Collaborative** identified hundreds of new climate activists when registering voters and developing a campaign to advance renewable energy in Cleveland. Meanwhile, **Stand Up for Ohio** is knocking on thousands of doors with information on candidate positions on climate in national and state races.

- In Pennsylvania, **One Pennsylvania** is fighting a proposed refinery and dirty energy port facility in a low-income African-American community, educating voters on U.S. Senate candidate positions on climate change, and mobilizing them to vote.
- All of the organizations are scaling-up their organizing work, but they still don't have enough organizers to keep up with the number of people who want to be engaged. That's great news, and an early indicator of success. We've leveraged the initial investments from DA Partners into larger resources from new funders for 2017 and 2018, with over \$2 million in anticipated outside support.

Democracy Fund / Democracy Action Fund

OPPORTUNITY STATEMENT

Maximizing participation strengthens democracy. And maximizing participation among the New American Majority is the best strategy for developing and electing leaders who share progressive values and will enact policies that advance the DA's 2020 Vision. This is why the Right has been unrelenting in its efforts to systematically deny millions of Americans access to the ballot. In the wake of recent legal and legislative victories, progressives have an opportunity to advance a proactive agenda that allows millions more Americans to have their voices heard.

FUND GOALS AND APPROACH

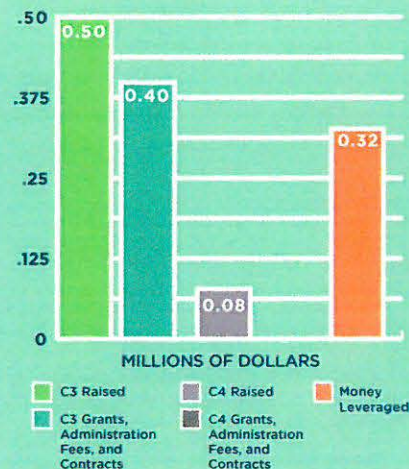
The premise of the **DA's Democracy Fund** and **Democracy Action Fund** (referred to jointly as "the funds") are that the best offense is sometimes just that – a good offense. Rather than fighting for voting rights on the Right's terms, the fund invests in the game-changing reforms that make voting easier. Our early investments have focused on two promising reforms: automatic voter registration and the enfranchisement of millions of American citizens who have lost the right to vote due to a prior criminal conviction.

By driving greater investment into the organizations leading public education, legislative advocacy, and ballot measure campaigns in a select number of states, the fund seeks to:

- **Add millions of voters** to the rolls;
- Permanently shift the responsibility of voter registration **to the government**;
- **Save money** for funders and the state;
- **Improve accuracy** of voter rolls;
- **Dramatically increase the political voice** and power of young people, communities of color, women, and low-income citizens; and
- **Address one of the manifestations of our criminal justice system's structural racism:** the fact that 6 million citizens – and nearly 1 out of every 13 Black Americans – is currently ineligible to vote.

In order to truly transform civic participation in this country, we must continue to innovate – and to invest as much in permanently expanding the electorate through structural reforms as we do registering (and often re-registering) voters each cycle. As the terms of the debate over voting rights shift, the time has come to think and act boldly.

2016 FINANCIAL OVERVIEW



ADVISORY BOARD

The New Venture Fund (NVF) and the 1630 Fund serve as the fiscal sponsor for the c3 and c4 funds respectively, with legal and fiscal oversight for all grant making.

Advisory Board

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Matt Hollamby, *Wyss Foundation*

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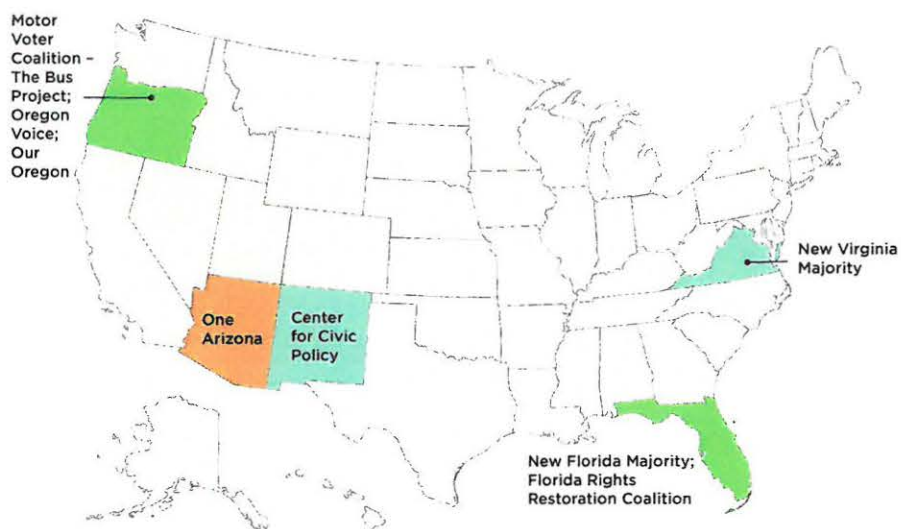
To provide a more complete picture, this memo reports on the work of both the 501(c)(3) Inclusive Economy Fund and the 501(c)(4) Inclusive Economy Action Fund. The operations of the two organizations are kept separate to the degree required by law.

TARGET STATES AND INITIAL INVESTMENTS

• Automatic Voter Registration (AVR):

In Arizona and New Mexico, the fund has supported **One Arizona** and the **Center for Civic Policy**, respectively, to run earned media and legislative advocacy campaigns that lay the groundwork for AVR ballot campaigns. In Virginia, the fund supported **New Virginia Majority** to advance AVR in Fairfax County, a first step toward statewide adoption. And in Oregon, the fund supported **Oregon Motor Voter Coalition** to learn more about the Oregon voters who have been automatically registered.

- **Rights restoration for formerly incarcerated citizens:** In Florida, the fund helped the **Florida Rights Restoration Coalition** collect the signatures necessary to have their ballot language reviewed by the State Supreme Court – an important first step for a 2018 or 2020 ballot campaign.



ANTICIPATED IMPACT

Although the fund's early investments are already yielding important results, the ultimate impact will be seen in 2017, 2018, and beyond.

- Initial findings from the **Oregon Motor Voter Coalition's** partnership with the **Analyst Institute** show that Oregon's New American Majority is benefitting the most from AVR, with young Oregonians and people of color automatically registering at much higher rates. Post-election, we will glean additional important insights, such as who registers through AVR and how they chose to engage in elections, which will guide future civic participation and voter

engagement work in Oregon and other states.

- Following their successful effort in Fairfax County, **New Virginia Majority** is beginning their work to get AVR implemented statewide. The Fairfax County victory has added 18,904 voters to the rolls in one month, up from 10,000 in previous months. Adopting AVR statewide would add tens of thousands of eligible voters to the rolls and dramatically reduce the voter registration burden for subsequent election years, allowing organizations to focus their efforts on GOTV and issue advocacy.

- Similarly, in New Mexico and Arizona, winning ballot campaigns in 2018 would automatically add tens of thousands of voters to the rolls and allow organizations to shift time and resources to other high-impact work.
- Next year, the **Florida Rights Restoration Coalition** will work to get their initiative qualified for the ballot. If enacted, the initiative would re-enfranchise 1.8 million citizens rendered permanently ineligible to vote due to a prior criminal conviction, permanently transforming the state's electorate.

Inclusive Economy Fund/ Inclusive Economy Action Fund

OPPORTUNITY STATEMENT

Forty years of “trickle down” policies have generated wealth and income inequality so extreme that it threatens our nation’s long-term economic health. Eroding labor standards, regressive taxation, and reckless financial deregulation are driving down wages and undermining the middle class, causing 90 percent of Americans to fall further and further behind. No free and open society can endure long-term stagnation and continuously rising inequality. Building a more inclusive economy—one that prioritizes political and economic inclusion—requires re-writing the rules at every level.

FUND GOALS AND APPROACH

The DA’s **Inclusive Economy Fund and Inclusive Economy Action Fund** (referred to jointly as “the funds”) seek to build an inclusive economy from the bottom up, investing in the promising state and local campaigns that are setting new standards for working people and their families and building momentum toward federal reform. The funds aim to lift up and debate economic policy choices that expose the lies of conservative economic theories and point to a new, inclusive economy as the solution. The campaigns that the funds support make a meaningful difference in people’s financial security by:

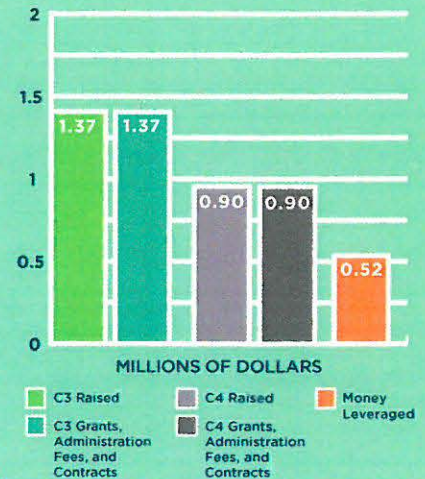
- Shifting the public debate in terms of what is possible in both economics and politics, while advancing our inclusive economics narrative; and
- Building the power and long-term advocacy capacity of local, state and national organizations, particularly those that engage and empower workers and low-income communities.

The funds support a mix of issue campaigns, with particular attention to potential “breakthrough” moments. Like the successful fight in Seattle for a \$15 minimum wage, these are campaigns that transform the national debate by changing people’s sense of what is possible. Because, in most cases, federal policy change is necessary to truly meet the goals of an inclusive economy, we support local campaigns that are embedded in a national strategy.

In our first year, the funds have supported campaigns with high impact and high leverage potential focused on:

- Raising wages and increasing worker protections like earned sick days;
- Increasing public investment in early care and education; and
- Changing the rules of our financial system.

2016 FINANCIAL OVERVIEW



ADVISORY BOARD

The New Venture Fund (NVF) and the 1630 Fund serve as the fiscal sponsor for the c3 and c4 funds respectively, with legal and fiscal oversight for all grant making.

Advisory Board

Peter Colavito, *Service Employees International Union*
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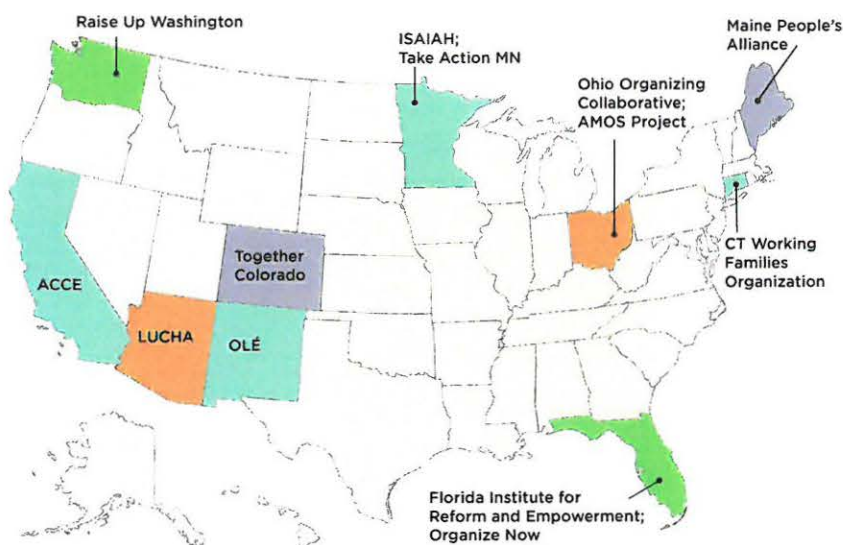
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To provide a more complete picture, this memo reports on the work of both the 501(c)(3) Inclusive Economy Fund and the 501(c)(4) Inclusive Economy Action Fund. The operations of the two organizations are kept separate to the degree required by law.

TARGET STATES AND INITIAL INVESTMENTS

- **Early Care and Education:** The funds support the **Center for Community Change** and the **Center for Popular Democracy** to assist coalitions of early care and education workers, parents, and child care center owners in eight cities and to coordinate this work – and maximize its federal advocacy potential – through participation in a national “hub.”
- **Wage and Leave Campaigns:** The funds support ballot initiatives in Arizona, Colorado, Maine, Washington, and Albuquerque, NM, and a legislative campaign in Minnesota, which will have immediate impact for millions of working people and drive the momentum for federal reform.
- **Changes to financial rules:** The funds support the Hedge Clippers campaign in Florida, Minnesota, and Ohio, which exposes hedge funds and private equity as the dark actors behind conservative economic



NATIONAL: Americans for Financial Reform; Center for Popular Democracy; People's Action; Working Families

proposals, as well as the Take on Wall Street campaign, which seeks to expose the role of financialization

in deepening economic and racial inequality and advance an ambitious set of Wall Street reforms.

ANTICIPATED IMPACT

- **Minimum wage and earned sick leave victories** in a strategic set of states, increasing wages and worker protections for millions of low-income workers while building the momentum for federal action. Going forward, the funds plan to invest in campaigns that increase workers' access to paid family leave.
- **New state and local investments in early care and education**, including increased eligibility for child care subsidies, expanded access to public pre-K, and increased wages and benefits for child care workers. Taken together, these victories will provide additional economic supports for families with young children and the

low-wage early care and education workforce, which is disproportionately comprised of women of color, and build momentum for federal investment.

- **Better connections between broad anti-Wall Street sentiment and specific policy demands**, through a combination of press work, organizing, and social media and digital engagement, increasing momentum for enacting a 21st Century Glass Steagall Act, closing the carried interest loophole, and enacting tougher rules to protect consumers from predatory lending.

- **Increased awareness of and action to curb the financial services industry's role in destroying good manufacturing jobs, expanding school privatization, and debt-profiteering.** Going forward, the funds seek to further sharpen the racial justice lens on this work, supporting organizing campaigns that highlight racialized economic disparities caused by financialization and build power in communities of color.

New American Majority Fund/ New American Majority Action Fund

OPPORTUNITY STATEMENT

Building long term progressive political power requires investment in the infrastructure and issues that drive the engagement of the New American Majority and New American Majority Fund (together “the funds”). As demographics have shifted, the scale of investment has failed to keep up with the growth of key constituencies. Constituency-focused engagements remain siloed from one another and from the broader progressive engagement in states. And the progressive movement has only engaged a fraction of the emerging constituencies that will determine political power in the future.

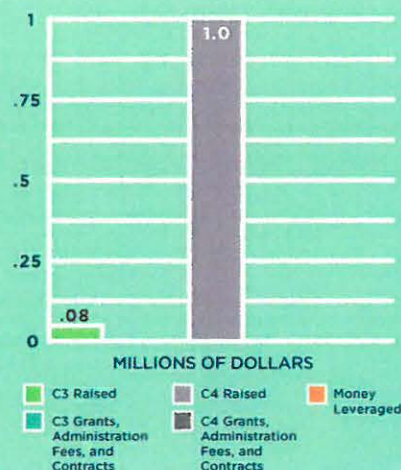
FUND GOALS AND APPROACH

The Democracy Alliance has been committed to building the independent political power of communities of color and young people as key constituencies in the New American Majority through the **Black Civic Engagement, Latino Engagement, and Youth Engagement Funds**. But based on our knowledge that we must do more, the DA introduced the **New American Majority Fund/New American Majority Action Fund**, which aspire to build bridges, break down silos, and strengthen a more diverse set of political actors in states.

One of the core principles of the funds is that they should be additive, increasing resources to the field and not depleting support for critical constituency-specific infrastructure. To that end, the funds’ first priority has been to ensure that the Black, Latino, and Youth Engagement Funds each reach at least the highest amount of funding that each fund has been able to raise in the past three years.

Going forward, additional resources would allow the funds to undertake new work and invest in other emerging key constituencies such as Asians and Pacific Islanders Americans, women, the LGBTQ community, and white working class. Despite their increasing electoral importance, communities that make up the New American Majority face longstanding inequities that result in significant gaps in income, education, health, and wealth. By better aligning constituency-specific funding strategies and building new capacity, the funds have the potential to unite the interests of diverse communities and build stronger collective power.

2016 FINANCIAL OVERVIEW



All funds raised by NAM/NAMAF were granted to BCEF/BCEAF, LEF/LEAF, and YEF/YEAF. The NAM/NAMAF resources are also included in c3/c4 funds raised columns for BCEF/BCEAF, LEF/LEAF, and YEF/YEAF.

ADVISORY BOARD

The New Venture Fund (NVF) and the 1630 Fund serve as the fiscal sponsor for the c3 and c4 funds respectively, with legal and fiscal oversight for all grant making.

Advisory Board

Weston Milliken, *DA Partner*

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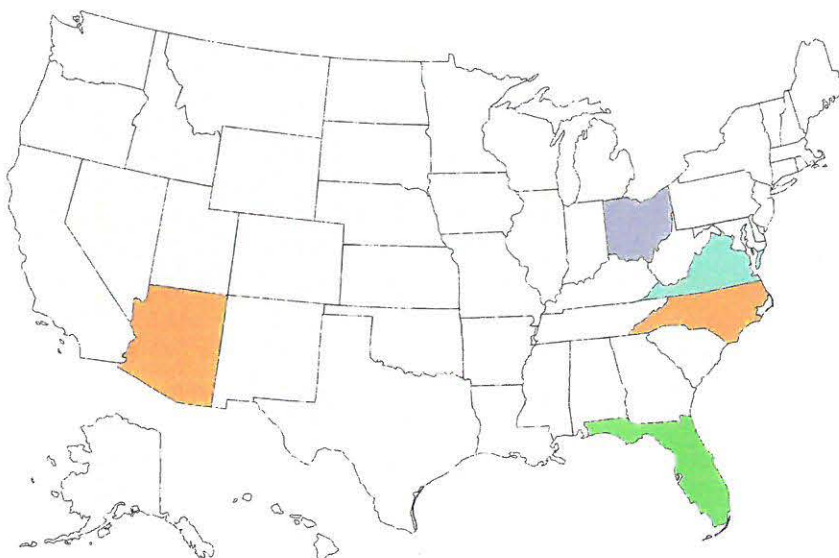
To provide a more complete picture, this memo reports on the work of both the 501(c)(3) Inclusive Economy Fund and the 501(c)(4) Inclusive Economy Action Fund. The operations of the two organizations are kept separate to the degree required by law.

TARGET STATES AND INITIAL INVESTMENTS

Given the urgency of maximizing resources to the field in a critical election year and the fact that none of the three individual constituency funds – Black Civic Engagement Fund, Latino Engagement Fund, and Youth Engagement Fund – matched their highest level of funding from the last three years, all of the funds' resources were allocated to the individual funds.

Beginning in 2017, the NAM fund would like to focus on AZ, FL, NC, OH, and VA to:

- **Develop a cross-cutting issue agenda;**
- **Strengthen existing capacity** where needed – especially 501(c)(4) capacity, which is still too often nascent in people of color led and mission-driven organizations;
- **Identify new efficiencies** in cross-cutting capacity support; and
- **Expand the NAM** electorate through added gap analysis.



Black Civic Engagement Fund/ Black Civic Engagement Action Fund

OPPORTUNITY STATEMENT

The Black Civic Engagement Fund and the Black Civic Engagement Action Fund (referred to as “the funds”) were established in 2012 to develop and coordinate resources for investment in national and local organizations focused on engaging Black communities on nonpartisan issues related to voter participation. Since 2012, the funds have raised and granted nearly \$8 million to 36 local and national organizations to lead voter education, voter protection, and mobilization efforts in nine states.

FUND GOALS AND APPROACH

The funds invest in strategic civic engagement efforts to support the people and organizations that have the greatest chance to advance change in the lives of African-Americans at the state, regional, and national levels. The funds invest in organizations that align with the funds’ vision and strategies.

Through strategic investments, BCEF/BCEAF seeks to support organizations that work to:

- Expand the Black electorate;
- Develop a new generation of civic and political leadership;
- Create an issue environment that reflects the pressing needs of Black communities; and
- Strengthen and rebuild the organizing and civic engagement infrastructure serving Black communities.

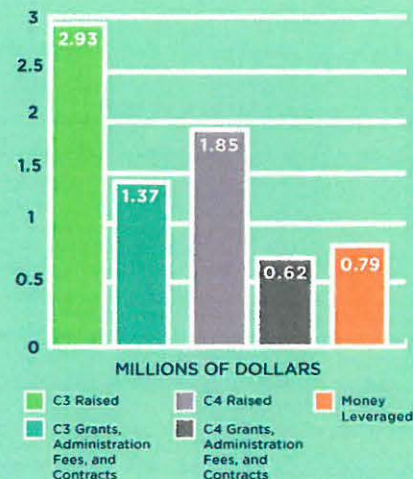
BCEF/BCEAF support organizations that prioritize the following strategies and principles:

- Building independent power for the African-American community through base-building and leadership development as core elements of a group’s organizing model;

- Engaging in continuous advocacy and organizing through nonpartisan integrated voter engagement;
- Demonstrating a commitment to innovation, experimentation, and to measurement and evaluation; and
- Building strategic alliance across communities, issues, and sectors.

BCEF/BCEAF are the only donor collaborations in the country specifically dedicated to building and strengthening Black civic infrastructure. We believe that providing a center of gravity for coordination among national groups, expansion of capacity among local anchor groups at the state and regional levels, and coordinating donor strategy and investments for this sector is a necessary component of sustaining infrastructure for progressive philanthropy.

2016 FINANCIAL OVERVIEW



ADVISORY BOARD

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Advisory Board

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Gerry Hudson, *Service Employees International Union*

Jee Kim, *Ford Foundation*

Gara LaMarche, *Democracy Alliance*

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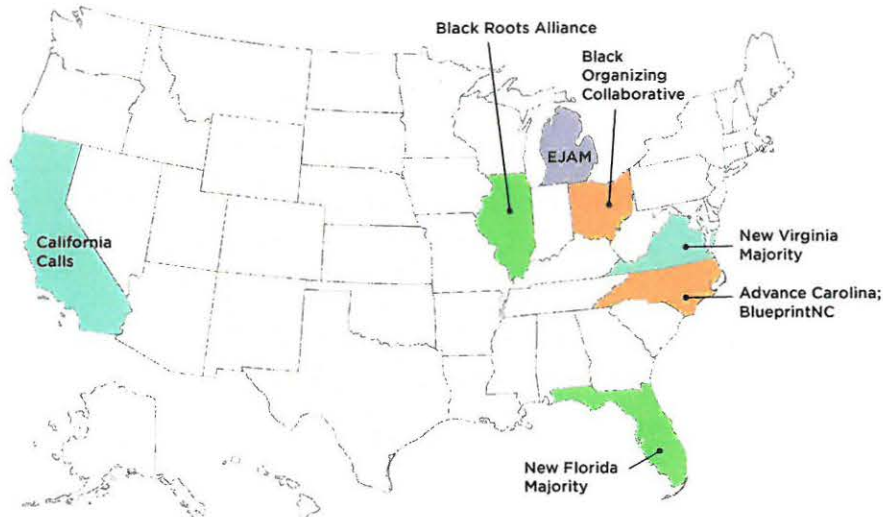
Director, Black Civic Engagement Fund and Black Civic Engagement Action Fund
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To provide a more complete picture, this memo reports on the work of both the 501(c)(3) Inclusive Economy Fund and the 501(c)(4) Inclusive Economy Action Fund. The operations of the two organizations are kept separate to the degree required by law.

TARGET STATES AND INITIAL INVESTMENTS

From 2016-2018, the funds plan to focus on the collective impact of grantees and expanding the opportunities in the field to learn about the best ways to support Black organizing and the issues that affect the Black community.

Over the last few years, the United States has seen multiple protests and acts of resistance in response to state-sanctioned violence targeted at Black communities. In cities across the country, community leaders have engaged in collective action and civil disobedience, demanding a recognition for the value and protection of Black lives. Simultaneously, existing organizations have continued to organize their communities. In the next two years, BCEF/BCEAF will work to create synergy between emerging groups and existing institutions to share best practices, create greater capacity of organizations, and to build political power and activism within the Black community.



NATIONAL: Advancement Project; BYP100; ColorOfChange.org; Higher Heights; National Coalition on Black Civic Participation (NCBCP)

ANTICIPATED IMPACT

- Electoral:** In 2016, the funds' partners and grantees contacted over 1 million Black voters at the door, by phone, and through the mail. Investment in engagement and infrastructure continues to be the way to turn irregular voters into habitual ones. In doing so, the electorate in key states will shift and develop into a more diverse one.
- Technology and Data:** One of the funds' largest national grantees – Color of Change – created an innovative text messaging system to talk to young Black voters. At regular text-a-thons hosted throughout the cycle, 100,000 voters were contacted each weekend.
- Building New Infrastructure:** In 2016, two new Black-led projects were launched in Virginia and North Carolina—BLOC-VA and BLOC-NC, respectively. These organizations grew in areas where little infrastructure existed and small changes could have big impact. Groups are using this election cycle to increase capacity to develop strong issue advocacy in 2017 and beyond.
- Research:** The funds invested in a project from which a hub launched to better understand how to communicate with the Black community. The goal of the project was to find what moves the community to action to vote and to advocate.
- Diversified funding:** The funds were able to expand the sources from which support was given to infrastructure-building and turnout for the Black community. This shift has helped grow the way in which Black voters are engaged for this cycle.

Latino Engagement Fund / Latino Engagement Action Fund

OPPORTUNITY STATEMENT

The Latino Engagement Fund and Latino Engagement Action Fund (LEF and LEAF, referred to jointly as “the funds”) are expressly dedicated to countering the concerning trend of Latino disengagement in the political process. Latinos are not only a constituency to be mobilized in election years, but are a critical part of what should be our nation’s governing class. The funds support groups on the ground that have spent years building relationships with the Latino community in their areas - the very people who we need to show up at the polls.

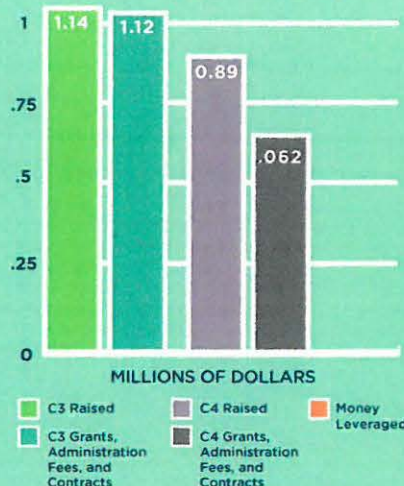
FUND GOALS AND APPROACH

The funds connect short-term civic engagement goals with long-term progressive policy change and the development of progressive Latino leaders in target states. The funds build and leverage a strong and interconnected Latino civic engagement infrastructure in key battleground states and provide grantees and allies with groundbreaking research and tools needed to authentically mobilize Latinos.

Our approach to winning entails talking with Latinos as people, rather than voters. We support organizations that listen to Latino voices, work for pro-Latino policy changes, and embrace Latino leaders – and not just in election years. Specifically, the funds have outlined the following goals:

- **Drive resources** to high-volume field programs to educate and turnout Latino voters in target states.
- **Scale communications programs** and develop research-based messages to persuade and mobilize Latino voters.
- **Produce and disseminate** groundbreaking research and tools to increase efficacy of programs targeted at Latino voters.
- **Connect** short-term Latino civic engagement goals with long-term progressive, pro-Latino policy change campaigns.
- **Invest in targeted leadership development programs** for progressive Latino candidates.
- **Strengthen the national narrative** about why Latinos should care about voting and incorporate more Latino voices into the narrative that voting rights are under attack.
- **Discredit conservative messages** in the Latino community.
- **Create long-term partnerships** through coordinated programs with other 501(c)(3), 501(c)(4), and other efforts that engage the New American Majority.

2016 FINANCIAL OVERVIEW



ADVISORY BOARD

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Advisory Board

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Julie Kohler, *Democracy Alliance*

Katherine Peck, *Civic Participation Action Fund*

Steve Phillips, *DA Partner*

Rocio Saenz, *Service Employees International Union, Chair*

Michael Podhorzer, *American Federation of Labor and Congress of Industrial Organizations*

Contact

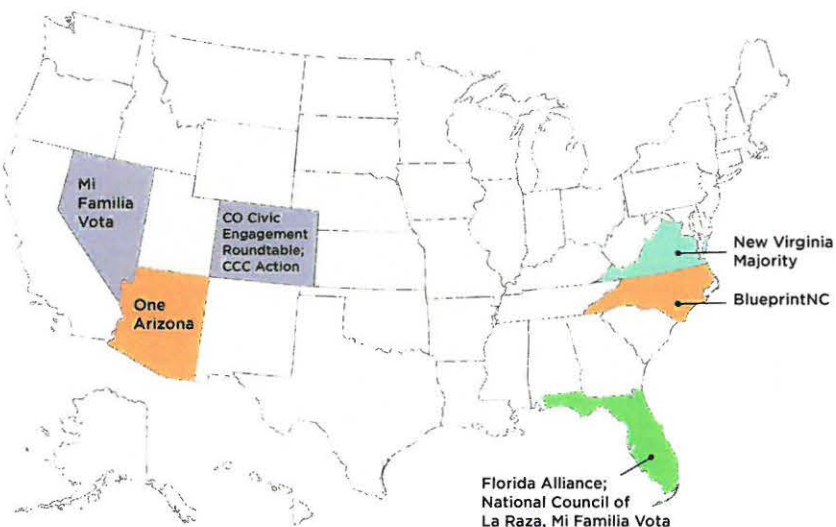
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To provide a more complete picture, this memo reports on the work of both the 501(c)(3) Inclusive Economy Fund and the 501(c)(4) Inclusive Economy Action Fund. The operations of the two organizations are kept separate to the degree required by law.

TARGET STATES AND INITIAL INVESTMENTS

The LEF and LEAF focus investments in **Arizona, Colorado, Florida, Nevada, New Mexico, North Carolina, and Virginia** — states with large Latino populations and strong Latino-led or immigrant rights organizations. Going forward, the funds will work in other states to seize unique opportunities. The racist and anti-immigrant rhetoric that emerged in the 2016 presidential race provided a unique opportunity to engage Latinos in target states this year. Investments focused on two main categories of work:

- **Latino Community Education and Mobilization:** in Arizona, Colorado, Florida, Nevada, North Carolina, and Virginia, the funds supported Latino-led organizations to drive Latino turnout in November.
- **Electoral Targeting and Persuasion:** in Arizona, Colorado, and Florida, the LEAF supported Latino-led organizations to persuade Latinos to vote for progressives up and down the ballot.



NATIONAL: NILC Immigrant Justice Fund

ANTICIPATED IMPACT

The LEF and LEAF Advisory Boards envision electoral bodies that look like and represent the progressive base - including Latinos. We seek policies at the state and federal level that improve the lives of Latinos on a daily basis. In order to achieve these outcomes, we must ensure that:

- State-based, Latino-led organizations have the **capacity to mobilize the Latino community** throughout the year and from year to year;
- **More progressive Latinos become regular voters** and understand the voting process;

- **More Latinos are mobilized** to elect progressive candidates;
- **More Latinos work to hold elected officials accountable** for enacting progressive policies; and
- **More progressive Latinos are elected** to leadership positions.

Understanding that there are systems in this country that institutionalize barriers to an equitable future for Latinos, the LEF and LEAF will prioritize policy efforts that align with the Democracy Alliance's three pillars: creating a fair democracy, building an inclusive economy, and nurturing a health planet.

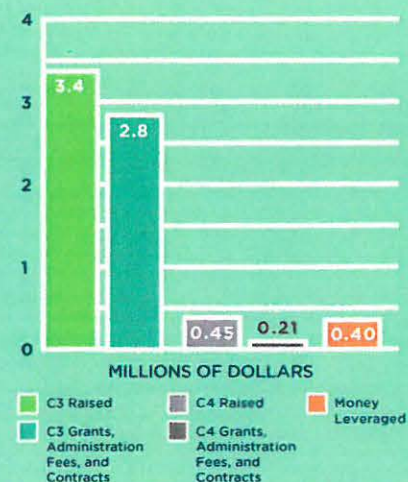
The funds will also prioritize intersectional projects that work to mobilize multiple segments of the New American Majority. With the creation of the state tables, progressive groups have made great strides by communicating and working together. There is more success to be had by moving from short-term, transactional projects to long-term, integrated plans. By understanding and clearly articulating the interconnectedness of our work, we can further address structural inequalities.

Youth Engagement Fund / Youth Engagement Action Fund

OPPORTUNITY STATEMENT

Young people are the progressive movement's long-term competitive advantage against the political Right. The Youth Engagement Fund and Youth Engagement Action Fund (referred to jointly as "the funds") provide support to increase youth voting and progressive activism in places where their voices have the greatest impact. In 2016, the funds invested more than \$2.5 million to drive youth turnout in the states where young people are most likely to have high impact.

2016 FINANCIAL OVERVIEW



FUND GOALS AND APPROACH

The Youth Engagement Fund has three goals in 2017 and 2018:

- 1) Voter Mobilization:** Double college student voter turnout in high impact states
- 2) Field-Building:** Build the capacity and leadership of minority youth in places with the greatest racial and other socio-economic disparities
- 3) Philanthropic Advocacy:** Expand the number of individual and institutional donors who support the fund's programmatic initiatives and align their giving to the fund's goals

The funds encourage rigorous data-driven solutions to youth leadership and civic engagement. In 2016, the funds commissioned two innovative statistical indexes to target grant making into states where youth have the potential to be most determinative to election outcomes. In addition, the funds regularly conduct landscape analyses of higher education institutions and community organizations, to identify the best ideas for catalyzing youth participation in progressive issue campaigns and elections, and determine whether or not voting is becoming more habitual among a targeted universe of young people. In addition, the funds measure important process metrics, such as growth in support base, new partnerships between community-based organizations and campus administrators, and the number of institutional or individual donors supporting year-round voter engagement.

ADVISORY BOARD

The New Venture Fund (NVF) and the 1630 Fund serve as the fiscal sponsor for the c3 and c4 funds respectively, with legal and fiscal oversight for all grant making.

Advisory Board

Allison Barlow, *Wallace Global Fund*
 Daaiyah Bilal-Threats, *National Education Association*
 Keesha Gaskins, *Rockefeller Brothers Fund*
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 Alethia Jones, *1199UHE*
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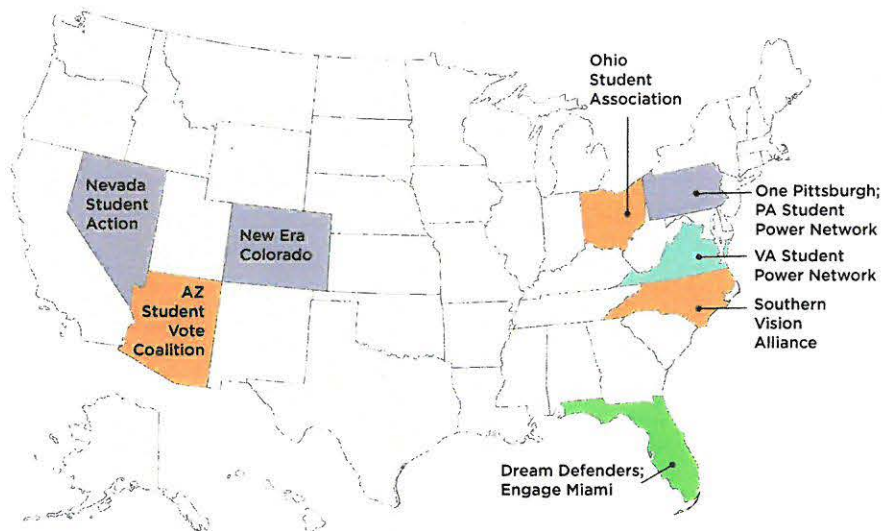
To provide a more complete picture, this memo reports on the work of both the 501(c)(3) Inclusive Economy Fund and the 501(c)(4) Inclusive Economy Action Fund. The operations of the two organizations are kept separate to the degree required by law.

TARGET STATES AND INITIAL INVESTMENTS

During 2016, the funds deepened their partnership with the Center for Information and Research on Civic Learning & Engagement (CIRCLE) through the development and dissemination of the 2016 Youth Electoral Significance Index (YESI). The YESI triggered data-driven conversations about the key states where youth participation on issue, advocacy, and election-year efforts will be determinative.

The funds focused their investments in 8 of the states where CIRCLE data indicated young people had the most influence—Arizona, Colorado, Florida, New Hampshire, North Carolina, Ohio, Pennsylvania, Virginia, and Wisconsin.

In addition to influencing YEF/YEAF grant-making, the YESI also affected the narrative about young voters and the 2016 election, from one of skepticism and even negative view toward young people, to a more positive, data-driven one promoting youth outreach.



National: Black and Engaged, Black Wave Youth, Bus Federation, BYP 100, Energy Action Coalition / Power Shift Network, Fair Elections Legal Network, Headcount, Youth IE Coordination Table, Latino Youth Wave, Million Hoodies, Push Black, Student Action, Student PIRGs, Student Power / VOTE MOB, Summer Trainings, US Student Association, United We Dream, Young Invincibles

ANTICIPATED IMPACT

- Electoral:** The funds grantees contacted more than half a million unique, young voters in the states and congressional districts where youth are poised to have a disproportionately high electoral impact in 2016.
- Data:** The funds commissioned two groundbreaking new data tools from CIRCLE that have triggered data-driven conversations about where youth are disproportionately likely to affect federal elections and close racial disparities in civic participation. The tools have generated an estimated 647,000 views and almost 65,000 social shares.
- Increased Capacity and Leadership:** Thanks to support from the funds, more than 900 campuses have begun measuring their student voting rates through the National Study of Learning Voting and Engagement (NSLVE) reports, many in the DA's 2020 states. In addition, the funds' grantees have developed more than 100 emerging leaders in key states like North Carolina, Ohio, Arizona, Colorado, and Wisconsin, who can lead campaigns and potentially run for office.
- Philanthropic Advocacy:** Over the past year, the funds have seen at least a 25% increase in the number of donors who support the funds' programmatic initiatives and are aligning new philanthropic resources, particularly for field-building efforts with youth of color.

State Engagement Initiative

OPPORTUNITY STATEMENT

The State Engagement Initiative (SEI) is the response to the Right's ascendance in the states. SEI builds on the Committee on States' (CoS) effort to build donor and infrastructure networks in states. CoS creates donor tables in states and helps donors align around multi-cycle investment plans designed to build progressive power. SEI then solicits support for the plans from national donors, matching their donations with in-state support. This formula has proven powerful, increasing in-state donations this cycle.

FUND GOALS AND APPROACH

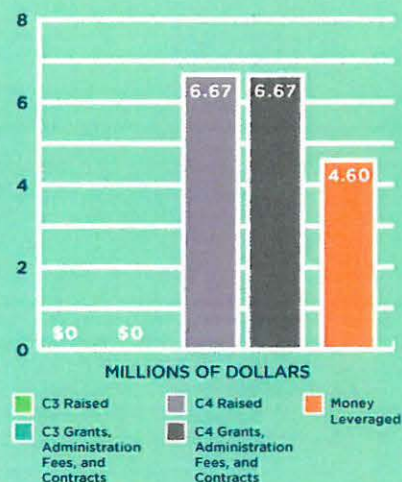
For the last decade, a small group of conservative financiers instituted strategic investments to wrest control of our national political institutions. Although their goal was to achieve dominance of their conservative ideology in Washington, the taproot of their power is state-based. It is focused on controlling the narrative, developing leaders, and winning crucial elections (legislative, judicial, statewide) in order to control redistricting.

The CoS has spent the last decade organizing communities of progressive donors in states around smart, strategic, aligned investments to counter what the Right has built.

Through SEI, CoS is partnering with the DA and other national donors to build a long-term framework that will put progressives in a strong position for 2018, 2020, and the next redistricting process. Our goals are to win progressive policy through the electoral process, increase alignment of strategic investments, evaluate programs and provide accountability, and build stronger donor networks in critical states. The secondary goal is to continue to expand its pool of progressive donors in each state by providing financial incentives for investments. Every dollar that is invested through SEI is matched by in-state donors.

SEI's investments include civic engagement efforts to mobilize communities of color, young people, women, and other key constituencies that comprise the New American Majority. They also include sophisticated communications and messaging efforts, state of the art data operations, and key issue campaigns that make real change in voters' lives and dovetail with smart electoral strategies.

2016 FINANCIAL OVERVIEW



ADVISORY BOARD

The New Venture Fund (NVF) and the 1630 Fund serve as the fiscal sponsor for the c3 and c4 funds respectively, with legal and fiscal oversight for all grant making.

Advisory Board

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Mike Podhorzer, *American Federation of Labor and Congress of Industrial Organizations*
Michelle Ringuette, *American Federation of Teachers*
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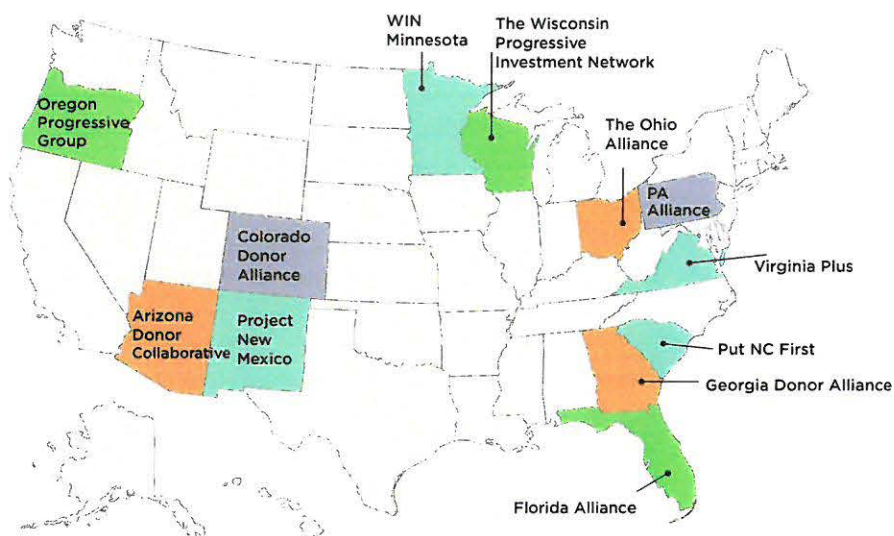
To provide a more complete picture, this memo reports on the work of both the 501(c)(3) Inclusive Economy Fund and the 501(c)(4) Inclusive Economy Action Fund. The operations of the two organizations are kept separate to the degree required by law.

TARGET STATES AND INITIAL INVESTMENTS

SEI grants are predicated on the cooperation and monitoring of in-state staff of the donor tables as well as the recommendations of in-state America Votes directors. We have attempted to coordinate our effort in the relevant states with the field programs of Fund for the Future as well. Our funding was directed directly to the accounts of the state donor tables for regranting in the states or directly to groups recommended.

Through this work SEI worked with the following states this year:

- Arizona
- Florida
- Georgia
- Michigan
- Minnesota
- New Mexico
- North Carolina
- Ohio
- Pennsylvania
- Wisconsin



ANTICIPATED IMPACT

The dual goals of the State Engagement Initiative are both to change state policy through the electoral process and create pooled funds to leverage new state investments at a minimum ratio of 1:1. Additionally, SEI seeks to build in state capacity of state donor tables as a central hub for all political and civic engagement work in a state, thus providing stronger strategic thinking, alignment, reduction of duplication, and accountability.

The states in which we are working in have either total conservative dominance at all levels of governance

or mixed governance, so there is no state here where we can currently exercise progressive policy on the economy, the environment, health care or the social safety net. We have also seen restrictions on women's health care in many of these states as well as efforts that fundamentally undermine the right to vote. These states also have some of the worst of the partisan gerrymandering in the country which results in elected representatives attempt pick their voters rather than the voters.

Each SEI state has a plan outlining the desired progressive gains in 2016, 2018,

and 2020. Given our investments that were matched and aligned on the state level, we hope that the new political calculus in the states is far different after the election and we can once again advance public policy.

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Checks for 501(c)(3) donations
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*Check Memo Line:
Democracy Fund
EIN: 20-5806345

Checks for 501(c)(4) donations
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Sixteen Thirty Fund

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Democracy Action Fund
Tax ID: 26-4486735

Inclusive Economy Fund / Inclusive Economy Action Fund

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Checks for 501(c)(4) donations
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Nondeductible 501(c)(4)
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APPENDIX A: Dashboard Rubrics for APOs

Assessments of DA APOs' Governance and Finances were based on the following criteria.

Each organization's materials (written responses to questions and financial documents) were reviewed by DA Strategy and Planning staff members, who assigned ratings for each item.

The potential range of scores on the governance rubric is 6-18. What is reported in the dashboard as "good governance" is the percentage of APOs that received scores of 12 or higher.

The potential range of scores on the finance rubric is 7-21. What is reported in the dashboard as "solid financials" is the percentage of grant partners achieving a score of at least 15.

The Strategy and Planning team is available to answer any questions that DA Partners may have about individual organizations included in the DA 2020 Vision Investment Portfolio.

GOVERNANCE RUBRIC		1	2	3
	WRITTEN STRATEGIC PLAN	Grantee does NOT have a written strategic plan	Grantee has a written strategic plan that was created more than 3 years ago and hasn't been formally updated	Grantee has a current strategic plan (developed or formally updated within the last 3 years)
	BOARD REVIEWS PROGRESS ON THE STRATEGIC PLAN	The board does NOT review progress on the strategic plan	The board does some review of progress but not tied to the strategic plan	The board reviews progress on the strategic plan at least semi-annually
	# OF BOARD MEETINGS	The board meets only ad-hoc	Fewer than 4 board meetings a year	4 or more board meetings a year
	% OF BOARD MEETINGS WITH A QUORUM	25% or fewer meetings have a quorum	75-25% of board meetings have a quorum	More than 75% of board meetings have a quorum
	CONDUCTING A BOARD EVALUATION	The board conducts no informal or formal evaluation of itself	The board conducts informal evaluation of itself on occasion	The board has conducted a formal board assessment in the last two years
	ED/CEO ANNUAL REVIEW	The board does NOT conduct an annual performance review with the ED/CEO	The board sporadically conducts an informal performance review with the ED/CEO	The board conducts a formal annual performance review with the ED/CEO

FINANCIAL RUBRIC		1	2	3
	AUDIT	No audit conducted within the last year	An audit was conducted and revealed some problems	A clean audit was conducted
	FORMAL OPERATING BUDGET	No written budget is in place	A written budget that has limited breakdown is in place	A comprehensive written budget is in place
	BUDGET ADHERENCE	Had an unplanned budget deficit within the last 2 fiscal years	Had a planned budget deficit in the last 2 years (greater than 5% variance from planned budget)	Had an accurate budget or budget surplus in the last 2 fiscal years
	FISCAL YEAR REVENUE	Revenue size decreased compared to last year (more than 10%)	Revenue size stayed the same in the last year (less than +/- 10% deviation from previous year)	Revenue size increased in the last year (more than 10% from previous fiscal year)
	OPERATING RESERVES	Less than one month of operating reserves are on hand	1 to 3 months of operating reserves are on hand	More than 3 months of operating reserves are on hand
	REVENUE SOURCES	More than 80% of funds are from one type of source	40-80% of funds are from one type of source	Fewer than 40% of funds are from one type of source
	STAFF SIZE*	Staff size decreased	Staff size maintained	Staff size increased

*Staff contractions that were driven by strategic or intentional programmatic reasons were coded as a "2."

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