

newventurefund

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March 1, 2016

Brian Kettenring
Center for Popular Democracy
11 Dupont Circle #240
Washington, DC, 20036

RE: Grant No: NVF-INCL-Center for Popular Democr-GA#003915

Dear Mr. Kettenring:

The New Venture Fund is pleased to inform you that it has approved a grant to your organization in the amount of \$290,000.00 through our Inclusive Economy Fund. This grant is for the grant period starting December 01, 2015 and ending December 01, 2016 and is subject to the terms and conditions contained in the enclosed Grant Agreement.

On behalf of the New Venture Fund, I would like to congratulate your organization on its valuable work and wish you great success in this endeavor.

Sincerely,



Lee Bodner
President

Enclosure

New Venture Fund
NVF-INCL-Center for Popular Democr-GA#003915

INSTRUCTIONS:

1. Please review and sign this form.
2. Return electronically to Kelly Bronk (kelly@newventurefund.org) or Alaa Itani (alaa@newventurefund.org). If you are unable to return electronically, please send to:

New Venture Fund
Attn: Kelly Bronk
1201 Connecticut Ave NW, Suite 300
Washington, DC 20036

NEW VENTURE FUND GRANT AGREEMENT

GRANT NUMBER: *NVF-INCL-Center for Popular Democr-GA#003915*

DATED: December 01, 2015

The New Venture Fund (the "Foundation") and Center for Popular Democracy (the "Organization")

hereby agree as follows:

- I. The Foundation grants the Organization \$290,000.00 (the "Grant") for the period December 01, 2015 - December 01, 2016 to be paid

(X) in one lump sum within 30 days of the date that the agreement is signed

() in the following installments: _____

- II. The Grant may be used only for the following charitable, scientific, literary, religious or educational purposes: to fund the Organization's Winning Childcare Justice for Families & Workers project, as described in the attached document ("Exhibit A") that was provided to the Foundation by the Organization and dated November 16, 2015 (the "Project").
- III. So that the Foundation may comply with tax laws of the United States, it is understood that the Organization agrees to the following:
 - A. To use the Grant funds exclusively for charitable, scientific, literary, religious or educational activities consistent with the tax-exempt status described above;

- B. To the extent that the Project includes any lobbying activities, as described in sections 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code"), such lobbying expenses:
1. Do not exceed \$14,000.00, the amount of "grassroots lobbying" described in the Project budget, unless prior approval is obtained from the Foundation,
 2. Do not exceed \$44,000.00, the amount of "direct lobbying" expenditures described in the Project budget, unless prior approval is obtained from the Foundation;
- C. Not to use any funds from this Grant to intervene in any election or support or oppose any political party or candidate for public office, or engage in any lobbying not permitted by section 501(c)(3) of the Code.
- IV. The Organization will return to the Foundation any portion of the Grant, and interest earned on the Grant, not expended or committed for the Project on December 01, 2016.
- V. The Organization shall provide the Foundation with a final report that is due to the Foundation on or before December 31, 2016.
- The full report must include the following certification:
- All activities by the Center for Popular Democracy were and are consistent under the Internal Revenue Code Sections 501(c)(3) and 509(a)(1), (2) or (3). If any lobbying was conducted by the Center for Popular Democracy (whether or not discussed in this report), the Center for Popular Democracy complied with the applicable limits of Internal Revenue Code Sections 501(c)(3) and/or 501(h) and 4911. The Center for Popular Democracy warrants that it is in full compliance with its Grant Agreement with the New Venture Fund, dated December 01, 2015, and that, if the grant was subject to any restrictions, all such restrictions were observed.
- VI. The Organization shall also provide the Foundation with an interim report at the midpoint of the Grant period. This report shall be due on or before June 1, 2016.
- VII. The Organization shall prepare the reports according to the attached reporting guidelines ("Exhibit B"). All report components should be dated and signed by an officer of the Organization.

- VIII. The Organization is required to segregate the Grant in an account that is used only for charitable, scientific, literary, religious or educational purposes.
- IX. The Organization agrees to maintain adequate financial and programmatic records. Records of receipts and expenditures under the Grant, as well as copies of reports submitted to the Foundation, should be kept for at least four years following completion of the Grant period. The Organization's books and records are to be made available for inspection by the Foundation or its designated representatives at reasonable times.
- X. The Foundation shall include information regarding the Grant in its periodic public reports and may include such information in press releases or other publicly available materials.
- XI. Additionally, the Organization agrees:
- A. To comply with all applicable laws or regulations in any jurisdiction in which it conducts activities.
 - B. To allow the Foundation to conduct an evaluation of the Organization and its programs related to the Grant. The evaluation may involve visits from the Foundation staff or representatives and discussions with employees or consultants of the Organization.
 - C. To cooperate with the Foundation in supplying any additional information or in complying with any procedures which might be required by any governmental agency in order for the Foundation to establish that it has observed all requirements of the law with respect to this Grant.
 - D. To notify the Foundation immediately of any anticipated or actual changes in the president, executive director or key personnel identified in the Grant proposal, award letter or this Grant Agreement, or of any anticipated or actual merger, consolidation, or sale or transfer of all or substantially all of the Organization's assets. The Organization acknowledges that these changes may trigger the Foundation's review and

reassessment of the Organization's ability to meet the purposes of the Grant. Such review may lead to additional grant provisions or other limitations for unexpended funds.

- E. To not use the Foundation name in any report or other document prepared for distribution outside the Organization, in either printed or electronic form, with the exception of listing the Foundation along with other donors in an annual report or Grant application. If you have occasion to acknowledge this grant, please indicate that support was provided by Inclusive Economy Fund.
- F. To make any data, research, knowledge and other information developed with these Grant funds freely available to the Foundation, and hereby grants to the Foundation a perpetual license to all right, title and interest in any copyright and all other tangible and intangible property or ownership rights (including all renewals and extensions) relating to all materials created by or for the Organization in the performance of the specific deliverables described in Exhibit A. At the request of the Foundation, the Organization agrees to execute all necessary or appropriate documents and take all other reasonable steps to document or formalize such rights in these materials.
- XII. The Foundation reserves the right, in its sole discretion, to discontinue funding of this Grant, if it is not satisfied with the expenditure of Grant funds by the Organization or the content of any written report required herein. The Foundation reserves the right to discontinue, modify, or withhold any payments due under this Grant, or to modify the terms of this Agreement, to comply with any law or regulation applicable to this Grant or to protect and maintain the Foundation's tax-exempt status under Section 501(c)(3) of the Code.
- XIII. Failure by any party at any time to require performance by any other party of any provision of this Agreement shall in no way affect the right to require full performance any time thereafter,

nor shall the waiver by any party of a breach of any provision of this Agreement constitute a waiver of any succeeding breach of same or any other provision, nor constitute a waiver of the provision itself.

- XIV. This Agreement (a) constitutes the entire understanding of the Foundation and the Organization with respect to the subject matter, and supersedes all prior agreements and understandings, whether oral or written; (b) is made exclusively with the Organization and may not be transferred or assigned to another organization or person without prior written approval of the Foundation; and (c) may be amended or modified only by a mutual written agreement of the parties.
- XV. This Agreement shall be deemed to be made under, and in all respects shall be interpreted under and governed by the laws of the District of Columbia.

Agreed to and accepted on behalf of Center for Popular Democracy, dated: 3/21/16.



Brian Kettenring
Co-Executive Director

Agreed to and accepted on behalf of the New Venture Fund, dated: Mar 25, 2016.


Chris Hobbs (Mar 25, 2016)

EXHIBIT A- PROPOSAL AND BUDGET**GENERAL INFORMATION**

Organization	Center for Popular Democracy	Start Date	December 01, 2015
Primary Contact	Brian Kettenring	End Date	December 01, 2016
Primary Contact Title	Co-Executive Director	Requested Amount	\$290,000.00
Primary Contact Email	bkettenring@populardemocracy.org	Direct Lobbying Amount	44000
Signatory Contact	Brian Kettenring	Grassroots Lobbying Amount	14000

Proposal Title

Winning Childcare Justice for Families & Workers

Purpose

Americas' families are in crisis: childcare costs are exorbitant even for middle-income families, subsidized care is inaccessible even to those who qualify, and quality varies widely. At the same time, the workforce – overwhelmingly women, and mainly women of color – struggle, earning poverty-level wages, with little job security or predictability, and without access to baseline benefits such as paid sick leave. In the next two years, our country faces a unique opportunity to make truly significant progress on the state, local and national level to solve the crisis in early childhood education and childcare. With sophisticated, trans-locally coordinated organizing and campaigning, we can win major new public investment to deliver universal, affordable, high-quality childcare and early education to children 0-5 and to win dramatic improvements in the standards for workers in the industry, including \$15/hour and core benefits such as paid sick leave. State and local victories will advance innovations in the childcare system will deliver meaningful improvements for workers and parents, and will form baselines for federal reform. The key constituencies mobilized through these fights, including childcare workers (predominately women of color), parents, and childcare center owners, will, in turn, become the driving engine to secure the necessary resources at the federal level.

APPLICATION QUESTIONS**Street Address**

449 Troutman St. Suite A, Brooklyn NY 11237

Telephone Number

646-239-6392

List your organization's website

populardemocracy.org

Organization's Mission

The Center for Popular Democracy works to create equity, opportunity and a dynamic democracy in partnership with high-impact base-building organizations, organizing alliances, and progressive unions. CPD strengthens our collective capacity to envision and win an innovative pro-worker, pro-immigrant, racial and economic justice agenda.

Signatory Name, Job Title, and Email Address

Amy Carroll, Chief of Staff, acarroll@populardemocracy.org

Who is the program staff person who can best answer questions about the substance of the work described in this proposal? (Name, title, email address)

Amy Carroll, Chief of Staff, acarroll@populardemocracy.org

Who can best answer questions about the budgets and fiscal status described in this proposal? (Name, title, email address):

Amy Carroll, Chief of Staff, acarroll@populardemocracy.org

Tax Status

501(c)(3)

Federal EIN#

45-313436

If your organization is applying as a 501(c)3 but also has a 501(c)4 affiliate, please include the name of the affiliate and the name, title and email address for a staff person who can best answer questions about the organization:

Center for Popular Democracy Action

Amy Carroll, Chief of Staff, acarroll@populardemocracy.org

Total number of full time staff

53.00

Total number of part time staff

1.00

Fiscal Sponsor Name

newventurefund

Fiscal Sponsor Address

Fiscal Sponsor Telephone Number

Signatory Name, Job Title and Email Address

Staff person at the fiscal sponsor who can best answer questions related to this proposal (Name, title, email address)

Total Project Budget (including other sources of funding)
\$1,219,152.00

Total Organizational Budget for fiscal year in which funding is requested
\$175,617.41

Do you intend to re-grant any of the funds provided by this grant? (If yes, you must submit an attachment that outlines your plan to do so in the Attachments section of the proposal.)
Yes

Winning Childcare Justice for Families & Workers

1. The goals of your project or campaign including what you consider success.

Americas' families are in crisis: childcare costs are exorbitant even for middle-income families, subsidized care is inaccessible even to those who qualify, and quality varies widely. At the same time, the workforce – overwhelmingly women, and mainly women of color – struggle, earning poverty-level wages, with little job security or predictability, and without access to baseline benefits such as paid sick leave. And, while research demonstrates that early childhood education provides kids with the tools to succeed in life-long learning, we have failed as a nation to develop the resources necessary to provide for universal, high quality pre-k and early childhood programs for all children and families.

In the next two years, our country faces a unique opportunity to make truly significant progress on the state, local and national level to solve the crisis in early childhood education and childcare. With sophisticated, trans-locally coordinated organizing and campaigning, we can win major new public investment to deliver universal, affordable, high-quality childcare and early education to children 0-5 and win dramatic improvements in the standards for workers in the industry, including \$15/hour and core benefits such as paid sick leave. State and local victories will advance innovations in the childcare and early childhood education system that deliver meaningful improvements for workers and parents, and will form baselines for federal reform. The key constituencies mobilized through these fights, including childcare workers (predominately women of color), parents, and community-based childcare center owners, will, in turn, become the driving engine to secure the necessary resources at the federal level.

Our key objectives for first phase of these fights, in 2016, include:

- Mounting a minimum of eight local and/or state campaigns that mobilize base constituencies to embrace and advance ambitious policies and catalyze public debate;
- Winning a minimum of four significant policy victories at the state and/or local level in 2016 that provide concrete benefits to children, parents and workers and demonstrate the political viability and resonance of this issue;
- Developing a compelling public message and projecting that message in the national political debate; and
- Building the political and organizational foundation for a national campaign to win a major increase in federal support for early childhood education and childcare in 2017 and beyond.

2. A timeline and concrete description of major proposed activities.¹

(A) Local campaigns in eight states that are designed to increase the public funding dedicated to early childhood education and care, expand access to low income families, and raise wages and benefits for workers in this sector. The Center for Popular Democracy (CPD) and Center for Community Change Action (CCCA) – the c4 affiliate of the Center for Community Change (CCC) – will regrant funds to

¹ While we present here an integrated campaign, we will carefully track to ensure that c3 funds are used solely for c3-permissible activities, and to ensure that c3 funds are used in compliance with restrictions on lobbying (grassroots and direct) set by the funder. For the field, we seek 60% in c4 funding and 40% in c3 funding, to ensure campaigns have adequate unrestricted funds for ballot initiatives as well as c4 membership growth. We are of course willing to revising this split as necessary, in collaboration with the funders.

support these campaigns, with CCCA providing the c4 portion and CPD providing c3 funds. Summaries and timelines for the eight local campaigns are appended below.

(B) Intensive Field Support. In addition to direct financial support, CPD and CCCA will provide a range of strategic and technical services to enhance the chance of success for each local campaign. These hands-on services, tailored to each local situation, will include assistance on:

- Organizing models for engaging parents, workers, center owners, community and other stakeholders
- Analysis of early childhood education and childcare (ECEC) systems and framing appropriate policy solutions
- External power analysis and campaign design
- Public communications and messaging
- Recruitment of allies and coalition-building
- Fundraising and resource development

CCCA and CPD will also convene at least two gatherings of local partner organizations to foster peer-to-peer learning, exchange of best practices, collective problem-solving, and shared commitment to a national strategy.

(C) Formation of a Central National Table. State and local victories are critical to building an organized base and political momentum for change, but the crisis in early childhood education and care ultimately requires a national solution backed by a large new commitment of federal funding. To lay the foundation for a campaign along these lines, we have formed a national coordinating table and communications center anchored initially by CPD, CCCA, the American Federation of Teachers (AFT) and Service Employees International Union (SEIU), with potential to expand the scope of collaboration as the work gains traction. In particular, we are looking forward to working with NPA, NDWA, Demos, the NWLC and CLASP to ensure that we are coordinating strategies at the state level and developing a shared vision and path for national change.

Over the next year, the national table will:

- Develop a sophisticated media and communications strategy to elevate the issue of early childhood education and childcare in the presidential election cycle, telling a national story that demonstrates the need for a comprehensive solution and highlights the direct link between quality of care and fair pay/benefits for those providing that care. We will target elite media, place op-eds, generate earned media coverage, and coordinate high-impact rapid response and in-state support as needed.
- Promote online activity and organizing through a state-of-the-art website, email action network, and social media program.
- Connect the need for affordable childcare and early childhood education to the broader family economic security agenda, joining the struggle of parents to afford care with their other everyday family budget issues.
- Test the efficacy of nationally coordinated actions (e.g. town hall meetings, coordinated release of a report) to lift our story and generate broad pressure for national solutions to the childcare crisis.
- Build relationships with potential allies and partners in a national campaign effort, including early childhood experts, child advocacy groups, women's organizations, parent organizations, labor unions, think tanks, trade groups, and progressive business leaders.

3. The specific states in which the proposed project or campaign will operate, and the topline budget for proposed activities in each state.

We are proposing that \$600,000 of the total \$900,000 requested be allocated to support state and local campaigns in California, Connecticut, Illinois, Minnesota, New Mexico, Ohio, Oregon, and Pennsylvania. Activities in each state are described below.

4. A short summary of past major program activities and accomplishments.

Through our family of local partners, CCCA and CPD both have a long history of engagement on low-wage worker organizing efforts (minimum wage, paid sick days, fair workweek, etc.) and engagement directly on organizing workers in the childcare industry. We have jointly spent the past year exploring the opportunities for action in 2016-17, and working with more than two-dozen local partners to map both local policy campaigns and organizing models to build constituencies of partners, workers and center owners. CCC (the c3 sister organization of CCCA) has subgranted field money to 8 states, ranging from \$50,000-\$75,000 this past year through existing funding streams – for c3 activities. CPD secured a pilot grant that allowed modest pilot funding to 4 partners of \$15,000 each. In particular, we have worked closely with OLE and the AFT in Albuquerque to develop a replicable model of childcare organizing that builds a lasting base while advancing real improvements for workers, parents and owners. Our in-house research and policy teams have collaborated closely, and worked with other allies from labor, to develop ambitious proposals for revenue generation and improvements to local ECEC systems. In April 2015, we (with the other anchor partners) issued a paper by the Putting Families First campaign that outlined an initial national policy proposal to provide access to federal childcare subsidies to 12 million additional children and lift the wages of early childhood workers to \$15 an hour.

As noted above, we brought together representatives from partners in 10 states for a gathering in late October to launch our more formalized cohort of childcare field partners and explore organizing models, policy design questions, issues of race and gender, cultural competency in delivering childcare, public messaging, and the dimensions of the national political opportunity on early childhood. This intensive work during the past year has solidified our commitment, with our partners, to prioritize childcare as one of the top issues for campaigns in 2016-18, and the trans-local relationships among partners that will be crucial to quickly building momentum on the issue. An influx of significant resources for strong field campaigns will allow us to take advantage of this moment.

5. Whether and how this project connects to federal debates about economic reform.

As noted above, a core component of our strategy is the launch of a national table that can more effectively connect childcare to other key national debates about economic fairness. In particular, we see childcare as a leading issue to move a hard-hitting women's economic fairness and family economic agenda, including related campaigns for paid sick leave, paid family leave, and fair scheduling (all of which we and our partners are deeply engaged in). Notably, our partners are especially compelled by childcare, because it elevates an opportunity to engage in revenue fight, and to drive a corporate accountability campaign tied directly to gender justice.

We likewise see childcare as intimately connected to the broad low-wage worker efforts already underway (and again, driven by us, our state partners, and our core national allies such as SEIU). We will link the fight for universal, affordable quality childcare and early childhood education programs to the fight for \$15 – ensuring that workers in the industry see dramatic improvements in their lives as well.

Finally, we envision childcare and early childhood education as a key opportunity to further elevate racial justice issues on the national stage: families of color suffer disproportionately from the challenge of securing childcare and workers of color predominate in the industry. Solving the childcare crisis will be a key step in an integrated fight to further racial justice.

6. How the coalition running the project or campaign is organized; including a full list of coalition partners, steering or executive committee members, how decisions are made, and whether/how funds from this and other grants would be shared among coalition partners.

As illustrated in the state overviews, each state sub-grantee will help anchor the local campaigns and build diverse local tables (faith, labor, community, child advocates, etc.). While CCCA and CPD will continue to raise funds to resource the field, we will support in-state partners to make informed judgments on the best approach to shared decision-making, resource division, and membership of the local coalitions.

On the national level, we are building a formal national table to amplify the media reach of the local and state campaigns and drive a narrative about public demand for federal action. The table will be anchored initially by SEIU, AFT, CCCA and CPD, and expand its membership as the work gains traction and as we are able to raise additional resources to support the national campaign. The national table will have dedicated staff, housed at the table itself and thus independent of any specific institutional partner.

7. Names and roles of organizations you consider close strategic partners in this work.

- Our primary national strategic partners are SEIU and AFT. SEIU and AFT provide substantial communications, policy and research support – both for particular in-state efforts where their local are deeply engaged, and for the national table.
- CCC and CPD have been working in close collaboration for a year on this work, assessing the most fertile opportunities in the field, developing model policies, and working to build replicable organizing and campaign models. We will continue to work closely together to support the field, and to expand the number of state campaigns over time.
- Other organizations that we see as instrumental to building a national movement on this issue include Make it Work, National Domestic Workers Alliance, National People’s Action, Demos, National Women’s Law Center, Center for Law and Social, and Center for American Progress. We will work with these allies, in conjunction with the new national table, to ensure effective coordination of both state and national campaign work, a smart, consistent communications strategy, and maximum national impact of our collective work.

8. How this project or campaign will build organizational capacity and independent political power. (Please be specific, for example, by noting potential to recruit new members, new financial support, new partnerships, etc.)

A core component of our local/state-based work is to activate their existing base and, as important, to build lasting engagement of a new base of parents, workers, and childcare center owners – both for the immediate in-state fights, for the national campaign, and for the long term. Indeed, building an organized and united base of these three constituencies is not just an important “byproduct” of the work, but a prerequisite for long-term success. Growing from the success of the OLE/AFT model in Albuquerque, we will work with partners to design organizing strategies that engage a base through this

work with a focus on lasting organization building. Each partner will develop a tailored campaign plan that articulates specific goals around member recruitment (one reason that c4 funding is critical to c4 base-building partners) and dues generation from this expanded base. Likewise, each partner will develop a civic engagement/political plan grounded in the childcare organizing work for leadership development and electoral engagement of activated constituents. Notably, for some partners engagement of community-based childcare center owners (often women of color, who make little more than their frontline workers) as small business owners will represent an opportunity to engage a new segment of the local community in their ongoing work. CPD and CCCA will provide extensive support to partners on strategy and best practice, to ensure that membership growth and long-term leadership development remains a successful component of the work.

9. How this project or campaign, in its leadership and organizing, will engage communities of color, women, and youth.

Each of our local campaigns will be anchored by base-building organizations focused primarily on engagement and leadership by communities of color, women, and in many cases, youth. On this issue in particular, we anticipate that our partners' core leadership committees of families, workers and center owners will be majority women, and majority women of color, given the demographics of the workforce and the traction of the issue for women. Our partners plan to ground their campaign work in a frame of gender and racial justice, elevating the disproportionate impact on women of the childcare crisis, and on families and workers of color. We will be particularly attuned to the racial impact of childcare policies, for example pushing back against policies that define "quality" of care in ways that unnecessarily disadvantage immigrant care providers, or which fail to ensure cultural competency of service provision (on this front, looking to our partner in Washington State who has done extensive work on the racial implications of cultural competence in childcare).

10. A discussion of potential obstacles and challenges, including, for example, legal, communications, fundraising or opposition management.

Notably, there is very little *direct* opposition to our childcare and early childhood education agenda. Employers in the sector are generally *supportive* of higher wages and better benefits for workers (assuming there are public funds to defray the increased costs), and there are no powerful special interests that are threatened by increasing access to childcare and early learning. Opposition may, however, surface from narrowed special interests (i.e. – typical opposition to raising the minimum wage). There is deep ideological opposition to raising more public revenue and expanding the role of government. The central challenge of this issue is how to overcome that reflexive opposition and make the case for investing in the public good. That will be a hard fight in this climate, but it's a fight we need to have, and (in our view) early childhood education and childcare is one of the most favorable terrains for having it.

Another, more specific challenge is to keep the childcare and early childhood education coalition from fragmenting into parts – parents fighting for more slots, providers fighting for higher reimbursement rates, workers for higher wages – rather than fighting together for a shared vision and the resources to implement it.

A final challenge will be raising sufficient field funds, both to win the needed state/local victories and to run a strong national campaign. In particular, we will need to generate significant c4 funding, since many

campaigns will involve ballot initiatives. DA support on the issue now will send an important signal to other progressive funders, and to funders who have worked on early childhood but have not funded smart field campaigns.

11. A description of funding needs and how they will be used (note any new personnel and contribution to existing positions by title if applicable, re-grant recipient, and any programmatic expenses).

As previously noted, this request is divided between c(4) funding requested by CCCA and c(3) funding requested by CPD. Employing this common project narrative, CCCA and CPD are submitting separate requests with separate budgets totaling \$900,000. We are proposing to use these funds as follows:

- \$600,000 for regranting to eight state and local campaigns, at the level of \$75,000 per state. In general, these are emerging campaigns with projected budgets for 2016 in the \$400,000 - \$600,000 range and some funding from local sources. We anticipate that support from the Democracy Alliance will raise the visibility of these campaigns within the national funding community and catalyze support from other national donors (see #12, below)
- \$150,000 to CPD and CCCA for intensive field support of these local campaigns. Detail on the specific allocation of these funds is provided in the budgets supplied by the two organizations.
- \$150,000 towards initial start-up and staffing for the national table. The fiscal agent for this table will be the New Venture Fund of Arabella Advisors.

12. List current funders and describe how you will leverage additional support.

- A grant from the JPB Foundation for CCC's anti-poverty initiative has supported much of CCC's initial c3 work in this area, including approximately \$125,000 in re-grants to local partners in New Mexico, Ohio, and California. We anticipate that additional funds from this initiative will be available for re-granting to support local campaigns in FY 2016. Support from the JPB Foundation is c3 funding to CCC and is devoted exclusively to c3-permissible work.
- We anticipate that SEIU will provide up to \$500,000 in direct support to the national table.
- We are currently in conversation with the Wyss Foundation and the Open Society Foundations about support for the work described in this proposal.
- We are exploring support for this work from foundations with a traditional interest in early childhood – such as Kellogg, Annie E. Casey, and Packard – along with several individual donors.

13. What method of evaluation you will use and what benchmarks will be used to track progress.

We will evaluate performance based on the number of state/local victories we win, the strength of those victories (level of increased wages, expanded revenue, etc.), and impacts (# of additional children eligible for care, increased income from higher wages, etc.). For each state campaign, we will develop quarterly benchmarks tailored to those campaigns to track progress on membership growth, coalition building, and progress towards victory. With respect to the national campaign, we will measure impact on the national debate (media coverage, coverage of the more ambitious version of a federal demand), the extent to which political candidates endorse ambitious national policies, etc. In 2017 and beyond, success will be measured by the passage (legislative, through executive action) of expanded and improved childcare policy and the improvements to job standards (wages, benefits).

Detailed State Information:

California (Oakland)

Key policy goal: Enact a development impact fee to help publicly funded childcare providers augment wages in response to the recently enacted increase in the city's minimum wage.

Strategy

As more and more California cities pass increases to the minimum wage, and with the possibility of a statewide \$15 initiative, it is important to have a replicable mechanism to fund increased wages for the childcare workforce and affordable childcare for families. San Francisco already has a program, called C-Wages, that uses the city's general funds to augment wages for childcare workers.

Development impact fees – among the few local revenue sources that don't require voter approval – are a well-established mechanism in California to address critical community needs. Other cities in the state have included adopted fees to mitigate the rising cost of childcare. Oakland is currently considering the adoption of a development impact fee system, making this an optimal moment to introduce this proposal.

Partners

- Lead community partner/grant recipient: ACCE
- Other key partners: Parent Voices, SEIU Locals 521 and 1021, Raising CA Together

Timeline/Benchmarks

- Mid-December: First study report to the Oakland City Council Committee that handles impact fees. The study must document the impact of development and gaps in a specific service, to determine the maximum allowable fee that a city can assess.
- December – April 2016: Meetings with the Mayor, council members, targeted phone banks, and other tactics to push for enactment of the fee by the city council.
- 2016 city council elections (date TBD): A key opportunity to promote the issue if the fee has not yet been enacted. Five of eight council seats are up for election.

Challenges

- Potential developer and building trades opposition to the impact fee
- Potential competition for the fee revenue from other community needs and constituencies (e.g. affordable housing)

Connecticut

Key policy goal: Enact state legislation establishing a Low Wage Employer Fee, and direct the new revenue to childcare and homecare services.

Strategy: The idea that employers should reimburse the public for the fiscal impact of low wages has been getting traction in several jurisdictions around the country. A bill requiring large employers to pay a Low Wage Employers Fee (one dollar per hour worked for each employee paid less than \$15) made substantial progress in the 2015 session of the Connecticut Legislature, winning approval from one of two committees required for passage. While the bill ultimately failed, the legislature created a wage

advisory board to take up the issue and recommend solutions.

The bill will be refiled in 2016 with several modifications to improve the chances of passage, including the elimination of a specific earmarking provision that raised objections with some legislators. The key to passage is alignment among Democrats, who hold majorities in both houses of the legislature.

Partners

- Lead community partner/grant recipient: CT Working Families Organization
- Other key partners: Make the Road Connecticut, Connecticut Citizen Action Group, Early Childhood Alliance, SEIU/CSEA Local 2001, SEIU 1199NE

Timeline/Benchmarks

- Early February: Recommendation by the Wage Advisory Board to the Legislature.
- February – May: 2016 session of the Connecticut Legislature.
- August 9 – Primary for state legislative races. If passage is not secured in the spring, this will be a critical opportunity to generate public debate on the issue.

Challenges

- Lukewarm support from the Governor, whose priority has been transportation.
- Elimination of the earmarking provision from the low wage employers' fee means that revenue from the fee will go into the state's general fund. A separate appropriation measure will be required to allocate the new revenue to childcare.

Illinois

Key policy goals

- Passage of an ordinance in the City of Chicago to expand access to early care & learning, funded by reducing predatory bank fees, and establishment of a workforce development board to study teacher compensation makes recommendations on a wage ladder.
- Passage of a state budget that restores childcare funding to its prior level and lays the groundwork for a future increase.

Strategy

Unions and community organizations in Chicago have built a broad coalition that is connecting issues of educational and racial justice with the need for quality jobs and vital work supports. The coalition has collaborated on efforts to win an elected school board, create sustainable community schools, and expand early childcare and education.

Mayor Rahm Emanuel is concerned about positioning himself nationally for future political endeavors. With the potential for childcare to become a key issue during the 2016 statewide and presidential elections, the Mayor will be susceptible to pressure to do something positive on this issue despite the budget constraints being faced by the city. At the state level, Governor Rauner's draconian cuts and posturing provides an opportunity to lift up the childcare issue for working families in a much bigger way and make it one of the central issues in state legislative races this November.

Partners

- Lead community partner/grantee: Action Now
- Other key partners: SEIU HCII, the Chicago Teachers Union (AFT), Communities United, Brighton

Park Neighborhood Council, Pilsen Alliance, United Working Families

Timeline/Benchmarks

- Nov - Dec 2015: Coalition leadership convening to create campaign vision and platform
- Jan – March 2016: Use primary elections for Chicago municipal offices to elevate early learning as a public issue
- Fall 2016 - Ballot referendum in key wards to demonstrate public demand for childcare
- December 2016-winter 2017: Introduce and pass municipal ordinance

Challenges

With fiscal constraints at both the city and state level, there is no easy, consensus path to increased funding for childcare. Achieving our policy goals in Illinois will require a potentially polarizing debate about basic priorities.

Minnesota:

Key Policy Goals:

- Win \$343 million from the Minnesota budget surplus in 2016 for expanded access to early learning for four year olds with improved job standards for workers.
- Win expanded early learning for four year olds, potentially three year olds, in St. Paul, MN through a 2016 ballot initiative levy moved by the newly elected school board. Levy would add up to \$33 million and expand the program one year lower than the age group covered by state funding.
- Increase reimbursement rates through Minnesota Family Investment Program (MFIP) Childcare Assistance Program (CCAP) and by 2017 have MFIP money included in budget forecasting in order to decrease waitlists.

Strategy:

Engage workers, parents and small center owners in the 2016 campaign to expand funding for affordable early childhood education and care with improved conditions for providers by fighting for a guaranteed access. Republican House and DFL Senate aligned in seeking a tax bill with significant tax credits, but the Governor is not willing to negotiate a tax deal until Universal All-Day early childhood education for four year olds is funded during the 2016 Legislative Session. Both the Senate and House leadership want a tax deal on which to run on in November 2016. This gives Governor Dayton leverage he did not have in 2015 and opportunity to create a clear choice to either fund expanded early childhood education and care or give away tax breaks. Control of the House and Senate is determined by 2,000-3,000 votes in 10-12 legislative districts each year. ISAI AH has done intentional congregational recruitment in these districts around a Working Families Agenda, including Affordable Childcare, Paid Family Leave, and Earned Sick and Safe Time. St. Paul School Board will approve Universal early childhood education for four year olds as a policy and commit to trying to secure funding. ISAI AH and SPFT will seek an education levy that would add up to \$33 million and expand the program minimally one year lower than the state funding and create alignment of birth to five services between public and private providers that improves quality.

Partners:

- Lead community partner/grantee: Isaiah
- Other key partners: Neighborhoods Organizing for Change, St. Paul Federation of Teachers, Take Action Minnesota, Minnesotans for a Fair Economy (A broad-based community-labor coalition).

Timeline/Benchmarks

- Nov – Feb expand parent, worker and childcare owner organizing and build in key districts.
- By Feb, secure St. Paul school board commitment to expand full day early learning for four year olds.
- By the end of the short legislative session in May, have secured funding from state budget surplus for increasing funding for early learning.
- May-Nov, run St. Paul ballot campaign to pass levy for guaranteed funding per year up to \$60 million (winning parity with Minneapolis).
- By May 2017 close of the legislative session, pass bill to connect increased reimbursement rates into the budget forecasting that includes professional development for low-income providers.
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Challenges

- With a divided state legislature in an election year, the governor will be under tremendous pressure to give away much of the budget surplus to tax breaks.
- St. Paul - if the governor is able to direct money state wide into early learning, there will likely be pressure not expand funding at the city level to one age group lower than the target of the state funding.

New Mexico

Key policy goal

Win a dedicated revenue stream to fund comprehensive improvements in the state's childcare system, including increased subsidies for low income parents, higher wages for providers, and shared systems for worker training, scheduling, and sick day coverage.

Strategy

The strategy for achieving this goal has three major components:

- Using a master bargaining agreement with progressive childcare providers to create a working model of an equitable, high-quality childcare system. The agreement now covers 20 providers with over 200 workers in the state and will be expanded over the next year.
- Enacting a paid sick days and fair scheduling ordinance in Albuquerque to ratchet up pressure for improvements in job quality.
- Making childcare a central issue in the 2016 state elections, and mobilizing public support for tapping the state's multi-billion dollar Land Grant Permanent Fund to finance comprehensive reform of the childcare system.

Partners

- Lead community partner/grantee: Organizers in the Land of Enchantment (OLE)
- Other key partners: Early Educators United (AFT), Quality Early Learning Association

Timeline/benchmarks

- Winter-spring 2016: Signature collection to place paid sick days/fair scheduling ordinance on the ballot.
- November 2016: Vote on Albuquerque ballot initiative; state legislative elections
- Winter-spring 2017: Push in state legislative session for childcare allocation from Land Grant

Permanent Fund

Challenges

While the leadership of the State Senate is favorable to increased childcare funding, the Republican-controlled House and the Governor have been unreceptive. Changing the political climate on this issue will require a broad mobilization of public support for the coalition's agenda.

Ohio (Cincinnati)

Key policy goal

Create a universal pre-school program in Cincinnati that gives all families equal access to early education and childcare of the highest quality; ensures living wages and benefits for all early educators; include a strong parent voice; aligns with community learning center schools and supportive health and other programs; and promotes racial equity.

Strategy

A broad coalition of civic organizations, business leaders, community groups, and labor (branded as Cincinnati Preschool Promise) is preparing a November 2016 ballot measure that would make preschool a universal right for 3 and 4 year-olds living in Cincinnati and bolster quality and access to childcare birth to three. Everything in the design of this measure - from the level of tuition support to labor standards to funding mechanisms – is currently up for debate. The outcome of this debate will greatly affect the equitability of the program and possibly the viability of passage.

Community, labor, and education justice groups are organizing to assure that the measure embodies principles of economic and racial equity and supports the viability of the broader 0-5 child care system. They have come together to endorse a "People's Platform for Cincinnati Pre-K" that articulates these principles and may run their own initiative if the Preschool Promise coalition does not line up behind these standards.

Partners

- Lead community partner/grantee: AMOS (a project of the Ohio Organizing Collaborative)
- Other key partners: Cincinnati Federation of Teachers, Policy Matters Ohio, Cincinnati Educational Justice Coalition

Timeline

- November-December 2016: Public rollout of the People's Platform
- December-February 2016: Negotiations between community, labor, and business/civic leadership over program design and ballot measure language
- March 2016: Launch of signature gathering
- November 2016: Vote on ballot initiative

Challenges

The broad civic coalition behind expansion of pre-K is a major asset for winning increased funding in a fiscally conservative environment, but it also increases the risk of enacting inequitable and badly designed policies. Progressive community and labor groups must strike a careful balance to build on civic consensus while maintaining core principles.

Oregon

Key policy goals

- Win a statewide ballot measure in 2016 to increase taxes on corporations
- Secure agreement from the legislature to use new revenue to increase funding for the state's Employment Related Day Care (ERDC) program and raise wages for childcare workers.

Strategy

There is strong evidence from polling that Oregon voters are in favor of taxing wealth to pay for education and services. By framing a campaign around the value of care and caregivers, and building a broad network of care workers and parents to carry that message to the general public, we can win majority support for a state ballot initiative that would increase corporate taxation. In addition, childcare advocates in Oregon need to strengthen campaign efforts now in order to prioritize this issue with allies and elected so that new revenue actually translates to increased childcare spending.

As in Connecticut, the revenue measure cannot earmark funds for specific purposes, so legislative action will be needed in 2017 to capture the funding for expanded parent access to childcare subsidies and wage increases for workers.

Partners

- Lead partner/grantee: Family Forward Oregon (FFO)
- Other key partners: SEIU Local 503, Fair Shot Coalition.

Timeline/Benchmarks

- January 2016: Begin building an organizing network among workers and parents.
- March 2016: Launch ballot initiative campaign.
- November 2016: Vote on ballot measure
- Winter-Spring 2017: Legislative campaign to win increased funding for ERDC

Challenges

- We can expect strong opposition from corporations to any measure that would increase their tax burden.
- Several defensive battles that may also be on the Oregon ballot in 2016 could compete with this measure for the resources and attention of progressives.

Pennsylvania:

Key Policy Goals:

- Win Governor Wolf's proposed budget increases dedicated to 75% increased four year old early learning enrollment in 2016.
- Through community schools program, underway in 5 schools in Allegheny County, include expansion of high quality, 0-5 year services to children in their feeder pattern with increased job standards for early learning and care workers.
- Expand funding for early learning slots in Allegheny County utilizing the tax funding authority of the Pittsburgh School Board and county libraries to put a levy on the ballot.

Strategy: Engage workers, parents and small center owners in the 2016 campaign to expand funding for affordable early learning with improved conditions for providers by fighting for guaranteed access. The political atmosphere in Pittsburgh, including a newly elected progressive school board, supportive Mayor and several city council champions is well positioned to move expanded funding for early learning either via board action or direct referendum depending on how the politics develop over the next 6 months. Furthermore, One Pittsburgh will utilize local organizing on early learning to mobilize parents, teachers and owners on behalf of Wolfe's education budget both in the city and in the state capitol while raising the profile of early education as central to the electoral narrative. Between February and June 2016, we will see a major fight between Governor Wolf and the Republican controlled legislature over the budget and education in particular. In Wolf's budget proposal there was an unprecedented commitment to fund an expansion of access and funding for early learning by increasing early learning enrollment by 75%. These strands will culminate with electoral work in Nov. 2016 focusing on a local ballot question in Allegheny County to expand early learning within the public schools and several important state legislature and federal races where Pittsburgh will prove vital.

The coalition will have early learning and childcare issues focused on access, affordability, quality and job quality. The campaign will establish the issue to be key in both the PA Senate Race, the April primary and the general election, which includes a key Congressional seat currently held by Keith Rothfus as well as a half-dozen Pittsburgh area State Legislative races.

Partners:

- Lead partner/grantee: One Pittsburgh
- Other key partners: Great Public Schools, (a coalition which includes the Pittsburgh Federation of Teachers Local 400), SEIU Health Care PA, Action United.

Timeline/Benchmarks

- Nov – Feb expand parent, worker and childcare owner organizing and build in key districts.
- By Feb, secure commitment Allegheny County school board to expand full day early learning for four year olds.
- Feb-June mobilize GPS coalition around early learning issues for the state budget.
- Feb-June organize for the introduction of Allegheny County funding expansion through the reformed school board.
- Mar-Nov - Introduce Early Learning and Care issues into the electoral narrative for the primaries and the general election for Senate, state senate and legislative races.

Challenges:

- The state education budget cuts are so deep that expanding short-term revenue dedicated to early learning will be challenging.
- In Pittsburgh, assuring that a successful expansion of the community schools pilot program will require winning the local revenue fight and there will be pushback from more corporate driven models of reform.

New Venture Fund Budget Template

Grantee Name: Center for Popular Democracy
 Project Name: Winning Childcare Justice for Families & Workers
 Project Dates: 12/1/2015 - 12/1/2016
 Amount requested from NVF: \$290,000
 Project/Program funding expected from other sources: \$929,152
 Total project budget: \$1,219,152

newventurefund

Proposed Project Budget	NVF Budget <Grant Period>	Total Project Budget <Grant Period>
Salaries		
Childcare Campaign Director	21,900	100,000
Deputy Campaign Director		50,000
Chief of Staff		15,000
Co-Executive Director	2,000	15,000
Policy & Research Coordinator		90,000
Research for State/Local Campaigns	2,110	50,000
Communications Director		25,000
Field Digital Support	2,200	25,000
Campaign Support Staff (Finance, Legal, Operations)	2,400	103,400
Subtotal Salaries	30,610	473,400
Payroll Taxes & Employee Benefits	8,571	132,552
Subgrants to other organizations		
ACCE	30,000	30,000
ISAIAH	30,000	30,000
AMOS (A project of OOC)	30,000	30,000
CT Working Families Organization	30,000	30,000
Family Forward Oregon	30,000	30,000
Action Now	30,000	30,000
OLE	30,000	30,000
One Pittsburgh	30,000	30,000
Subtotal subgrants	240,000	240,000
Travel, Conferences & Meetings		
Convenings, Travel and Events		101,990
Subtotal travel conferences and meetings	0	101,990
Rent, utilities and communication costs		
Occupancy	2,073	54,080
Equipment	648	21,090
Supplies	2,396	33,800
Other Direct	1,555	54,080
Marketing	907	23,660
Subtotal rent, utilities and communication costs	7,579	186,710
Other Professional Services		
Other Professional Services	3,240	84,500
Subtotal other professional services	3,240	84,500
Overhead (1)	0	0
Total Project/Program Budget (total should tie to total funding above)	290,000	\$1,219,152
IRS Defined Lobbying Expenses (2)	58,000	243,830

Additional Instructions:

- (1) Please explain overhead calculation in the proposal narrative.
- (2) Lobbying Costs are defined in (a) below. If the Lobbying row of the financial report contains any amount other than 0, please provide details in the narrative.
- (a) for federal purposes, lobbying means carrying on propaganda, or otherwise attempting to influence legislation as defined by Internal Revenue Code Sections 501(h), 4945(d)(1) and 4945(e) and related regulations. Please note that federally-defined lobbying is permitted to public charities to a limited extent.

EXHIBIT B- REPORTING GUIDELINES

NVF Grantees are required to provide the following reports that document the progress of their projects:

Interim reports: due dates are indicated in agreement

1. Executive Summary (2 pages maximum), including the following information:
 - a. Goals and objectives
 - b. Results to date (progress of activities against project objectives)
 - c. Challenges encountered
 - d. Lessons learned
 - e. Project workplan with recommended adjustments
2. Budget summary that provides budgeted vs. actual expenditures to date.
3. Other relevant project information.

Final reports: due dates indicated in agreement

1. Executive summary (2 pages maximum), including the following information:
 - a. Review of goals and objectives
 - b. Achieved outcomes
 - c. Lessons learned
 - d. Completed project workplan
 - e. Next steps to further advance these objectives
 - f. Copies of any publications or media generated as a result of the project
2. The full report must include the following certification:

All activities by the Center for Popular Democracy were and are consistent under the Internal Revenue Code Sections 501(c)(3) and 509(a)(1), (2) or (3). If any lobbying was conducted by the Center for Popular Democracy (whether or not discussed in this report), the Center for Popular Democracy complied with the applicable limits of Internal Revenue Code Sections 501(c)(3) and/or 501(h) and 4911. The Center for Popular Democracy warrants that it is in full compliance with its Grant Agreement with the New Venture Fund, dated December 01, 2015, and that, if the grant was subject to any restrictions, all such restrictions were observed.
3. Final financial accounting of budgeted vs. actual expenditures of all grant funding including the entire project budget and all sources of revenue and expenditures (including grassroots and direct lobbying expenditures, if applicable), in addition to NVF Funding.

All reports must be submitted electronically. Please be sure to indicate the grant number in your reports. For questions regarding reporting requirements, please contact your project manager.